

The Influence of Corporate Social Responsibility on Job Seekers and Employees: A Lodging
Industry Perspective

by

Renata Fernandes Guzzo

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Chair of Committee: JeAnna Abbott, PhD

Committee Member: Mary Dawson, PhD

Committee Member: Juan M. Madera, PhD

Committee Member: Steve Werner, PhD

University of Houston
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University of Houston

Approved by:

Dennis Reynolds, PhD
Dean, Conrad N. Hilton College

Ki-Joon Back, PhD
Associate Dean for Research and Graduate Studies

JéAnna Abbott, PhD
Dissertation Chair

Mary Dawson, PhD
Internal Thesis Committee Member

Juan M. Madera, PhD
Internal Thesis Committee Member

Steve Werner, PhD
External Thesis Committee Member

Renata Fernandes Guzzo
April 2020

DEDICATION

This dissertation is dedicated to my beloved daughter Maya, my sweetest little sunshine.
And to my dear husband, Francisco, for his love and for making all this possible.

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ABSTRACT

Organizations have been proactively seeking to address not only shareholders' value but also broader societal challenges. Still, owners and leaders often engage in corporate social responsibility (CSR) without knowing how they can affect stakeholder's perceptions and behaviors (De Roeck & Maon, 2018). There is an increasing interest in CSR in hospitality, and although employees are vital stakeholders in services industries and play critical roles in implementing CSR activities, questions regarding under which circumstances CSR affects employees remain (Rhou & Singal, 2020). Specifically, research on how, when, or why CSR influences prospective and current employees, is limited (Jones, Willness, & Heller, 2016; Rhou & Singal, 2020). Therefore, the purpose of this study is to investigate the mechanisms that influence the relationship between CSR and employees' (prospective and current) individual and work outcomes.

Study 1 draws from signaling theory to investigate the causal effect of CSR on job seekers' intentions to apply for a hotel position. A between-subjects design experiment was conducted to test the hypotheses. The findings revealed that CSR messages in a job offer had a positive effect on pursuit intentions through perceived value fit (PVF) and the sequential mediation effect of PVF and anticipated organizational support (AOS). Also, when job seekers' community values were high, the influence of CSR on pursuit intentions through PVF was significantly stronger only when financial values were low. When job seekers financial values were low, independent of their community values, the effect of CSR on pursuit intentions through PVF was always significant.

Study 2 draws from social identity theory and affect theory of social exchange, aiming to understand how employees' CSR participation promotes wellbeing and positive extra-role

behaviors. A survey was conducted to test the theoretical model, and PLS-SEM was used to test the hypotheses. Findings revealed that hotel employees' CSR perceptions had a significant effect on their CSR participation. Employees' CSR participation, in turn positively influenced their hedonic and eudaimonic well-being. Only eudaimonic well-being influenced loyalty boosterism. The mediation effect of eudaimonic well-being between CSR participation and loyal boosterism was also significant.

This study offers several theoretical and practical contributions. Knowing that very few studies can be found related to CSR and recruitment in hospitality (Rhou & Singal, 2020), this study expands the literature by investigating important signaling mechanisms and by evaluating personal values. Besides, most studies in hospitality test the effects of CSR perceptions and omit the actual behavioral aspect of engagement in CSR activities (Supanti & Butcher, 2019). Aiming to address this gap, Study 2 provided empirical evidence of the effects of CSR participation as an antecedent of individual and work-outcomes. Moreover, study 2 is among the first attempts to empirically demonstrate the impact of CSR on both hedonic and eudaimonic wellbeing in hospitality. This research might be of particular relevance for corporate leaders and managers who want to create and develop a CSR culture that helps in attracting, developing, and retaining employees.

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CHAPTER 1: INTRODUCTION

Nearly every industry has embraced corporate social responsibility (CSR) to some extent. Ninety-three percent of the world's 250 largest companies by revenue formally report on CSR (KPMG International, 2017). This is not a surprise, especially considering that most companies are concerned about how external and internal stakeholders perceive and react to different business practices, including CSR. In service industries, and particularly in lodging, social and environmental efforts are also on the rise. For instance, Hilton Worldwide contributed more than 267,000 volunteer hours across 87 countries during Week of Service in 2017; reduced water consumption by 20% and waste by 30% (Hilton Worldwide, 2017). Marriott International contributed with more than \$500,000 to assist victims impacted by natural disasters such as Hurricane Harvey and Peru flooding in 2017 (Marriot International, 2017).

Similarly, researchers have been exploring how CSR is impacting different industries. While traditionally CSR research focused more on macro outcomes at the firm level, more recently, micro organizational behavior and human resources literature started to evaluate how CSR influences different stakeholders' attitudes and behaviors (Jones, Willness, & Glavas, 2017; Farooq, Rupp, & Farooq, 2017). For instance, several scholars have found evidence that CSR policies and activities have a positive influence on both attracting and retaining employees (Cone Communications, 2016; Rupp, Shao, Thornton, & Skarlicki, 2013). CSR had also been found to influence employees' attitudes and behaviors, such as organizational citizenship behavior (OCB), job satisfaction, turn over intentions (Fu, Ye, & Law, 2014; Lee, Kim, Lee, & Li, 2012) and on employees' satisfaction with work-life (Kim, Rhou, Uysal, & Kwon, 2017; Singhapakdi, Lee, Sirgy, & Senasu, 2015). Despite the evidence that CSR can be strategic to organizations and it can bring meaningful change to individuals and society (Wang, Tong, Takeuchi, & George,

2016), still, CSR studies focused on the hospitality industry are scarce (Serra-Cantallops, Peña-Miranda, Ramón-Cardona, & Martorell-Cunill, 2018). Moreover, besides the evidence that attitudes and behaviors of job seekers and employees toward CSR can directly impact organizations' outcomes, many questions remain related to how, when, and why CSR influence them (Glavas, 2016).

Under the lens of signaling theory, organizational support, social identity, and social exchange theory, Study 1 and 2 aim to fill these gaps. In Study 1, signaling theory and organizational support theory provide a theoretical background to understand CSR and its influence on job seekers' attitudes and behaviors. This study aims to investigate if CSR message in a hotel job posting can increase job seekers' perceptions about fit with the organization and perceptions of company support while analyzing their values. All of which can have an impact on job seekers' pursuit intentions. Study 2 focuses on affect theory of social exchange and two theoretical traditions in positive psychology to approach well-being: hedonism and eudaimonism. The main argument is based on the idea that hotel employees emotions produced by exchange structures, such as participation in CSR activities, influence employees sense of well-being and willingness to reciprocate such investments (Farooq, Farooq, & Jasimuddin, 2014; Kim et al., 2017) demonstrating positive attitudes and behaviors at work.

This dissertation will be particularly relevant for hotel recruiters and managers as they strive to hire and retain employees that are a good fit for the organizations. Moreover, employees are hospitality companies' ambassadors and critical stakeholders for business success. Understanding job seekers and employees' attitudes and behaviors are essential to achieve strategic goals and outcomes. Companies that are socially responsible are likely to enhance employees' engagement and positive work outcomes (Casey & Sieber, 2016). In addition, CSR

can also have a positive spillover effect on employees well-being (Kim, Woo, Uysal, and Kwon, 2018).

Statement of Problems

Much of previous research in CSR have focused on macro and institutional levels (involving dynamics on political, economic, and social aspects; and relations among organizations) rather than on micro-level (considering individuals' psychological bases - Glavas, 2016; Gond, El Akremi, Swaen, & Babu, 2017). More specifically, the examination of two stakeholders has been neglected in the literature: employees of all levels and the beneficiaries of CSR (Rupp & Mallory, 2015), which has left a gap in the academic research. Considering that CSR policies and activities are planned for, executed and witnessed by individuals, this traditional CSR focus long overshadowed the understanding of CSR outcomes at the individual level, which is deeply connected with all other levels of analysis. Even though research on employees' responses to CSR have recently accelerated in organizational psychology, human resources, and management studies (Jones et al., 2017), this reality is just changing in hospitality research (Kim et al., 2017; Kim et al., 2018). Moreover, studies analyzing how CSR influences job seekers in a hospitality context are rare. There is a need for CSR research to advance theoretical and practical understanding of how, when, and why CSR influences job seekers and employees in specific contexts, such as lodging.

Also, different bodies of literature have found support for the "happy-productive worker thesis," which suggests that happy workers will also perform better at work (Zelenski, Murphy, & Jenkins, 2008). Although the pursuit of both hedonic and eudaimonic well-being should produce greater overall well-being to individuals than when they are pursuit alone (Huta & Ryan,

2010), still most of the research conducted with employees conceptualize only the hedonic aspect of well-being (Turban & Yan, 2016). In the lodging industry, there has been limited research, if any, on the relationship of CSR perceptions and participation, well-being, and employees' workplace outcomes. The research found in this area addresses the quality of working life and meaningful work, which can be connected with well-being (Kim et al., 2017; Supanti & Butcher, 2019). However, no research in hospitality tested how CSR affects the different dimensions of well-being. Moreover, besides Supanti and Butcher's (2019) study, no other hospitality research has explored how employees' CSR perceptions and CSR participation have different effects on work behaviors. This study expands Supanti and Butcher's (2019) study by testing if employees' CSR perceptions directly affect their willingness to participate in CSR activities and if this sequential mediation effect influences their extra-role behaviors through well-being.

Purposes and Objectives

The goals of this dissertation were to test the causal relationship between CSR and job pursuit intentions, through different mechanisms (Study 1) and to analyze how hotel employees' CSR perceptions and participation influence their well-being and work-related outcomes (Study 2). The specific objectives of this study were:

- 1) To examine the relationship between CSR message in a job posting and job pursuit intentions (JPI);
- 2) To test the sequential mediation effect of personal value fit (PVF) and anticipated organizational support (AOS) between a job posting message (with CSR vs. no CSR) and job seekers pursuit intentions;

- 3) To investigate if different personal values have a moderation effect between a job posting message (with CSR vs. no CSR) and job seekers PVF and AOS;
- 4) To examine the influence of employees' CSR perceptions on their participation in CSR activities;
- 5) To analyze the relationship between CSR participation on both hedonic and eudaimonic well-being;
- 6) To test the mediation effect of well-being on the relationship between CSR participation and loyalty boosterism.

Justification

This dissertation has significance for both scholars and practitioners in the lodging industry. First, this dissertation will expand the body of knowledge about CSR in the lodging context. While research related to CSR in hospitality is still scarce (Serra-Cantalops et al., 2018), most studies in this field tend to represent CSR as a single domain such as environmental, social, or cultural (Serra-Cantalops et al., 2018; Supanti & Butcher, 2019). This research aims to explore CSR, considering its multiple dimensions, different stakeholders, and imbedded in the lodging context.

Second, CSR literature, in general, analyze CSR and its influence on work-outcomes without exploring underlying mechanisms between those relationships (Glavas, 2016; Jones et al., 2017; Rupp & Mallory, 2015). Aiming to address this gap in the literature, while analyzing job seekers on Study 1, mechanisms grounded in well-developed theories used to understand the recruitment process and CSR, such as perceived value fit (PVF) and organizational attraction, were included in the conceptual model (Gully, Phillips, Castellano, Han, & Kim, 2013; Jones et

al., 2016). Expanding previous work, Study 1 tested anticipated organizational support (AOS) as a mediator and personal values as a moderator. While perceived organizational support (POS) has been previously tested in studies to determine the relationship between CSR and employees' work-related outcomes (Glavas & Kelley, 2014), this is the first known empirical research examining the effect of AOS in recruitment studies involving CSR.

Third, Study 2, while analyzing hotel employees, aimed to explore the influence of CSR on crucial work outcomes for the lodging industry: OCB. Examining well-being as a mechanism expands the knowledge that integrates CSR and hospitality employees' attitudes and behaviors. Furthermore, this study is one of the first attempts to empirically investigate the effect of CSR participation in both hedonic and eudaimonic well-being in a hospitality context. While most of the work-setting studies analyze one aspect of well-being (Turban & Yan, 2016), there has been minimal research, if any, on the effects of CSR on employees' well-being in the hospitality context (Kim et al., 2017).

Fourth, this research has several practical implications. The hospitality industry is energy-intensive, generates large amounts of waste, consumes massive amounts of water, and has a considerable cultural and social impact on communities (Bohdanowicz, 2005; Bohdanowicz & Zientara, 2008). Effective CSR policies and strategies are imperative in a context such as this. Through CSR, hospitality businesses can mitigate their impacts and focus on positive outcomes in host communities such as job creation and be involved in social and environmental projects. Besides, jobs in the hospitality industry are known to be labor-intensive and stressful, which can result in reduced work-life balance and employee turnover (Jung & Yoon, 2014). CSR, as an organizational strategy, has the potential to buffer these negative aspects of hospitality work and enhance individuals' well-being (Kim et al., 2017). These aspects

not only influence employees and job seekers but they also directly impact the organization, resulting in positive organizational outcomes that can create a competitive advantage.

Specifically, Study 1 results can be beneficial to practitioners as it demonstrated that communicating CSR (on all its forms and dimensions) in a job offer increases pursuit intentions through perceived value fit. This result was connected to job seekers values (low financial values). Communicating CSR in job postings is a strategy that can help recruiters to have a larger pool of applicants that are a better fit with the organization, which can reduce future turnover rates.

Study 2 results can bring light to practitioners about the importance of CSR to these key stakeholders. Employees are responsible for the execution of a significant part of CSR activities in a lodging context. In addition, employees' well-being is aligned with service quality improvement, and as a consequence customer satisfaction (Kim et al., 2017). Understanding that CSR has an effect not only on employees' well-being, but also on work outcomes can help practitioners to strategize its CSR practices and policies better, enhancing CSR practices, communication, and training.

Conceptual Model and Hypotheses

Study 1

The conceptual model shown in Figure 1 was developed based on a thorough review of literature to understand better the causal-effect between CSR message in a hotel job posting and job seekers' intentions to pursue the job.

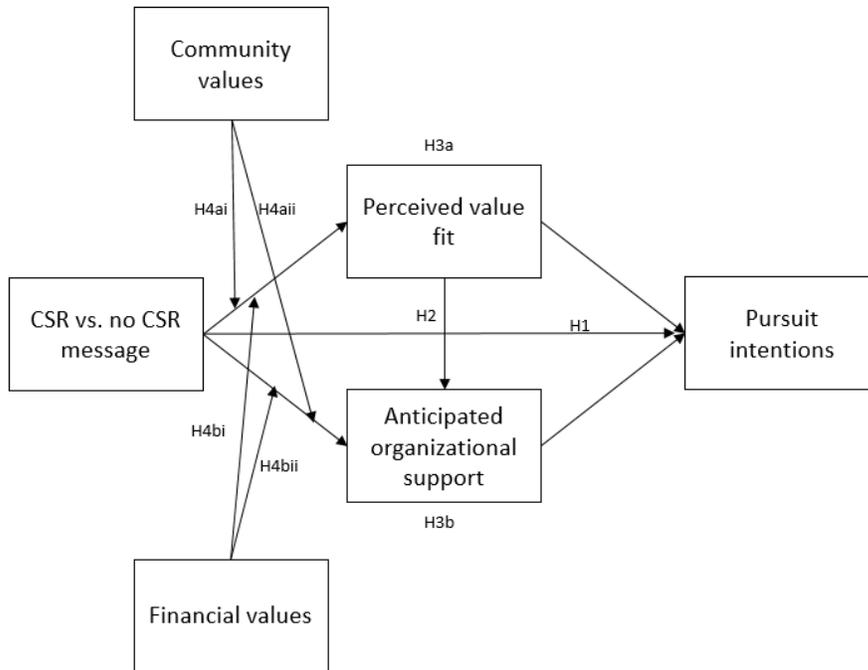


Figure 1. Conceptual model Study 1

To achieve the objectives established for Study 1, the following hypotheses were developed:

H1: CSR information in a recruiting message have a stronger positive effect on JPI than a neutral recruiting message.

H2: CSR information in a recruiting message have a stronger JPI through the sequential mediation effects of PVF and AOS than a neutral recruiting message.

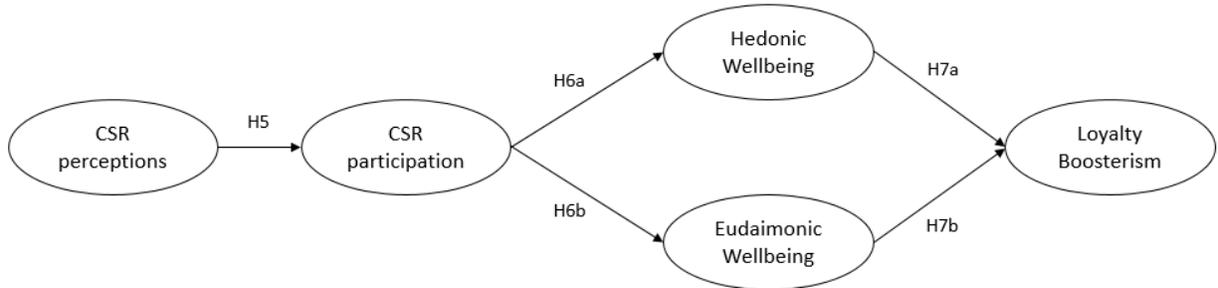
H3: CSR information in a recruiting message leads to a stronger JPI through the mediation effects of (a) PVF and (b) AOS than a neutral recruiting message.

H4a: Participants' aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through (i) PVF and (ii) AOS is stronger for participants with stronger as opposed to weaker community values.

H4b: Participants' aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through (i) PVF and (ii) AOS is stronger for participants with weaker as opposed to stronger financial success values.

Study 2

The conceptual model shown in Figure 2 was also developed based on a thorough review of literature to understand better the relationships between employees' CSR perceptions and participation and how those influence their well-being and work-related outcomes.



Indirect effects:

H8a: CSR participation → Hedonic wellbeing → Loyalty boosterism

H8b: CSR participation → Eudaimonic wellbeing → Loyalty boosterism

H9a: CSR perceptions → CSR participation → Hedonic wellbeing → Loyalty boosterism

H9b: CSR perceptions → CSR participation → Eudaimonic wellbeing → Loyalty boosterism

Figure 2. Conceptual model Study 2

H5: Employees' CSR perceptions positively influence their participation in CSR activities.

H6: Employees' CSR participation positively influence their (a) hedonic and their (b) eudaimonic well-being.

H7: Both (a) hedonic and (b) eudaimonic well-being positively influence employees' loyalty boosterism.

H8: Both (a) hedonic and (b) eudaimonic well-being mediate the relationship between CSR participation and loyalty boosterism.

H9: Employees' CSR participation and (a) hedonic and (b) eudaimonic well-being have a sequential mediating effect on the relationship between CSR perceptions and loyalty boosterism.

Definition of Terms

Anticipated Organizational Support (AOS): “[...] a perception of how much applicants expected they would be valued and cared about by the organization if they became employees” (Casper & Buffardi, 2004, p.394)

Corporate Social Responsibility (CSR): discretionary context-specific organizational practices and policies that take into consideration multiple stakeholders and the triple-bottom-line of economic, social, and environmental performance (Aguinis, 2011; McWilliams & Siegel, 2001).

Eudaimonic Well-being orientation: focus on functioning well and in the improvement of one's potential (Straume & Vittersø, 2012, 2015).

Hedonic Well-being orientation: focus on “feeling good”, such that there is a pursuit of pleasant experiences and positive evaluation of life as a whole (Huta, 2016; Straume & Vittersø, 2015).

Loyalty Boosterism: focus on the promotion of the organization's image to outsiders (Moorman & Blakely, 1995).

Perceived Value Fit (PVF): when an organization send signals to job seekers about its specific values (e.g., contributing to the community or to the natural environment), which in turn is analyzed by job seekers, matching their perceptions about the organization with their own believes and values (Jones, Willness, & Madey, 2014).

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CHAPTER 2: LITERATURE REVIEW

Conceptualizing Corporate Social Responsibility (CSR)

CSR has been conceptualized in different ways to explain the relationships between business and society. While most of the scholars understand that CSR is deeply connected to the triple bottom line of sustainable development (Aguinis, 2011; Sarkar & Searcy, 2016), other CSR dimensions such as legal aspects are still under debate (McWilliams & Siegel, 2001). The proliferation of CSR definitions and dimensions brings challenges while analyzing organizational strategies and establishing theoretical connections. Knowing that a range of internal and external stakeholders are interested in CSR, which further encourages organizations to develop, implement, and continuously revise and measure their social and environmental responsibilities (cite), evaluating the concept of CSR has become even more relevant. Given this broad understanding of CSR, before analyzing context-specific aspects related to the lodging industry, it is crucial to revise how the concept has been developing and changing over the years.

A wide range of different CSR definitions have been developed since the seminal work published by Bowen (1953) when the first attempt to define CSR was made: “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those directions which are agreed in terms of values and objectives by our society” (Bowen, Gond, & Bowen, 2103). Since then, researchers have been mapping the field to understand CSR further (e.g., Aguinis & Glavas, 2012; Garriga & Melé, 2004; Van Marrewijk, 2003; Okoye, 2009; Sarkar & Searcy, 2016). For example, Garriga and Melé (2004) mapped CSR theories in four groups: (a) instrumental theories, in which corporations focus on achieving economic objectives through social activities; (b) political theories, in which corporations emphasize responsible use of its power within society and the political arena; (c) integrative theories, in which corporations

concentrate on integrating and satisfying social demands; and (d) ethical theories, based on ethical responsibilities towards society. Garriga and Melé (2004) argued about the need for companies to integrate all four dimensions of CSR. On his turn, Dahlsrud (2008) conducted a content analysis to explore CSR definitions. He identified five dimensions that reflected the main aspects of the CSR definitions based on Google citations: environmental, social, economic (triple bottom line of sustainable development), stakeholder, and voluntariness. The stakeholder dimension reveals the interaction of different stakeholders (e.g., employees, suppliers, customers, local communities). The voluntariness dimension reveals the discretionary aspects of CSR based on ethical values, going beyond what is required by legal obligations. His findings suggest that definitions are congruent, making the lack of one universal definition less problematic. He also highlighted that the challenge for businesses is not much related to how CSR is defined, as it is to understand how CSR is built in a specific context.

More recently, Sarkar & Searcy (2016) conducted a systematic analysis of CSR definitions from 1953 to 2014, observing how they have been evolving, considering the field's historical development. They separated the definitions on three main periods, analyzing the key terms used in each one (Figure 3). The first period comprises publications from 1953 – 1982, and overall the definitions revolve on the idea that CSR should strive to meet economic, legal, ethical, and discretionary aspects toward society (Carroll, 1979). As Figure 3 is showing, the economic aspect is a core element during that period, which connects with other conceptual elements. The economic feature observed in all periods might be due to the suggestion made by Friedman (1970) that businesses' core responsibility is to increase its profits. As academics further analyzed the responsibility businesses have toward other stakeholders and society, this approach of focusing exclusively on shareholders' value has been reevaluated, as the shareholder

value maximization should not be incompatible with other stakeholders' needs and interests (Martínez & Del Bosque, 2013; Porter & Kramer, 2006).

The second period comprises publications from 1983 – 2002, and Sarkar and Searcy's (2016) choice of 1983 as the starting period was influenced by the stakeholder theory becoming popular in the management literature in 1984 when Freeman developed the theory. Freeman argued that nontraditional stakeholder's groups, who first was thought that had an adversarial relationship with the firm, now are considered a significant engine, especially considering CSR practices: "less emphasis is put on satisfying owners and comparatively more emphasis is put on the public or the community or the employees" (Freeman, 2010, p.38). Moreover, other terms also gained prominence during this period: ethical, environmental, and sustainable. Essential aspects that might have also influenced CSR definitions during this period include (1) Our Common Future report, also known as the Brundtland report developed by the World Commission on Environment and Development which defined sustainable development as the "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987, p.42); (2) the triple bottom line of sustainable development by Elkington (1997) focusing on three main aspects: care about environment protection, economic prosperity, and social equity; and (3) the World Business Council for Sustainable Development definition: "Corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large" (WBCSD, 1999, p. 3), which is still one of the most commonly used CSR definitions (de Grosbois, 2012), even though they define corporate environmental responsibility separately.

The third period comprises publications from 2003 – 2014. According to Sarkar and Searcy (2016), this period was heavily influenced by corporate financial crises, the role of governmental and nongovernmental organizations (NGOs) on corporations, and by the ethical considerations reflecting such aspects. Also, in that period, there was a growth in academic publications related to CSR (Aguinis & Galvas, 2012). Core elements, such as economic, environmental, stakeholders, and community, maintained their positions. During this period, it is interesting to see how the legal element changed from being a core element from the previous two periods, to be considered a semi-periphery element. This change reflects the voluntary dimension, a CSR’s core element representing the need to go beyond the minimum requirements requested by law (Sarkar & Searcy, 2016). Some authors even argue that an organization that avoids illegal acts such as discrimination is not being socially responsible, but simply obeying the law (McWilliams & Siegel, 2001). According to McWilliams and Siegel (2001, p. 117), CSR can be defined as: “[...] actions that appear to further some social good, beyond the interests of the firm and that which is required by law”.

| | | Periods | | |
|---|-------------------------------|---|--|--|
| | | 1953–1982 | 1983–2002 | 2003–2014 |
| Position according to centrality degree | Core (0.67–1) | Economic (0.89) Voluntary (0.73) Legal (0.73) Obligations (0.73) Community (0.73) | Economic (1) Ethical (0.86) Environmental (0.80) Stakeholders (0.79) Legal (0.79) Community (0.79) Soc-objectives (0.73) Employees (0.70) Voluntary (0.69) Sustainable (0.69) | Economic (1) Environmental (1) Community (0.79) Stakeholders (0.76) Soc-objectives (0.76) Employees (0.71) Voluntary (0.68) Stockholders (0.68) Ethical (0.68) |
| | Semi-periphery (0.33–0.67) | Stockholders (0.53) Employees (0.5) Ethical (0.5) Soc-objectives (0.5) | Obligations (0.66) Discretionary (0.56) | Sustainable (0.65) Legal (0.63) Strategy (0.60) Discretionary (0.57) Triple-Bottom Line (0.57) Obligations (0.56) Generations (0.54) |
| | Periphery (0.00–0.333) 110 | (24) ^a | (40) ^a | (46) ^a |

^a Number of definitions included in each period.

Figure 3. Evolution of the position of the key terms in the definitions used for CSR
Source: Sarkar & Searcy (2016, p.1430).

After analyzing CSR periods and elements connected to the definitions, Sarkar & Searcy (2016) developed a CSR definition based on the core dimensions found: economic, voluntary, ethical, stakeholders, and society. While analyzing other CSR reviews and analyses, some authors observed that a singular universal definition of CSR might be challenging to attain (Dahlsrud, 2008; Van Marrewijk, 2003; Okoye, 2009). Some authors even argue that CSR can be identified as a contested concept, which, by its nature, engender perpetual disputes (Van Marrewijk, 2003). However, as observed by the authors mentioned above, not having a “one solution fits all” definition does not mean those core elements should not be considered while explaining CSR. Thus, for this dissertation, CSR is discretionary context-specific organizational practices and policies that take into consideration multiple stakeholders and the triple-bottom-line of economic, social, and environmental performance (Aguinis, 2011; McWilliams & Siegel, 2001).

CSR in the Hospitality Industry

While most of leading corporations worldwide acknowledge the importance of sustainability and CSR, including CSR practices as part of their daily activities (Tang, Gallagher, & Bie, 2015), the hospitality sector has been “somewhat slower to react” (Jones, Hillier, & Comfort, 2016, p.42). For example, only 9 out of 50 cruise lines and 20 out of 50 largest hotel groups worldwide had an independent CSR report or CSR section within their annual financial statements (de Grosbois, 2016; Guix, Bonilla-Priego, & Font, 2018). Even if slowly, this scenario is changing at the corporate level. Several international hotel chains have been stressing their commitment to sustainability and CSR. For example, Hilton Worldwide announced that the organization have established a goal to cut their environmental foot print in half and double its social investment by 2030, following consumers research that reaffirms the strategy implemented

(Hilton Corporate Communications, 2018). In a similar vein, InterContinental Hotel Group (IHG) have not only been showing how they are achieving targets established in previous years (e.g. reducing 15% of its carbon footprint per occupied room in 2017, a higher number than their established goal in 2013), but also have plans to reduce even more their carbon footprint by 2020 and increase their community impact targets such as raising \$3 million to support communities through their foundation (Hotel Business, 2018). The vast majority of the research and reporting on CSR and sustainability has been focused on major players within the industry, which leads to a significant gap in terms of what smaller companies are doing regarding CSR (Garay & Font, 2012; Jones et al., 2016).

In the literature, although the CSR research in hospitality has increased considerably since 2004, studies have been adopting an instrumental approach from the management literature predominantly, without considering the idiosyncrasies of the industry (Farrington, Curran, Gori, O’Gorman, & Queenan, 2017). Farrington et al. (2017), while conducting a review of CSR literature published in top-ranked hospitality and tourism journals from 2004 to 2015, classified the 81 studies in six main categories. The main findings suggest a widespread uncertainty in terms of CSR definition and in terms of financial outcomes connected to CSR (inconclusive or inconsistent results). The underlying reasoning for undertaking CSR activities in hospitality was found to be mostly connected with potential competitive advantage gaining. This approach brings potential risks as it focuses on immediate cost-efficiency activities and consumer perceptions rather than long-term social impacts. Farrington et al. (2017) made a call for longitudinal research with more significant consideration for social and environmental analysis, in an attempt to remedy these short-focus financial gains.

Similarly, Jones et al. (2016), while analyzing sustainability in the hospitality industry, also found that businesses' efficiency and competitive advantage are the main drivers guiding sustainability definitions and activities in hospitality. For example, according to Nyahunzvi (2013), hotel groups in Zimbabwe emphasize financial performance over social and environmental impact while communicating about CSR in their websites. The authors observed that when CSR information was available, it was presented in a general and descriptive way, indicating the same problem found by De Grosbois (2012, 2016) while analyzing the top 150 hotels and cruise lines worldwide, respectively. This lack of information and transparency might raise questions regarding the authenticity of CSR activities and policies in hospitality, decreasing the potential positive effects that CSR has on different stakeholders.

More recently, Serra-Cantalops et al. (2018) conducted a literature review focusing on the role of CSR in the hotel industry over the period of 2005-2015. Their study differs from Farrington et al. (2017) as they focus specifically on the hotel industry and a holistic view of CSR (economic-social-environmental aspects). In this case, articles that included only environmental issues, for instance, were excluded from their analysis. A total of 48 studies were identified and grouped in three streams of research: CSR-practices (focusing on driver and barriers for implementation, management perceptions, practices, and integration of CSR into overall firms' strategies), CSR reporting (focusing on accountability of CSR and communication aspects), and CSR impacts (CSR and marketing strategies and CSR influence on firms' performance). In general, their findings suggest that the expected outcomes from CSR are positive long-term benefits/ returns through increased profitability and enhanced employee relations, retention, and growth (Serra-Cantalops, 2018). Additional aspects that make CSR relevant to the hotel industry are related to human resources management, local community

impacts, and industry competition. According to Serra-Cantalops et al., (2018), some current gaps in the literature and possible future studies are related to the prevalence of studies focusing on upscale hotels, leaving CSR implementation and impacts on medium and low-scale hotels underresearched. Also, there is an increasing amount of research focusing on CSR in Asian countries, while little research has been conducted in other important touristic destinations and developing countries. They also found that even though many studies focus on CSR reporting, the quality of information is not always addressed, reinforcing the earlier findings made by De Grosbois (2012). Moreover, studies focusing on other stakeholders besides consumers are scarce (Font and Lynes, 2018; Serra-Cantalops et al., 2018). All these findings guide this dissertation's focus on job seekers and employees as the sample selected to be studied.

Effects of CSR on Job Seekers

Understanding the process by which job-seekers identify and decide among job alternatives influences the development of strategies to attract the best applicants, which is known to have a connection with organization success (Breugh, 2013; Griepentrog, Harold, Holtz, Klimoski, & Marsh, 2012). Indeed, considering the high costs involved in recruiting processes (Kulik, 2004) and the high turnover rates that are typical in hospitality settings (Gordon, Tang, Day, & Adler, 2018), learning how to attract and select qualified applicants, that have a good fit with the organization is critical.

Research on employee recruitment has been showing different factors that influence individuals' attraction to an organization and, ultimately, job choice (Rynes, Bretz Jr., & Gerhart, 1991). CSR is among these factors. Organizations that are perceived as having a strong social responsibility commitment often have a stronger ability to not only attract better job applicants

but also to increase their morale, maintaining them once they are hired (Branco & Rodrigues, 2006). Previous research found that CSR is not only connected to organization attraction, which can be considered a passive effect, but also to pursuit intentions, which is action-oriented, related to the actual behavior of job choice and pursuit (Gully et al., 2013). Thus, Study 1 tested if CSR in a hotel job posting has a direct positive effect on pursuit intentions:

H1: CSR information in a recruiting message have a stronger positive effect on job pursuit intentions than a neutral recruiting message.

In hospitality, few studies analyzed the influence of CSR on job seekers. For instance, Day, Karani, Adler, and Nicely (2013) found that recruiters in the hospitality industry are increasingly sensitive to CSR-related values in job candidates, using these value orientations as an additional selection criterion (Day et al. 2013). Another example is the study conducted by Madera, Dawson, and Neal (2016), on which they analyzed how investment in diversity management influenced person-organization fit and organizational attraction. They found that both managers and job seekers were more attracted to organizations that invested in diversity, having P-O fit mediating that relationship. Even though their study focuses on strategic human resources, diversity management that goes beyond what is required by law can also be considered a CSR practice as an effort to reduce inequality, which is part of the main goals of sustainable development (United Nations, 2018).

While CSR has been considered in recruitment studies and found to be connected to critical prospective employees' outcomes, such as organizational attraction and job pursuit intentions, fewer have explored mechanisms that help in the understanding of why they tend to be attracted to CSR (Gully, Phillips, Castellano, Han, & Kim, 2013; Jones et al., 2016). Researchers have been suggesting that signaling theory can be useful for explaining and

supporting the effects of recruitment on job seekers, providing a strong rationale for recruitment outcomes and mechanisms that influence job seekers decisions (Gully et al., 2013; Jones et al., 2016; Story, Castanheira, & Hartig, 2016; Zerbini, 2017).

Signaling mechanisms

Signaling theory is mainly concerned with reducing incomplete and asymmetrical information between two parties (Spence, 2002). This theory suggests that the *sender* has to choose how and whether to communicate with the *receiver*; the receiver, in turn, decide how to interpret the signal and if feedback will be sent back to the signaler (Connelly, Certo, Ireland, & Reutzel, 2011). Spence, in his seminal work from 1973, used the labor market to model the signaling function of education, due to the lack of information about the quality of job candidates available for employers. According to Spence (1973), job candidates obtained education to signal their quality to employers and to reduce information asymmetries. Many studies followed this idea to investigate how signaling theory can also be applied to different research contexts. Signaling theory has flourished in management studies, usually using the theory to understand how organizations can obtain positive organizational attributes from deliberate communication of positive information (Connelly et al., 2011).

According to the signaling theory, individuals analyze organizations' actions and communication as signals of firm characteristics, thereby forming impressions, which will, in turn, affect individuals' decision making processes. This theory is commonly used in capital market studies (Zerbini, 2017), analyzing how firms can signal superior quality to uninformed investors. In recruitment studies, signaling theory is used to examine how applicants' attraction to an organization can be influenced by information or signals sent by the organization (Celani &

Singh, 2011). As organizational traits are many times unknown, job seekers search for signals that can help them to understand what type of organization they are applying to and what kind of job experience they will have if hired (Rynes, 1991). Recruitment advertisements are many times, the first source of information about organizations (Gully et al., 2013). Messages communicated through recruitment ads send specific signals to job seekers, and thus, should be evaluated carefully.

Although CSR can signal the ethical nature of the business to particular audiences (Greening & Turban, 2000; Zerbini, 2017), little is known about under which mechanisms that relationship happens (Jones, Willness, & Madey, 2014). As such, little is known about how, why, and when CSR relates pursuit intentions. CSR signals can include, for instance, community involvement (e.g., volunteerism in local projects), environmental activities and performance (e.g., waste management, reduction of water and energy consumption), commitment to different stakeholders such as employees, local community, suppliers (e.g., educational programs for employees, buying from local sources), partnerships with other organizations (non-profits). These signals can influence job seekers' decision making directly and indirectly.

This study specifically tests perceived value fit (PVF) and anticipated organizational support (AOS) as mediators for some reasons. Person-organization fit (P-O fit) is a well-known tested signal in recruitment studies. According to Chapman, Uggerslev, Carroll, Piasentin, and Jones (2005), after conducting a meta-analysis from 71 studies examining predictors of job-organization attraction, job pursuit intentions, acceptance intentions, and job choice, P-O fit was found to be a more reliable predictor of job pursuit intentions. Moreover, P-O fit is influenced by CSR, and it also has an indirect effect on the relationship of CSR and recruitment outcomes (Gully et al., 2013; Jones et al., 2014). Individuals looking for jobs, once familiar with CSR

information, have an extra factor to ponder while making decisions to apply for a particular position. As job seekers tend to prefer organizations that are aligned with personal values (Cable & Judge, 1994), having information regarding CSR in a job offer can positively influence the perceptions of fit and other organizational attributes (e.g., how well this organization support its employees). Finally, CSR in a job offer can also influence the decision to apply or not for an organization.

Perceived organizational support (POS), on its turn, has been widely studied from the employees' perspective, but not from a job seekers perspective. Organizational support theory argues that employees can develop a general belief in how organizations value their contributions and well-being (Eisenberger & Stinglhamber, 2011). The theory also proposes that discretionary organizational activities are perceived differently by employees (Eisenberger & Stinglhamber, 2011). For instance, legal requirements such as sick leave might have little influence on POS, while engaging in activities to preserve natural resources (discretionary activity) might increase POS. Following this concept, CSR can signal POS (Glavas, 2016). On its turn, POS can influence important work-related outcome variables such as organizational commitment, trust, organizational identification, OCB (Kurtessis et al., 2017).

Casper and Buffardi (2004) adapted the POS concept to reflect on job seekers, calling it AOS. They argue that job seekers, while analyzing their job options, also make inferences about how they would be valued and treated by organizations if they are hired. They specifically tested if AOS mediated the relationship between work-life benefits and job pursuit intentions. They found that AOS fully mediated the relationship between work schedule flexibility and care assistance on job pursuit intentions. Besides affecting employment decisions, pre-hire AOS has also been associated with the subsequent leader-member exchange (LM-X). This means that

newcomers' expectations regarding future organizational support influences relationships with supervisors once hired. LM-X is a fundamental element for organizational life adaptation (Zheng et al., 2016). Although organizational support theory has sustained results related to present support, anticipated support has yet to be further tested (Zheng et al., 2016).

Besides the direct connection between recruiting messages and AOS, Study 1 proposes that when prospective employees perceive their values to be shared by the potential employer, they will be disposed to attribute positive intentions to the organization's behavior and actions toward them which is aligns to the perception of a positive work environment. For example, Cable and DeRue (2002), while examining employees' perceptions about different types of fit, found that P-O fit was positively related to POS. Hence, the relationship between PVF and AOS, and the sequential mediation effect were investigated. Moreover, as personal characteristics influence how receivers interpret a signal (Connelly et al., 2011), this study also tests how such factor can act as a moderator between CSR message and PVF and AOS. Thus:

H2: CSR information in a recruiting message leads to a stronger JPI through the sequential mediation effects of PVF and AOS than a neutral recruiting message.

H3: CSR information in a recruiting message leads to a stronger JPI through the mediation effects of (a) PVF and (b) AOS than a neutral recruiting message.

The influence of personal values

The efficacy of a signal depends in part on the receiver's characteristics (Connelly et al., 2011). For example, the signaling process will only be effective if the receiver has an interest or a personal volition while searching for specific organizational cues. Job seekers' values have a critical role in such a context. Values can be conceived of as "desirable, trans-situational goals,

varying in importance, that serve as guiding principles in people's lives" (Schwartz, 1996, p. 122). Schwartz's universal value theory (1992, 1994) has a focus on values at the individual level. Influenced by Rokeach (1973), Schwartz (1996) argues that the type of motivational goal that values express is an essential factor to distinguish among different values orientation. Based on the three universal needs (biological needs, requisites of coordinated social interaction, and demands of group survival and functioning), ten motivational types of values are proposed by Schwartz (1996), which includes: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. This structure is summarized in two orthogonal dimensions: self-enhancement vs. self-transcendent (power and achievement values oppose universalism and benevolence values) and openness to change vs. conservatism (self-direction and stimulation values oppose security, conformity and tradition values).

Similar to Schwartz's value theory, Kasser and Ryan (1993) explored the importance of values and expectancies on individuals' lives. They developed an aspiration index to analyze how values and expectancies were related to adjustment and well-being. The aspiration index has four main dimensions: self-acceptance (aspirations for growth and autonomy), affiliation (aspirations pertaining to family and friends' relationships), community feeling (aspirations concern making the world a better place), and financial success (aspirations to attain wealth and material success). In this study, Kasser and Ryan (1993) found that whenever financial success values exceeded values from other dimensions, worse psychological adjustment occurred. The community and financial success dimensions from the aspiration index (Kasser & Ryan, 1993) have similarities with the self-enhancement and self-transcendent values developed by Schwartz (2003) and were used for study 1. The main reason for that decision was based on the fact that Kasser and Ryan (1993) scale focus on future states, rather than asking individuals about their

aspirations. Such a step is an effort to reduce social desirability, as asking individuals about their aspirations could allow individuals to omit some aspirations and values (Rokeach, 1973).

Values are especially relevant while analyzing attitudes and actual behavior (Schwartz, 2003). Schwartz's value theory has been used in research focusing on understanding the relationship between environmental behavior and personal values (Kim, 2011, Milfont, Duckitt, & Cameron, 2006). For instance, Kim (2011) found that self-transcendence values mediated the relationship between collectivism and environmental attitudes, which then affected green buying behavior.

Empirical evidence of personal orientations and values has also been found in recruitment studies. Recruitment research has been consistent in arguing that applicants have different concerns about potential employers, and therefore, interpret the same signal in different ways (Highhouse, Thornbury, & Little, 2007). Gully et al. (2013) lend support for this concept as they found that social and environmental responsibility messages positively influenced P-O fit. Still, the relationship was stronger among individuals high in desire to have a significant impact through work. Jones et al. (2014) found that communal orientation and environmental attitudes moderated the relationship between CSR message and organizational attractiveness through perceptions of fit.

While searching for jobs, individuals ponder their options based on tangible aspects such as employers' perceived quality of pay, benefits, and promotion opportunities, and based on less tangible properties (e.g., Apple is "hip" - Highhouse et al., 2007). The decision to join a particular organization is based on the fact that individuals can have the satisfaction of enacting their values (Eisenberger & Stinglhamber, 2011). Individual values and beliefs can also influence POS, as the alignment between employees and organizations helps to affirm employee's self-

identity (Eisenberger and Stinglhamber, 2011). Previous studies used values to explain the relationship between POS and organizational outcomes. For instance, in cross-organization research conducted in China, Farh, Hackett, and Liang (2007) found that both power distance and traditionality values moderated the relationship between POS and OCB. Hence, personal values were tested on Study 1 as a moderator between the relationship between CSR and PVF and AOS.

Specifically Study 1 proposes that an organization that presents CSR message in a job offer is more attractive for applicants that have strong rather than weak values and aspirations focused on global welfare and community feelings, as it enhances both PVF and AOS. Global welfare and community feelings are connected to some CSR' core elements, as it has a focus on "making the world a better place through one's actions" (Kasser & Ryan, 1993). Study 1 explores not only how stronger community feelings influence PVF, in an effort to replicate similar findings from previous studies (e.g., Jones et al., 2014), but also explore how such values affect AOS.

Conversely, CSR messages in a job offer might be seen as unproductive or even counterproductive for some individuals that focus highly on financial outcomes. For instance, Jones, Willness, and Heller (2016) found that undergraduate students, while reviewing two webpages of hiring companies, claimed not to be attracted by employers' CSR statements. Some of the reasons were lack of fit; financial aspects were considered more important, and how individuals thought that CSR could detract the firm from its primary purpose of making a profit. Another example in the same direction can be found in Vanderstukken, Van den Broeck, and Proost's (2016) study. The authors found that job seekers pursuing extrinsic work values (e.g., financial success) rather than intrinsic work values (e.g., personal growth) were more attracted to

the signal of an impressive image (above-average salaries, promises of prestige) than the signal of respectable identity (that have sustainable and family-friendly policies). Considering these results, we expect that CSR message in a job offer will be more attractive to applicants that have weaker rather than strong values on financial aspects and that these values will also have a moderation effect on both PVF and AOS.

H4a: Participants' aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through (i) PVF and (ii) AOS is stronger for participants with stronger as opposed to weaker community values.

H4b: Participants' aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through (i) PVF and (ii) AOS is stronger for participants with weaker as opposed to stronger financial success values.

Effects of CSR on Employees

It is well-established in the literature that stakeholders react favorably to organizations' responsible practices (Glavas, 2016; Rhou & Singal, 2020; Rupp & Mallory, 2015). Yet, only recently, researchers started to investigate CSR from a micro-level perspective (De Roeck, & Maon, 2018). Employees are considered critical stakeholders when exploring CSR for a couple of reasons. First, although owners and managers are responsible for developing and implementing CSR policies and activities, employees are the ones responsible for executing CSR activities daily. If employees are not aware and committed to CSR, the CSR strategy is doomed not to achieve all its potential benefits or even to fail (Slack et al., 2015). Second, employees interact with almost all, if not all, organizational stakeholders (e.g., community, customers, suppliers), thus employees can have considerable leverage on them. For instance, customers'

citizenship behavior for the environment (OCBE) was found to be influenced by employees OCBE (Tuan, 2018). Tuan (2018, p. 1196) argues that customers need to have opportunities to “[...] see the enactment of CSR values in the organization through frontline employees’ OCBE [...]”.

Understanding how CSR influence employees is critical, especially in hospitality settings. Work in hospitality organizations usually involves lengthy work shifts and intense emotional labor, which can result in stress, decreased work-life balance, and increased employee turnover (Jung & Yoon, 2014). Considering the pivotal role played by hospitality employees while delivering service and making the connection between customers and company (Dawson & Abbott, 2009), employees' well-being, engagement, and satisfaction should be a priority. CSR can promote activities that might alleviate some of the aforementioned adverse effects of work. For instance, previous researchers found that CSR had a positive effect on employees’ organizational trust (Lee, Lee, & Li, 2012), quality of work-life (Kim, Rhou, Uysal, & Kwon, 2017), OCB (Fu, Ye, & Law, 2014; Raub & Blunschi, 2014), job satisfaction (Lee et al., 2012; Raub & Blunschi, 2014; Zientara, Kujawski, & Bohdanowicz-Godfrey, 2015), and turnover intentions (Kim, Kim, Han, & Holland, 2016; Lee et al., 2012).

Still, a long path lies ahead before we fully understand the impacts of CSR on employees. Just to mention a few aspects, most of the research in this stream focus on the outcomes of CSR, without evaluating the mechanisms involved to understand why, when, and how CSR influences employees. Understanding these mechanisms is important because each individual has unique psychological processes and reactions, then it follows that reactions to CSR will likely vary (Glavas, 2016). Besides, little research focuses on the antecedents of CSR engagement and how affective processes shape CSR evaluations (Gond, El Akremi, Swaen, & Babu, 2017). For

instance, from our knowledge, no research in hospitality tested the effects of how perceptions about CSR influence engagement/participation in CSR activities. A variety of studies have supported that CSR perceptions influence consumer behaviors in such terms that consumers may even boycott companies that behave unethically (Alhouti, Johnson, & Holloway, 2016; Tsai, Tsang, & Cheng, 2012). As much or even more than consumers, employees' behaviors are also influenced by how CSR is implemented and managed. Aiming to contribute to the CSR literature, Study 2 draw from social identity theory (SIT) to understand the relationship between CSR perceptions and CSR participation. To understand how affective processes related to social exchanges affect individual reciprocation attitudes and behaviors, affect theory of social exchange (ATSE) was used.

The relationship between CSR perceptions and CSR participation

Hospitality CSR research at the individual level of analysis, and in particular focused on employees, had massively investigated perceptions of a firm's CSR (Guzzo, Abbott, & Madera, 2019; Supanti & Butcher, 2019). In turn, there is a lack of understanding of how actual engagement/participation in CSR activities influences individuals' affective processes and, in turn, work attitudes and behaviors. Drawing from SIT, we believe that employees' perceptions of their organizations' CSR policies and activities can affect their willingness to comply and participate in CSR activities. For instance, if employees perceived their firm CSR positively (identifying with them), they will be more willing to engage in discretionary CSR activities (e.g., volunteering activities, being more conscious about turning lights off and not wasting water and food, printing only when extremely necessary, using reusable bottles/cups for water and coffee, etc.). That is because "[...] individuals tend to choose activities congruent with salient aspects of

their identities, and they support the institutions embodying those identities” (Ashforth & Mael, 1989, p.25).

SIT posits that individuals define their self-identity based on interactions with social groups, which is originated from the categorization of individuals (Tajfel 1978, Tajfel & Turner, 1986). Such identifications work to reinforce self-identity and affect individuals’ attitudes and behaviors (Ashford & Mael, 1989). Social identity theory is commonly used to explain the commitment to volunteering (Wilson, 2012). For example, Jones (2010) found that volunteer programs attitudes were positively related to organizational identification. Marta & Pozzi (2008) found that volunteer role identity (having a strong volunteer or service identity) predicted their intention to volunteer. In the same token, we believe that employees’ perceptions of CSR policies and activities can influence their disposition to participate in CSR activities. The positive relationship between CSR perceptions and participation can be explained by employees’ identification with their organization’s responsible behavior.

This research is among the first attempts to investigate how participation in CSR activities affects employees, and in turn, individual and work behaviors. Raub and Blunshci (2014) investigated how being aware of CSR influenced job satisfaction, emotional exhaustion, helping and voice behavior, and personal initiative through the mediation effects of task significance. They found that task significance mediated all relationships. They were one of the first to bring to light the importance of exploring awareness as a better driver of organizational results. Then recently, Supanti and Buchter (2019) analyzed how both CSR perceptions and CSR participation affected helping behavior while analyzing the mediation effects of meaningful work. They discovered that CSR participation had a more substantial impact on helping behavior and on meaningful work than CSR perceptions. One limitation acknowledged by Supanti and

Butcher's (2019) is that they did not analyze the relationship between CSR perceptions and CSR participation. We believe that testing this relationship can advance the understanding of CSR participation predictors, a critical factor in developing meaningful theoretical and practical implications for the industry. Thus:

H5: Employees' CSR perceptions positively influence their participation in CSR activities.

Employees' well-being

Much research has been conducted in other fields (e.g., psychology, sociology) to understand employees' well-being, but relatively less is found in hospitality (Joseph Sirgy, 2019). Likewise, even less research can be found linking CSR to employees' well-being, although volunteerism (a specific CSR activity) and well-being, have long been found to be connected (Wilson, 2012). It is surprising that only recently hospitality researchers started to investigate the connection between CSR and well-being, for at least two reasons. First, employees are considered key stakeholders in service industries. They have a direct responsibility on service quality and customer satisfaction (Rhou & Singal, 2020). Second, poor employee' well-being has negative consequences for both employees and organizations, resulting in higher health insurance costs and lower productivity (Dana & Griffin, 1999). For instance, Su and Swanson found that hotel employee's CSR perceptions directly influenced their organizational trust, identification, and well-being and green behavior. They also found that employee's well-being mediated the effect of CSR, organizational trust, and organizational identification on employee green behavior. Kim et al. (2017) found that hotel employee's CSR perceptions influenced their quality of work-life, affective commitment, and OCB. In a later study, Kim, Woo, Uysal, and Kwon (2018) found that CSR perceptions had an influence on the

quality of work-life and that quality of work-life had a spillover effect on the overall quality of life. Although these studies are analyzing hospitality employees' well-being, they have two main limitations. First, they are not making a distinction in how individuals experience well-being. Calls for studies investigating the hedonic and eudaimonic dimensions of well-being have been made, as each dimension focus on different needs (Straume & Vittersø, 2012). Second, studies connecting CSR to employee's well-being in hospitality analyze employees' CSR perceptions *only*, and not actual participation in CSR activities. This sided view of CSR limits the understanding of how organizations can engage employees.

The interest in well-being in view of hedonism and eudaimonism is based on ancient Greek ideas (Ryan & Deci, 2001). Considering that the pursuit of both produce greater personal well-being than when they are pursuit alone (Huta & Ryan, 2010), researchers have been focusing on testing the different outcomes of hedonic and eudaimonic well-being (e.g., Huta & Waterman, 2014; Straume & Vittersø, 2012; Turban & Yan, 2016; Waterman et al., 2010). As categorized by Huta & Waterman (2014) and further discussed by Huta (2015), the well-being definitions can be evaluated according to four distinct categories: (a) Orientation – representing what individuals seek in life, related to values and motives, often studied as predictors of behaviors (e.g., personal growth and life satisfaction); (b) Behaviors - addressing actual activities (e.g., attending parties); (c) Experiences – individual's momentary or typical subjective feelings (e.g., positive affect); (d) Functioning – focus on how well an individual is doing in life (e.g., flourishing). This study focused specifically on orientations, as work experiences and how employees feel at work may be shaped by individuals' trait orientations (Mäkikangas, Feldt, Kinnunen, & Mauno, 2013).

Previous researchers argue about a biological difference in how individuals experience well-being and that some personal orientations dispose individuals for certain hedonic/eudaimonic activities (Steger & Shin, 2012; Straume & Vittersø, 2012). Specifically, the functional well-being approach (FWBA) suggests that the mental processes needed to overcome challenges and difficult situations successfully are relatively different from the mental mode in cases where goals have been accomplished. For instance, while having and experiencing pleasant feelings like pleasure and satisfaction, individuals are likely to have social interactions and feelings of relaxation. Whereas while having and experiencing interest and growth, productivity is expected to be enhanced, which is not always pleasant (Straume & Vittersø, 2012). Thus, we follow Vittersø's FWBA approach, that personal growth orientation is functionally and phenomenologically different from life satisfaction.

Personal growth can be considered an orientation to seek opportunities for activities that will fulfill such orientation (Straume & Vittersø, 2012). Personal growth, defined as "the need to actualize oneself and realize one's potentialities" (Ryff, 1989, p. 1071), is a core eudaimonic orientation. By the same token, life satisfaction can also be considered a personal orientation as it reflects stable personality characteristics (Straume & Vittersø, 2012; Vittersø & Sørholt, 2011). Life satisfaction, a core element of hedonic well-being, "refers to a cognitive, judgmental process," and it is associated with a global assessment of an individual's life quality (Diener, Emmons, Larsen, & Griffin, 1985, p.71). Following Vittersø's work, we expect life satisfaction to be correlated with personal growth, but they should be distinct constructs. In fact, eudaimonia and hedonia can even be at "odds with each other," as they are grounded on different perspectives of what can be considered good to individuals' life (Huta, 2016). For instance, Straume and Vittersø (2012) found a clear distinction between hedonic and eudaimonic well-

being, such as pleasant feelings were typically not felt during eudaimonic work activities, even when these activities appeared essential to achieve a good life. The authors found that at the within-level, difficult situations were negatively related to feelings of happiness (hedonic well-being), but positively related to inspiration (e.g., eudaimonic well-being). At the between-level, personal growth predicted both inspiration (eudaimonic feelings) and happiness, whereas life-satisfaction did not.

Another limitation of previous hospitality studies that analyze CSR and well-being is how CSR is measured. From our knowledge, *only* employee's perceptions of CSR had been explored. As engaging individuals enhance their well-being, as it helps to reduce stress, and increases satisfaction (do Paço & Nave, 2013; Wilson, 2012), on study 2, the relationship between CSR participation and well-being is tested. Subjects might present more willingness to participate in activities that enhance the welfare of others as they identify within groups. Groups can be a source of emotional bonding, collaborative learning, providing a sense of purpose, place, and belonging. These effects, positively impact well-being if present, and have a negative influence if threatened. As participation in groups (Haslam, Jetten, Postmes, & Haslam, 2009) and prosocial behavior (Weinstein & Ryan, 2010) can enhance well-being, the following hypothesis was developed:

H6: Employees' CSR participation positively influence their (a) hedonic and on their (b) eudaimonic well-being.

Work-related outcomes: loyal boosterism

OCB can be understood as a desired discretionary workplace behavior that contributes to organizational functioning, though it is not considered essential for the job (Lee & Allen, 2002).

Because of consumers' demand and expectations of service quality, OCB is highly desirable in hospitality settings (Fu et al., 2014). Examples of OCB might include helping co-workers, defend the organization when others criticize it, and so on. OCB has been conceptualized and measured in different ways. For instance, Lee & Allen (2002) distinguish between OCB directed to the organization and directed to individuals. Graham (1989) differentiate between interpersonal helping (helping co-workers), individual initiative (actions to improve individual and group performance), personal industry (performance above and beyond of what is expected), and loyal boosterism (promoting the organization to outsiders).

Although some hospitality studies have linked CSR to OCB, they usually measure OCB as a single factor (Supanti & Butcher, 2019). Such decision compromises the evaluation of the results as there is an uncertainty to which behaviors indeed are being impacted (e.g., organizational or individual dimensions of OCB). In hospitality contexts, loyal boosterism, although not commonly investigated, is of particular interest. Loyal boosterism is the OCBs' dimension that tends to be more associated with the conscious involvement of an employee in the organizational life (Markovits, 2011). Loyal boosterism includes behaviors such as defending the organization when employees or outsiders criticize it, and showing pride when representing the organization in public (Moorman & Blakely, 1995). An employee that present high levels of loyal boosterism might even make referrals for open job positions. This behavior can help reduce turnover, as candidates referred by employees are more likely to perform at a higher level and be a better fit for the organization (Breugh, 2013). Employees that have positive feelings about an organization and want to sustain the organization's positive reputation, commonly also have higher organizational identification (Ashforth & Mael, 1989).

In addition, individuals are also likely to commit themselves to more significant efforts on behalf of the organization to the extent they perceive high organization support, which can be explained through SET (Eisenberger & Stinglhamber, 2011). SET was introduced by Homans (1958), and it proposes that relationships are created by a cost-benefit analysis and the comparison of alternatives. The main principle of SET is that social exchange comprises actions that are contingent on the rewarding reactions of others, which over time, provide for mutually and rewarding transactions and relationships (Cropanzano & Mitchell, 2005). Reciprocity or repayment in kind is one of the most known exchange rules. According to Cropanzano and Mitchell (2005), social exchange relationships evolve when employers “take care of employees,” which, as a consequence, stimulates beneficial outcomes. There are two forms of exchange in organizations: economic and social (Slack, Corlett, & Morriss, 2015). The economic exchange between organizations and employees, is usually explicit, based on contract, and monetarily rewarded. Social exchange, in turn, is typically implicit and related to personal self-interest and satisfaction. Both are formed through the use of subjective cost-benefit analysis of gain to both parties (principle of reciprocity).

Drawing from SET, more specifically affect theory of social exchange (ATSE), we aim to explain the relationships between CSR, well-being, and loyal boosterism. ATSE focuses on emotions produced by social exchanges and posits that emotions are critical to understanding how and when social exchanges affect individuals (Lawler, 2001, p. 322). When exchanges are fruitful, individuals experience emotional highs; when exchanges are not fruitful, individuals will experience emotional lows. Lawler (2001) argues that emotions will influence how individuals perceive their relations and group affiliation, and therefore, how individuals respond to such situations, which might involve attributing the emotion to social units. While emotions are more

transitory, sentiments are strong feelings. Sentiments connect how individuals feel (emotions) to social units (Gordon, 1981). The fundamental implication of the theory is that individuals will attribute their “exchange-based emotions to social units – relations, networks, groups – to the degree that the exchange brings them together around a common endeavor, renders their individual efforts or contributions indistinguishable (nonseparability), and create a sense of shared responsibility for success or failure at exchange” (Lawler, 2001, p. 347-348).

According to Lawler (2001), when individuals attribute positive feelings from the exchange to their behavior, feelings of pride emerge; if they associate the feelings to the other, feelings of gratitude emerge. When employees experience high-quality social exchanges, they might be more inclined to reciprocate (Cropanzano, Anthony, Daniels, & Hall, 2017). Thus, we believe that positive feelings emerge when employees engage in CSR activities (if successful), which influence perceptions of life satisfaction and personal growth (a more lasting orientation, if there is a high-quality social exchange relationship). Individuals’ orientations can change their behaviors (Straume & Vittersø, 2015) and positive emotions trigger reciprocation processes (Lawler, 2001). Hence, we also expect that personal growth and life satisfaction to predict loyal boosterism (connected to the idea of feeling pride to work for such organization, which also exhibit self-pride and gratitude).

CSR and well-being are known predictors of extra-role behaviors (Kim et al., 2017; Turban & Yan, 2016). However, the mediation effects of well-being between CSR and OCB needs further investigation (Kim et al., 2017). For instance, Su & Swanson (2019) found that employee well-being mediated the relationship between their CSR perceptions and green behavior. Thus, we argue that employees that positively perceive their organization’s CSR and decide to engage and help the organization to achieve its socially responsible goals (though

participation in CSR activities) can have a desire to reciprocate in the form of OCB. Such reciprocation processes may only happen if there is a positive impact on an employee's life (hedonic and eudaimonic well-being).

H7: Both (a) hedonic and (b) eudaimonic well-being positively influence employees' loyalty boosterism.

H8: Both (a) hedonic and (b) eudaimonic well-being mediate the relationship between CSR participation and loyalty boosterism.

H9: Employees' CSR participation and (a) hedonic and (b) eudaimonic well-being have a sequential mediating effect on the relationship between CSR perceptions and loyalty boosterism.

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CHAPTER 3: METHODOLOGY

Introduction

In Chapter 2, a review of the literature highlighted research gaps and provided the foundation to investigate the hypotheses developed for this dissertation. This chapter presents the research design and procedures used in each study to accomplish the research objectives. Overall, the main goal of this dissertation was to expand the knowledge of CSR at the individual level, exploring how CSR impacts relevant stakeholders of hospitality organizations: prospective and current employees. In specific, to investigate how CSR influences job seekers' pursuit intentions, an experimental design study was conducted (Study 1). A survey was conducted (Study 2) to investigate how CSR affects employees' well-being and loyal boosterism,

Study 1

As mentioned in Chapter 1, the primary purpose of Study 1 was to analyze the relationship between CSR message in a job posting and job pursuit intentions while investigating different mechanisms. Precisely, the sequential mediation effect of personal value fit (PVF) and anticipated organizational support (AOS) between a job posting message (with CSR vs. no CSR) and job seekers' pursuit intentions were tested. Moreover, how different personal values had a moderation effect between a job posting message and job seekers PVF and AOS were also explored. This study adopted an experimental design to answer the research questions. Experimental designs have been extensively used in recruitment studies to evaluate real or simulated web sites (Breugh, 2013). In addition, organizations have been commonly using websites for recruitment purposes (Breugh, 2013) and lodging firms have been reporting and communicating about CSR online (Guix, Bonilla-Prego, & Font, 2018). Moreover, experimental

designs allow examining how participants behave with changes in the conditions, which can establish a causal relationship between the treatment variable and the dependent variable (Leary, 1995). Hence, experimental design deemed to be the appropriate approach to test the research questions.

Manipulation and scenario development

A one-way design (recruiting message with CSR information vs. neutral recruiting message) between-subjects online experiment was conducted. Previous researchers have tested different CSR dimensions while analyzing CSR in recruitment studies (e.g., low self- and other-directed CSR – Bridoux, Stofberg, & Hartog, 2016; community involvement and environmentally sustainable practices condition – Jones, Willness, & Heller, 2016). In this study, we decided to keep CSR as a combination of all its dimensions (social, economic, environmental, stakeholder, and voluntariness). This decision was made on purpose, mainly because this is, to our knowledge, the first attempt to investigate how CSR affects job seekers in hospitality settings. We believe that it is first necessary to test if any differences are found between neutral recruitment messages and recruiting messages with CSR content. Moreover, this decision was also made based on the fact that most international hotel chains, while communicating CSR activities, focus on diverse aspects, and not only in one single dimension. Figure 4 illustrates the research procedures of this study.

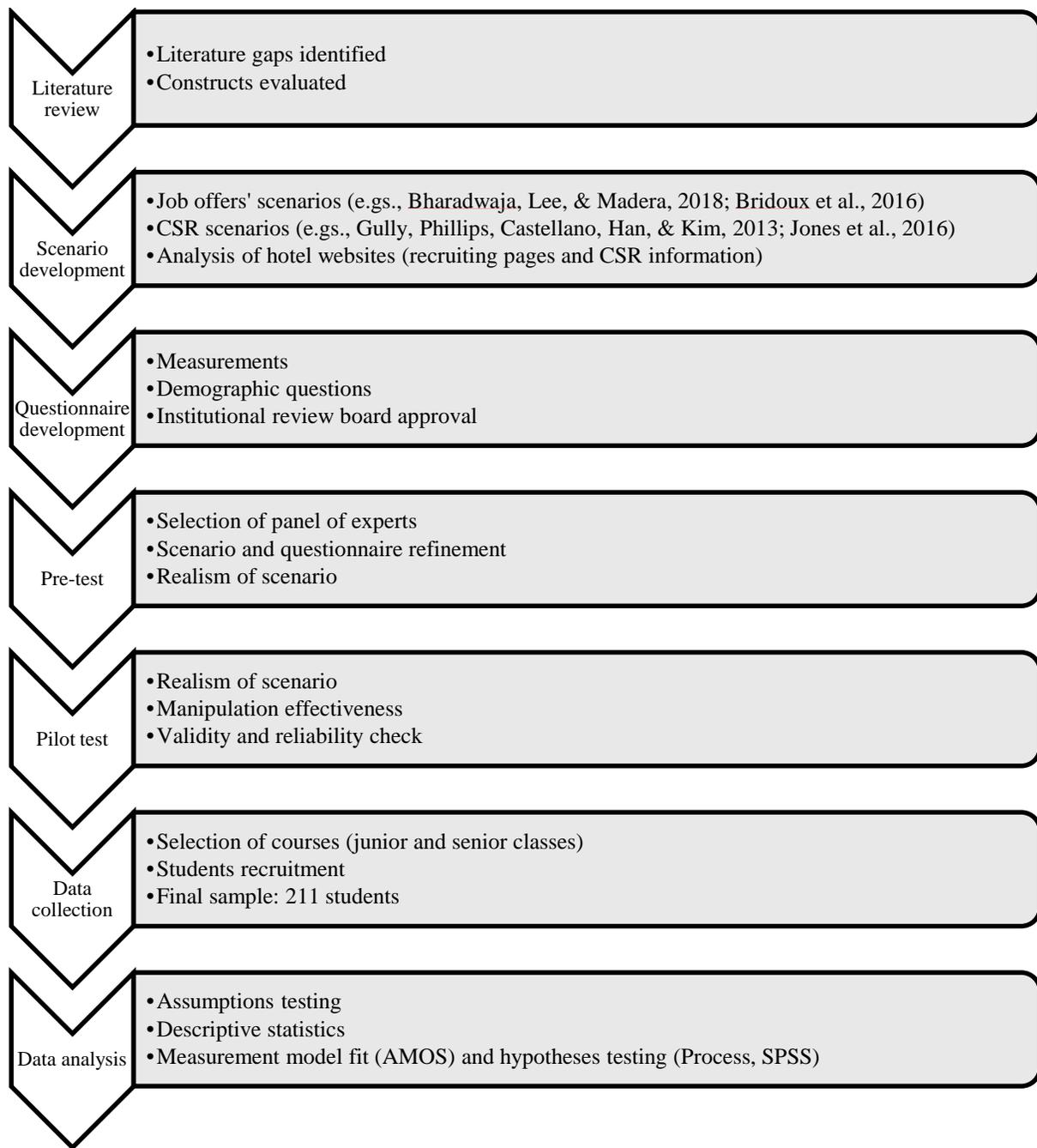


Figure 4. Study 1 research procedures

Participants were randomly assigned to one of the conditions (recruiting message with CSR information vs. neutral recruiting message), allowing to assure groups equivalence. Participants accessed an online link, where they were asked to read instructions and to imagine

themselves searching for a management program position in the hotel industry. They read about a fictional full-service hotel company (part of an international hotel chain) hiring for a management training program. This job position was specifically chosen considering the projected data collection and sample of this study. Hospitality students are mainly searching for jobs at supervisory and management levels.

General information about the hotel was identical for all respondents and included two sections: one called “About us” and the other called “Our facility.” These two sections were created based on previous recruitment studies (Bharadwaja et al., 2018; Bridoux et al., 2016). The CSR manipulation information was also created based on previous research analyzing CSR in recruitment studies (Gully et al., 2013; Jones et al., 2016) while adding additional information covering all dimensions of CSR. In the CSR manipulation scenario, CSR activities developed by the fictional organization were briefly described, including different aspects of CSR. Right after reading about the hotel information (information found at the career fair), participants were asked to imagine themselves reading the hotel’s career section on the official website. Information regarding the job position was provided. The general organizational and recruitment information and the respective CSR efforts were created in an attempt to mimic information provided by international lodging firms websites such as Hilton Worldwide, Marriot International, and Intercontinental Hotel Groups.

Instrument development

Upon accessing the study scenario and survey questions (Appendix A), participants were informed about the voluntary nature of their participation, the confidentiality of their answers, and that it would require about 15 minutes of their time. Before answering the questionnaire questions, participants were told to assume that the position had a competitive salary range and

benefits that fit their requirements. This procedure was conducted, aiming to avoid exogenous factors that could influence pursuit intentions (Joo, Moon, & Choi, 2016).

After reading the scenarios, they were asked to answer questions related to their perception of fit, AOS, likelihood to pursue the job, personal values, manipulation checks, and demographic questions. Also, after reading the scenarios, respondents were asked to confirm they read the information by answering an attention question. All respondents answered it correctly. Although some criticism has been made regarding the use of attention checks, a recent study found no evidence that they affect scale validity (Kung, Kwok, & Brown, 2018). Specifically, since we decided to use instructed-response items (when there is an obvious correct answer), we believe that the attention check helped us to assure that respondents read the scenario and were paying attention. After providing their demographic information (gender, age, racial/ethnic background, tenure in the industry, student status, occupation status), respondents answered if they attended or had an interest in attending the college Fall 2018 career fair. Then, a unique ID number was generated, which respondents had to provide their instructors to earn the bonus points. Such procedure allows us to keep the responses anonymous.

Measures

Constructs were measured using previously tested scales with multi-items. Perceived value fit was measured using three items from Cable and DeRue (2002), adapted by Jones et al. (2016): “[Company]’s values and culture provide a good fit with the things that I value in life,” “The things that I value in life are very similar to the things that [company] values,” and “My personal values match [company]’s values and culture.” Items were measured using a Likert-type response scale from 1 (Strongly disagree) to 5 (Strongly agree).

Anticipated organizational support was measured using six items created by. The items were rephrased to be in a future tense, following Casper and Buffardi's (2004) adaptation, to reflect how the organization will support the applicant if hired. A sample item is “This organization will care about my well-being.” Items were measured using a Likert-type response scale from 1 (Strongly disagree) to 7 (Strongly agree). Job pursuit intentions were measured with six items from Aiman-Smith et al. (2001). A sample item is ‘I would accept a job offer from this company’. Items were also measure using a 7-point Likert agreement scale.

Personal values were measured following Kasser and Ryan's (1993) aspiration items values. Although the original scale has four dimensions (self-acceptance, affiliation, community feeling, and financial success), only financial success (five items) and community feelings (seven items) are of interest here. A sample item from the community feeling dimension is “I will work to make the world a better place,” and a sample item from the financial success dimension is “I will be financially successful.” Participants were asked to answer how important the statements were to their lives, from 1 (not at all important) to 5 (extremely important). Kasser and Ryan’s (1993) scale uses future states instead them asking individuals about their own aspirations. They argue that this step helps to mitigate social desirability.

To verify the CSR manipulation effectiveness, four items adapted from Rupp, Shao, Thornton, & Skarlicki (2013) were used. A sample item is “ABC company tries to contribute positively to the communities in which it does business.” The perceived realism of the scenarios was check using the 2-item measure by Dabholkar (1994): “It was easy to imagine myself in the scenario situation” and “The scenario was realistic.”

Pre-test and pilot test

A pre-test was conducted to refine the scenarios and research instrument. Faculty members specialized in this subject area (n= 3), and hotel managers (n= 2) were asked to read and evaluate the scenarios and questionnaire. The panel was asked to identify how difficult or easy it was to read and understand the scenario and questions, to identify any ambiguity, and how realistic the scenario was. Modifications were made accordingly. For instance, initially, we had a picture in the scenario that was identified as a potential cause of confounding effect (as observed by one faculty member). Thus, we decided to exclude the picture. The scenario was also shortened, and some wording was changed to make sure respondents would remember the information they were reading while answering the questions. Besides these comments, the scenario and questions were found to be easy to understand and realistic.

Following the pre-test, a pilot test was conducted. The primary purpose of the pilot test was to assess the effectiveness of the CSR manipulation and to test the reliability and validity of the measures. According to Connelly (2008), a pilot study sample should be around 10% of the sample projected for the main study. The pilot test was conducted with 56 undergraduate students from a hospitality program in a southern region of the U.S. during the summer session. The scenario's realism was tested using two items from Dabholkar (1994). Respondents indicated that the scenario was realistic (M= 5.9) and that they did not have difficulty imagining themselves in the proposed situation (M= 5.7) on the 7-point scale.

Also, 46% of respondents said that it was straightforward to complete the survey. In comparison, 25% said it was somewhat easy, 24% said it was neither easy nor difficult, and only 5% said it was somewhat difficult. Moreover, 96% of respondents did not have any difficulties concerning the understandability of the items and scenarios. The CSR manipulation was tested

using a T-test. Participants rated the firm's CSR significantly higher ($M= 6.03$, $SD= .73$, $t= -4.15$, $p< .001$) than those in the no-CSR condition ($M= 5.14$, $SD= .85$), indicating that the manipulation worked as proposed. Scales reliability were respectively: PVF (.91), AOS (.76), JPI (.94), Community values (.85), Financial values (.76). The pilot test did not reveal any issues regarding face validity or reliability of the scenario and items in the instrument.

Sample selection and data collection procedure

The target sample of this study were job seekers in the hospitality industry. A student sample was used for this study for two reasons. First, the target students (juniors and seniors) are, in their majority, seeking for job experiences at a supervisory or management level, as they already concluded practicum classes (involving internships or actual job experience) and as they are close to graduation. This description perfectly matches the designed job offer (management program). Second, meta-analytic evidence shows that student samples are demographically diverse and yield similar results to those obtained from non-student samples (Wheeler, Shanine, Leon, & Whitman, 2014).

The researcher contacted professors teaching junior and senior-level classes for recruitment purposes. Professors responsible for each class sent a notification explaining the study to all their students (Appendix B). Moreover, the researcher also went personally to some classes to further provide details and encourage participation. Bonus point credit was offered to encourage participation. Confidentiality and anonymity were assured. A sample of 211 (final sample) junior and senior students from a hospitality program in a Southern region of the U.S. answered the online survey hosted on Qualtrics. They were interested in attending or have recently participated in a career fair held in the same college.

Data analysis

Statistical analyses were performed using AMOS and SPSS version 26. A confirmatory factor analysis was conducted first to evaluate the quality of the measures. After, Process on SPSS was used to test the moderated mediation model.

Confirmatory factor analysis. First, the assumptions of multiple regression were tested. The shapes of the distributions and the evaluation of skewness and kurtosis showed that of PVF, AOS, and financial values approached normality. JPI and community values presented skewness and kurtosis slightly outside the normal threshold range (± 1.96 ; Abu-Bader, 2011). Thus, the moderated mediation model was tested with percentile bootstrap confidence intervals (CIs), not involving bias correction. The advantage of the bootstrap method is that no assumptions about the shape of the sampling distribution of the statistic are made (Preacher, Rucker, & Hayes, 2007). The decision about not using a bias correction is because accelerated CIs (bias correction) may have slightly elevated Type I error rates (Hayes & Scharkow, 2013).

After the assumption testing analysis, a confirmatory factor analysis (CFA) was conducted. A complete list of items with the corresponding factor loadings and t-values can be found on Appendix C. Coefficient alpha and composite reliability of 0.7 was the minimum standards for reliability (Hair, Black, Babin, & Anderson, 2016). Standardized factor loadings estimates were higher than 0.5 and were significant at a $p < .001$, confirming convergent validity (Anderson & Gerbing, 1988). During the CFA process, three items were deleted due to low factor loadings. The theoretical justification for these deletions was provided. Discriminant validity was assessed by comparing the square root of the average variance extracted (AVE) with the correlation between the constructs (Fornell & Larcker, 1981). The overall fit of measurement was analyzed through commonly used fit indices, such as χ^2 , Comparative Fix Index (CFI),

Tucker Lewis Index (TLI, also called Non-Normed Fit Index - NNFI), Goodness-of-fit Index (GFI), Root Mean Square Error of Approximation (RMSEA). Table 1 provides criteria for absolute and relative fit indices.

Table 1. *Criteria for acceptable model fit*

| Absolute | | Relative | |
|----------------------|--------------|------------------|--------------|
| <i>Criterion</i> | <i>Value</i> | <i>Criterion</i> | <i>Value</i> |
| χ^2 | p<.05 | CFI | >.95 [>.90] |
| GFI | >.95 [>.90] | NFI | >.95 [>.90] |
| RMSEA with 90% CI | <.05 [<.08] | | |

Note. Adapted from Schumaker & Lomax (2016). More lenient criteria shown in brackets.

The concern of common method bias was evaluated by conducting well-established procedures developed by Podsakoff, Mackenzie, and Podsakoff (2012). Examples included: ensuring respondents' confidentiality, counterbalancing the order of the items, and having different rating anchors in the questionnaire. Moreover, Harmons' single factor score test was performed. There would be a concern if a single factor emerged, accounting for a large percentage of the variance. The total variance explained by all variables should be less than 50% (Fuller, Simmering, Atinc, Atinc, & Babin, 2016).

Test of hypotheses. Process on SPSS 26 was used to test the conceptual model. Specifically, model 6 (mediation only) and model 10 (moderated-mediation) models were used. Moderated mediation focuses on estimating the extent to which an indirect effect of the independent variable (X) on the dependent variable (Y) through the mediator (M) depends on the moderator (W). If found significant, the indirect effect of X on Y through M is no longer a single finding, but it is conditional to the values of W (Hayes, 2012).

Study 2

The primary purpose of Study 2 was to analyze the relationship between CSR, employees' well-being, and the influence of these aspects on employees' loyal boosterism. Specifically, the mediation effect of employees' well-being between CSR perceptions, CSR participation, and loyal boosterism was tested. A survey was conducted with hotel supervisors and middle-level managers. Surveys are considered a common approach to collect data from a large population, allowing to access the opinions, beliefs, and behaviors of individuals (Dillman, Smyth, and Christian, 2014). Besides, surveys can be designed to obtain data through different collection methods, such as on-line, through mail, telephone surveys, and in-person surveys (Dillman et al., 2014). Figure 5 illustrates the research procedures of this study.

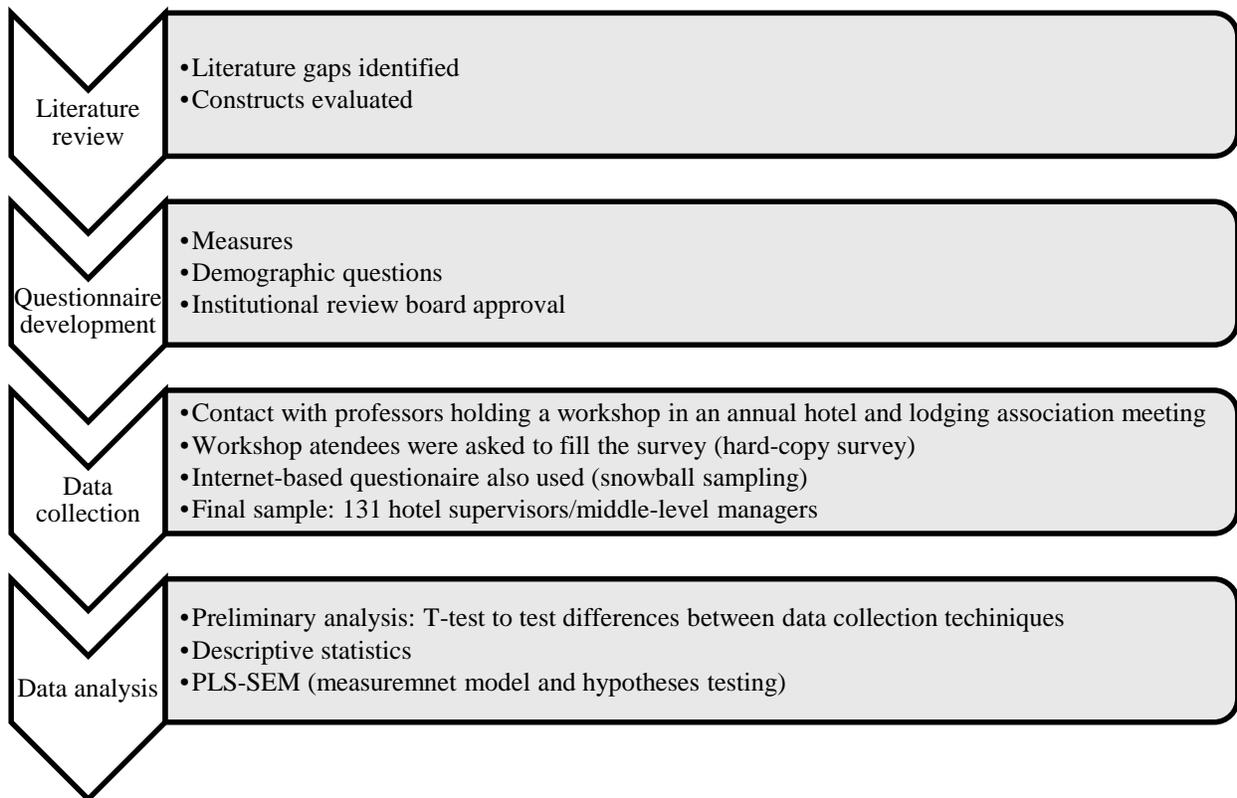


Figure 5. Study 2 research procedures

Instrument development

Upon accessing the survey, participants read the consent page. Those who provided their consent to participate were directed to the questionnaire. The complete instrument is available in Appendix D. The instrument provided a brief definition of CSR to ensure that all respondents understood what CSR means. Instructions asked respondents to keep their current employer in mind while answering the questions. The survey contained items asking about CSR perceptions, CSR participation, hedonic (life satisfaction) and eudaimonic (personal growth) well-being, and loyal boosterism. At the end of the survey, demographic information (gender, age, education, racial/ethnic background, property type, size, and affiliation, and industry tenure) were asked.

Measures

All constructs were measured using formerly tested scales with multiple-items. CSR perceptions were measured with five items from Rupp et al. (2018). A sample item is “A program is in place to reduce the amount of energy and materials wasted in our business.” Items were measured using a Likert-type scale ranging from 1 (Strongly agree) to 7 (Strongly disagree). CSR participation was measured with three items from Vlachos, Panagopoulos, & Rapp, 2014) adapted by Supanti and Butcher (2019). A sample item is “I voluntarily contribute my time to participate in my hotel’s CSR activities.” Items were measured on a seven-point scale ranging from 1(never) to 7(all the time).

Hedonic well-being was measured using five items from the Satisfaction with life scale (Diener, Emmons, Larsen and Griffin, 1985). A sample item is “I am satisfied with my life.” Eudaimonic well-being was measured using 12 items from the personal growth composite, including four dimensions: curiosity, absorption, complexity, and competence (Straume & Vittersø, 2015). A sample item is “I enjoy tackling problems that are completely new to me.”

Items from both well-being constructs were measured using a Likert-type scale ranging from 1 (Strongly agree) to 7 (Strongly disagree).

Loyalty Boosterism was measured using five items from Moorman & Blakely (1995). A sample item is “Defends the organization when other employees criticize it.” Items were measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Control variables were also used in this study. Age and gender were inserted as controls since previous studies show that women and millennials are more reactive to CSR (Cone Communications, 2016; Greening & Turban, 2000).

Sample selection and data collection procedure

Hotel supervisors and middle-level managers were the sample target of this research. Hotel supervisors and middle-level managers are an excellent choice for this research because they are involved daily with operations and customers, and have similar work schedules as front-line employees. The surveys were distributed through two different methods: in-person during the hotel and lodging association workshop hosted in a hospitality college in January 2019; and on-line, using a snowball sampling method. At the end of the workshop, the hosting professors allowed the researcher to briefly explain the nature of the study and ask for attendees’ participation. Hard-copy of the survey was provided. Most individuals returned the survey on the same day, while others returned it on the second day of the workshop. Moreover, emails were sent to personal contact within the lodging industry. These contacts were asked to complete the survey and invite others to participate in this research. The email message provided a brief description of the study, mentioned the voluntary nature of the study, emphasized that responses were confidential, provided directions for the online survey, and provided the researcher’s contact information.

Although an appropriate sample size in PLS-SEM should be at least ten times more than the largest number of construct indicators (Peng & Lai, 2012), a power analysis is recommended (Hair, Hult, Ringle, & Sarstedt, 2014). G*Power 3 was used to determine the sample size needed. Assuming a desired statistical power of 0.80, two predictors (i.e., the number of links received by the loyalty boosterism construct), and a confidence level of 0.95, the minimum required sample size to estimate the model is 68 respondents (Cohen, 1992). The final sample included 131 respondents, which is more than sufficient to achieve statistical power.

Data analysis

Statistical analyses were performed using a partial least squares approach to structural equation modeling (PLS-SEM). Considering the analysis of new constructs in this study, the complex relationships between variables, and its relatively small sample size, PLS-SEM is the best approach to analyze the conceptual model (Hair et al., 2014). PLS is preferable for exploratory studies as well as studies adding new construct(s) that have not received much empirical attention (Hair et al., 2014). This study examines CSR participation and hedonic and eudaimonic well-being, which are relatively new in hospitality studies. The model was evaluated first, followed by the SEM procedure.

Measurement model test. The evaluation of the measurement model was conducted by analyzing the reliability and validity of the measures and by analyzing a model with a second-order construct (personal growth). A complete list of items with the corresponding factor loadings and t-values can be found on Appendix E. Moreover, the concern of common-method bias was also tested.

First, the model having the first order personal growth variable was tested. Absorption items did not load well (loadings lower than 0.33). Considering that these results were impacting

the convergent validity of the construct, a second-order construct was evaluated. As the conceptual model is reflective-reflective, correlation weights mode was used. This mode uses the bivariate correlations between each indicator and the construct to define the indicator weights to compute the latent variable totals (Sarstedt, Hair, Cheah, Becker, & Ringle, 2019). This mode is recommended when a reflective specified high-order construct is being evaluated. To specify the high order construct, the repeated indicator approach was used. This approach “produces smaller biases in the estimation of the higher-order construct” (Sarstedt et al., 2019, p.198). While using this approach, all indicators of the lower-order components are given to the higher-order component. The evaluation of the high order construct is made using the same criteria applied for regular PLS-SEM analysis (Chin, 2010). In addition, the measurement model of the lower-order and higher-order construct also need to be evaluated (Sarstedt et al., 2019). In other words, the lower-order components should be a reflection of the higher-order component. Significant relationships between the first-order and their respective second-order factors should exist.

Factor loadings should be significant and higher than 0.5, and AVEs from all variables should be above the recommended threshold of 0.5 to suggest convergent validity (Hair et al., 2016). Composite reliability and reliability alphas were also analyzed, following the standards criteria (Hair et al., 2016). Discriminant validity was accessed using the square roots of AVEs (Fornell & Larcker, 1981).

The concern of common method bias was mitigated following Podsakoff et al. (2012) procedures: respondents’ confidentiality was ensured, the order of the items was counterbalanced, and different rating anchors were used. Also, in PLS-SEM, variance inflation factors (VIFs) were analyzed for all latent variables. According to Kock (2015), if the VIFs from

a full collinearity test were lower than 3.3, the model can be considered free of common method bias.

Test of hypotheses. The bootstrapping algorithm with 1123 subsamples, following the 1000 re-samples method proposed by Chin (1998), was performed to evaluate the conceptual model path coefficients and significance level. Effect sizes (f^2) were also assessed to demonstrate how well an exogenous construct contributes to explain an endogenous variable (Hair, Sarsted, Hopkins, & Kuppelwieser, 2014). Expressly, f^2 of 0.02 represent small, 0.15 represent medium, and 0.35 represent large effects, respectively (Cohen, 1988). We also created dummy-coded variables to evaluate the effect of gender (females vs. males and respondents that prefer not to answer) and age (millennials vs. other generations).

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CHAPTER 4: CSR AND JOB PURSUIT INTENTIONS - A LODGING INDUSTRY PERSPECTIVE

ABSTRACT

The purpose of this study is to analyze the causal effect of corporate social responsibility (CSR) on job seekers' pursuit intentions for a hotel position. Specifically, perceived value fit (PVF) and anticipated organizational support (AOS) were tested as sequential mediators between that relationship and personal aspiration values as a moderator between recruiting message, PVF, and AOS. A between-subjects design online experiment was conducted in order to test the theoretical model. Besides theoretical contributions of testing these mechanisms together in a hospitality context, this research is particularly relevant for hospitality managers and recruiters as they strive to attract applicants that are a better fit for the organization, which in turn might reduce turnover rates and improve performance.

Keywords: corporate social responsibility, lodging industry, job seekers, recruitment.

INTRODUCTION

Corporate social responsibility (CSR) has been a current topic in both business and academic research, especially as the recognition of business responsibilities in shaping the future became more evident among different stakeholders (Glavas, 2016; Martínez & Del Bosque, 2013; Wang, Tong, Takeuchi, & George, 2016). The benefits of CSR have continuously been shown by different bodies of research on general management, finance, hospitality, and psychology. For instance, there is evidence to suggest that CSR activities have a positive influence on attracting and retaining employees (Cone Communications, 2013; Rupp, Skarlicki, & Shao, 2013), on financial performance (Rhou, Singal, & Koh, 2016), on purchase intentions and customer satisfaction (Prud'homme & Raymond, 2013; Siu, Zhang, & Kwan, 2014), and on employees' attitudes and behaviors, such as organizational citizenship behavior (OCB), commitment, engagement, and loyalty (Casey & Siber, 2016; Fu, Ye, & Law, 2014; Zhu, Hang, Liu, & Lai, 2014). Despite the recent interest in CSR, little research has been done at the individual level of CSR (Jones, Willness, & Glavas, 2017). Notably, very little is known about CSR effects on applicants' attraction and job pursuit intentions in the hospitality industry (Guzzo, Abbott, & Madera, 2019; Rhou & Singal, 2020).

Understanding how CSR influences applicants and how AOS, PVF, and individual values play a role in this relationship can help hospitality practitioners to attract applicants that are a better fit for the organization, which in turn might reduce the turnover rates. Turnover rates in hospitality have been increasing in the past years: from 66.7% in 2014 to 72.1% in 2015 (U.S. Bureau of Labor Statistics, 2016). Employees are a hospitality company's ambassadors and their organizational fit is essential for customer satisfaction, loyalty, and ultimate business success. Companies that invest in supporting environmental and social activities are likely to increase

employees' perception of the company's support and organizational attraction. A reason for this might be that a "close fit between personal values and organizational values is a real motivator" (Casey & Siber, 2016, p.75).

Under the lens of signaling theory, this study aims to fill this gap. The main objective of this study is to analyze the causal-effect of CSR on intentions to pursuit a hotel job position.

Following Jones, Willness, and Heller (2016), perceived value fit (PVF) was used as a mechanism, mediating the relationship between CSR and job pursuit intentions (JPI).

Furthermore, this study will extend their work by examining anticipated organizational support (AOS) as another mediator predicted by perceived value fit and by analyzing values (Kasser & Ryan, 1993) as a moderator. We will expand the knowledge that integrates CSR and recruitment by sequentially exploring mechanisms, considering the connection between individuals' values and organizations, a different perspective than previously tested models.

Moreover, while perceived organizational support (POS) has been found to influence the relationship between CSR and employees' work-related outcomes (Glavas & Kelley, 2014), support for AOS in a recruitment context needs further exploration. Thus, this research will test relevant mechanisms between CSR and job pursuit intentions, expanding previous research on the topic. This study can be particularly suitable for recruiters and hotel managers as they strive to hire and retain employees.

LITERATURE REVIEW

CSR and job pursuit intentions

CSR defined as "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (Aguinis, 2011, p. 858), has been found to positively influence

employees attraction and retention (Joo, Moon, & Choi, 2016). The CSR research has changed in the past decades, moving from questioning the importance of CSR implementation to how to conduct CSR strategically and effectively, focusing on employees as key drivers of companies' social initiatives as much as the traditional customer focus (Wang et al., 2016). Even though employees have been examined in different CSR studies, relatively little is known about job seekers and underlying mechanisms that explain the influence of CSR values on recruitment outcomes (Jones et al., 2016). Since attracting the best applicants has become fundamental for organizations (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005), understanding how employers' recruitment actions influence the interest of job seekers is critical.

Recruitment experiences can be an important factor in job choice (Rynes, Bretz Jr., & Gerhart, 1991). Specifically, an employer's recruitment actions may influence the interest of prospective job applicants in a job opening and the ability of the individuals it hires, their future job performance, and retention (Breugh, 2013). To attract and select qualified applicants, organizations strive to distinguish themselves. While salary and location, for instance, are common factors associated with job selection, studies have shown that companies that invest in CSR are perceived as more attractive employers (Branco & Rodrigues, 2006). For instance, Story, Castanheira, and Hartig (2016) found that CSR in a job advertising experiment conducted with masters students increased organizational attraction. A study about global attitudes, perceptions, and behaviors about CSR conducted by Cone Communications (2013) found that, between other results, a company's social and environmental commitment is considered before deciding where to work and which product and services to recommend to people. Organizations that allocate resources in discretionary activities such as volunteerism, donations, efforts to reduce inequality, and to manage energy and water use sustainably might be seen differently by

job seekers, which help organizations to differentiate from their competition. Marriott, for example, has a history of developing classroom and on-the-job training to unemployed job candidates in some regions, establishing a partnership with local communities' organizations. The local organizations in turn screen and refer candidates to Marriott. This program resulted in reduced recruiting costs for Marriott and local social benefits for individuals and the organizations involved (Porter & Kramer, 2006). However, positive outcomes from CSR can only be achieved if awareness about CSR initiatives exists (McWilliams & Siegel, 2001). According to Gully, Phillips, Castellano, Han, and Kim (2013), recruiting messages are one of the best ways to communicate social and environmental responsibility values to job seekers who may have limited information about the organization.

Social and environmental policies and practices toward stakeholders are potential indicators of expected treatment as an employee (Rupp & Mallory, 2015). That is, a firm may signal through CSR that they are engaged in activities to mitigate environmental impact, that they are concerned with social issues, and that they care about their stakeholders, such as employees. Signaling theory is valuable for describing behavior between two parties that have access to different information, concerned with a "[...] deliberate communication of positive information, to convey positive organizational attributes" (Connelly, Certo, Ireland, & Reutzel, 2011, p.44). Typically, one party (sender) has to choose how and whether to communicate and the other party (receiver), in turn, decides how to interpret the signal (Connelly et al., 2011). Individuals analyze organizations' actions as signals of firm characteristics, thereby forming impressions (Spence, 1978). This theory is commonly used to understand the relationship between organizations and job seekers and applicants. Job seekers search for information that signals what type of organization they are applying to and what kind of job experience they will

have (Rynes, 1991). Thus, many times job seekers rely on signals of unknown organizational traits.

While organizational attraction refers to an individual's attitudes or positive effect toward an organization, actual behavior is influenced by attitudes, to the extent that attitudes influence intentions to engage in that behavior (Aiman-Smith, Bauer, & Cable, 2001; Highhouse, Lievens, & Sinar, 2003). In this sense, job pursuit intentions can be described as an active intention to take action. At the same time, organizational attraction is more related to a passive attitude and does not necessarily imply actual behavior (Highhouse et al., 2003). If job seekers have a good impression of an organization, they will be more likely to pursue the job. In previous studies, CSR has been found to be positively related to pursuit intentions (e.g., Rupp, Shao, Thornton, & Skarlicki, 2013). Thus:

H1: CSR information in a recruiting message have a stronger positive effect on JPI than a neutral recruiting message.

Signaling mechanisms: perceived value fit (PVF) and anticipated organizational support (AOS)

Research has found that organizational messages containing information about CSR and or sustainability practices have a positive influence on stakeholders, such as job seekers and customers (Bridoux, Stofberg, & Hartog, 2016; Gully et al., 2013; Jones, Willness, & Madey, 2014). However, the mechanisms between predictors and outcomes of CSR are rarely investigated (Aguinis & Glavas, 2012). Job seekers may interpret CSR signals as if the organization is a good place to work (Story et al., 2016). This process is not only influenced by objective firm and job characteristics but is also influenced by more subjective judgments such

as the perception of fit (Cable & Judge, 1996). To understand how, when, and why CSR influences job seekers, Jones et al. (2016) retested three signaling mechanisms used in an earlier study (Jones et al., 2014) to understand the relationship between CSR and organizational attractiveness. Findings strongly supported perceived value fit (PVF) as an essential mechanism, as participants inferred how well the presented organization values fit with their values.

Person-organization fit (P-O fit) focuses on the compatibility between individuals and entire organizations, and it has been found to have medium to high correlations with organizational attraction, applicant job acceptance, intent to hire, and with job offers (Kristof-Brown, Zimmerman, & Johnson, 2005). Support for signaling theory was found by Gully et al., (2013), in which they analyzed how job seekers interested in a position as a driver reacted to recruitment advertising containing social and environmental aspects. They found that the organization's social and environmental values led to greater perceived fit in general, which in turn affected organizational attraction and job pursuit intentions. Another example of the relevance of P-O fit in recruitment is provided by Ng and Burke (2005). The authors found that a diversity management program (which can be viewed as part of an organization's CSR strategy) offered by an organization had a positive relationship with organizational attraction for job seekers. The authors argued the results could be explained by P-O fit, even though they did not directly measure this construct.

P-O fit is a well-supported mechanism in recruitment studies. On the other hand, fewer authors have incorporated the notion of organizational support by discussing an organization's CSR strategies and culture in a recruitment setting. For instance, information about an organizations' CSR practices might foster expectations that the organization would be supportive of employees' needs. CSR activities might involve external aspects such as philanthropic giving,

community development, environmental programs, and also include internal aspects that directly benefit employees such as diversity policies and practices, ethical labor practices, and continuing education programs (Rupp & Mallory, 2015). Jones et al. (2016) found that participants commonly inferred from community involvement and environmental sustainability organizations' messages a perception of the positive work environment, which was not addressed by their study. Thus it needs further exploration. To address that need, this study will test anticipated organizational support (AOS) as another mediator between CSR and job pursuit intentions. Moreover, we believe that PVF will also have an influence on AOS, which in turn will affect organizational attraction.

Perceived organizational support (POS) is not a new mechanism in CSR studies at the individual level. POS is strongly connected to the stakeholder view of CSR, and it is assumed to foster a perception that an organization is supportive of employees' needs (Glavas, 2016). Organizational support theory defends that discretionary initiatives are perceived differently by employees, which influences how they evaluate the organization (Rhoades & Eisenberger, 2002). For instance, maternity leave might have little influence on POS if required by law, while discretionary policies (e.g., engagement in activities to preserve the biodiversity) might increase POS (Eisenberger & Stinglhamber, 2011). Besides the direct connection between recruiting messages and AOS, we propose that when job seekers perceive their values to be compatible to the potential employers' values, they will be more inclined to attribute positive intentions to the organization's behavior and actions toward them which are connected to a perception of a positive work environment. As an example of the connection between P-O fit and POS, Cable and DeRue (2002), while examining employees of a small telecommunications company's perceptions about different types of fit, found that P-O fit was positively related to POS.

POS is usually tested with current employees. We propose that CSR can also signal the idea about how the organization *will* support a job seeker, hence being called AOS. Given that CSR initiatives are likely to be seen as discretionary, the possible relationship between CSR and AOS is consistent with organizational support theory. Casper and Buffardi (2004) adapted the notion of POS to reflect AOS, which they support by acknowledging the fact that job seekers also make inferences about how they would be valued and cared by the organization if they become part of it. They specifically tested if AOS had an indirect effect on the relationship between work-life benefits and job pursuit intentions in a study of job hunters. AOS fully mediated the effect of work schedule flexibility and care assistance on job pursuit intentions.

We expect that both PVF and AOS will act as mediators between a recruiting message and job pursuit intentions and that AOS will specifically act as a mediator between PVF and job pursuit intentions. Thus we make the following hypotheses:

H2: CSR information in a recruiting message leads to a stronger JPI through the sequential mediation effects of PVF and AOS than a neutral recruiting message.

H3: CSR information in a recruiting message leads to a stronger JPI through the mediation effects of (a) PVF and (b) AOS than a neutral recruiting message.

The effects of personal values

CSR practices can signal a firm's values and prosocial orientation. The efficacy of a signal to the receiver depends in part on the characteristics of the receiver (Connelly et al., 2011). When job seekers perceive that the organization's values fit their own, inferring employee treatment, and the work environment's characteristics, it increases the firm's attractiveness (Jones et al., 2016). Individuals' values and goals play a role in how they interpret organizational

signals because individual differences vary widely in both job search and choice processes. For example, the number of job alternatives examined, or whether applicants have set minimum standards to consider a job position (Rynes, 1989), such as CSR aspects. Depending on the job seeker values, she or he will be more attracted to pursue a job that matches his or her values.

According to Schwartz (1996, p.122), values are “desirable, trans-situational goals, varying in importance, that serve as guiding principles in people’s lives.” Values are pertinent to analyze attitudes, opinions, and actual behavior (Schwartz, 2003). Ten motivational types of values are proposed by Schwartz (1996): power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security. These values consider the three universal needs (biological needs, requisites of coordinated social interaction, and demands of group survival and functioning). They are summarized in two orthogonal dimensions: self-enhancement vs. self-transcendent (power and achievement values oppose universalism and benevolence values) and openness to change vs. conservatism (self-direction and stimulation values oppose security, conformity and tradition values). Research that focuses on the relationship between environmental behavior and personal values have used Schwartz’s value theory (Kim, 2011; Milfont, Duckitt, & Cameron, 2006).

Similarly, Kasser and Ryan (1993) developed an aspiration index to analyze the hypothesis that values and expectancies are related to adjustment and well-being. The aspiration construct has four main dimensions: self-acceptance, affiliation, community feeling, and financial success. Specifically, the authors hypothesized and found that when financial success aspiration values exceeded those in the other dimensions, a worse psychological adjustment was found. Items from the community feeling and financial success dimensions from the aspiration index (Kasser & Ryan, 1993) share similarities with the self-enhancement and self-transcendent

developed by Schwartz (2003). However, Kasser and Ryan (1993) analyzed future states, rather than asking subjects about their aspirations, to reduce social desirability. We believe that this is a better approach to use in this study considering our sample specificities (senior hospitality students) and recruitment context (job seekers planning to attend a career fair). Kasser and Ryan (1993) believed that asking individuals about their own aspirations could allow respondents to omit some aspirations and values.

Empirically, evidence of values in recruitment research has been found by some authors. Jones et al. (2014) found that individuals higher in communal orientation were more attracted to organizations that presented community involvement in a recruiting message. The organization with pro-environmental practices were more attractive to individuals with strong pro-environmental attitudes. Other evidence was contextualized by Gully et al. (2013), which found that social and environmental values positively influenced P-O fit. Still, the relationship was stronger among individuals high in desire to have a significant impact through work.

Individual values and beliefs also influence POS. According to Eisenberger and Stinglhamber (2011), how organizations align with their employees should contribute to POS as it affirms employee's self-identity. Eisenberger and Stinglhamber (2011) further argue that sometimes the decision to join a particular organization is based on the fact that individuals can have the satisfaction of enacting their values. For example, when an individual that values nature conservation obtains a job in an organization that shares similar values and encourage employees' participation in achieving them. In other words, an organization that presents a CSR message in a job offer might be seen as more attractive for applicants that have a strong rather than weak values and aspirations focused on global welfare and community feelings, as it enhances PVF and AOS.

At the same time, CSR messages in a job offer might also be seen as ineffective or even counterproductive for some individuals. Jones et al. (2016) found that one-third of their sample claimed to be not more attracted by the employer's CSR statement. Some of the reasons pointed out included lack of fit, compensation was a more important consideration, and how environmental sustainability could detract the firm from its profits or success. Some individuals may see CSR as waste or misappropriation of organizational resources. Therefore, we believe that CSR message in a job offer will be more attractive for applicants that have weak rather than strong values that focus on attaining wealth and material success. Figure 6 shows the complete conceptual model.

H4a: Participants' aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through (i) PVF and (ii) AOS is stronger for participants with stronger as opposed to weaker community values.

H4b: Participants' aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through (i) PVF and (ii) AOS is stronger for participants with weaker as opposed to stronger financial success values.

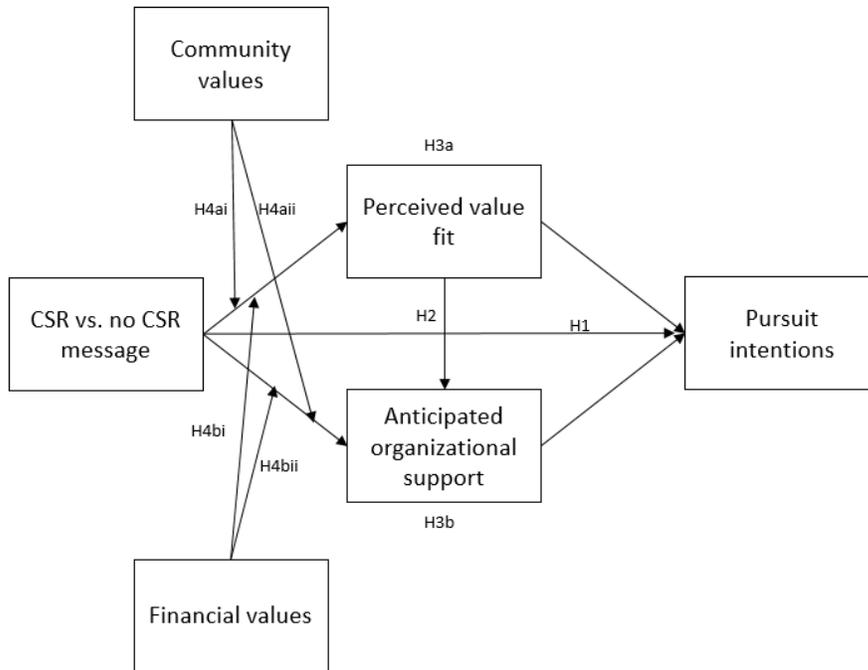


Figure 6: Conceptual model

METHOD

Sample and procedures

An experimental design manipulating CSR in a hotel job offer was used as a method to test the conceptual model. A sample of 211 junior and senior students from a hospitality program in a southern region of U.S. (final sample after deleting extreme outliers) that were actively seeking employment and were interested in attending or have recently attended a career fair held in the college were recruited. Bonus course credit was offered to incentivize their participation. Participants accessed an online link and read about a fictional full-service hotel company (part of an international hotel chain) hiring for a management training program and were asked to answer questions related to their perception of fit, AOS, likelihood to pursue the job, personal values, manipulation checks, and demographic questions. After providing their demographic

information, a unique ID number was generated, which they had to submit to their instructors to earn the bonus points. Such procedure allowed us to keep the responses anonymous.

The mean age of the respondents was 23 years ($SD = .436$); 74.6% were females, and 25.1% males and 87.2% reported to have an interest in attending or attended the career fair held at the college. Regarding racial and ethnic identity, 30.3% identified as Caucasian American, 24.6% as Latino(a) American, 21.3% as Asian American, 8.5% as African American, and 15.2% as other.

Participants were randomly assigned to one of the two online recruitment conditions (recruiting message with CSR information vs. neutral recruiting message). The decision to keep only one type of CSR message and a neutral message (control group) was based on previous studies' findings, on which low levels of CSR in a recruitment vignette was perceived as unrealistic (Bridoux et al., 2016). Participants read instructions that asked them to imagine themselves searching for a management program position in the hotel industry. The general information about the hotel and recruiting program was identical for all participants. In the CSR manipulation scenario, CSR activities developed by the organization were briefly described, including social, environmental, and economic activities, focusing on different stakeholders. The organization's general and recruitment information, and the respective CSR efforts were created to mimic information provided by international lodging organizations websites such as Hilton Worldwide, Marriot International, Intercontinental Hotel Groups. Moreover, the scenario was created, taking into consideration previously tested hotels and CSR vignettes (e.g., Bharadwaja, Lee, & Madera, 2018; Bridoux et al., 2016; Gully et al., 2013; Jones et al., 2016).

Right after, participants were asked to imagine themselves reading the hotel's career section on the official website. Information regarding the position was provided. Participants

were also told to assume that the job had a competitive salary range and benefits that fit their requirements, aiming to avoid exogenous factors that could influence pursuit intentions (Joo et al., 2016). Personal values were asked towards the end of the survey to avoid social desirability.

A pre-test with a panel of experts (industry and academia) was conducted to refine the manipulations and assess whether the scenarios were perceived as realistic and to assess the length of the questionnaire. After modifying the scenario based on the panel feedback, a pilot test was conducted with 56 undergraduate students from a hospitality program in a southern region of the U.S. during the summer session. To verify the manipulation effectiveness, two steps were conducted. First, realism was captured with two items from Dabholkar (1994). The items' means indicated that the scenario was seen as realistic ($M= 5.9$) and that respondents did not have difficulty imagining themselves in the proposed situation ($M= 5.7$). Second, using a T-test, the CSR manipulation was tested. The results revealed that participants rated the firm's CSR significantly higher ($M= 6.03$, $SD= .73$, $t= -4.15$, $p< .001$) than those in the no-CSR condition ($M= 5.14$, $SD= .85$). Scales reliability proved to be acceptable: PVF (.91), AOS (.76), JPI (.94), Community values (.85), Financial values (.76).

Measures

All items were measured using a Likert-type response scale from 1 (Strongly disagree) to 7 (Strongly agree), except otherwise indicated.

Perceived value fit – measured using three items from Cable and DeRue (2002) scale used by Jones et al. (2016): “[Company]’s values and culture provide a good fit with the things that I value in life,” “The things that I value in life are very similar to the things that [company] values,” and “My personal values match [company]’s values and culture.” Items were measured

using a response scale from 1 (Strongly disagree) to 5 (Strongly agree). The scale reliability was $\alpha = 0.87$.

Anticipated organizational support – measured using six items created by Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001) were used. The items were rephrased to be in a future tense, following Casper and Buffardi's (2004) adaptation. A sample item is “This organization will care about my well-being.” The scale reliability after deleting one item (identified as having low factor loading during the CFA process) was $\alpha = 0.85$.

Job pursuit intentions – measured with six items from Aiman-Smith et al. (2001). A sample item is “I would accept a job offer from this company”. The scale reliability was $\alpha = 0.92$.

Personal values – Following Kasser and Ryan (1993), participants were asked to rate aspiration items values. Only financial success (five items) and community feelings (seven items) are of interest here. A sample item from the community feeling dimension is “I will work to make the world a better place,” and a sample item from the financial success dimension is “I will be financially successful.” The reliability for community feeling and financial success values (after deleting one item from each scale identified as having low factor loadings) were $\alpha = 0.89$ and $\alpha = 0.72$, respectively.

Manipulation check – To verify whether the CSR manipulation was effective, questions adapted from Rupp, Shao, et al. (2013) were used. A sample item is “ABC company tries to contribute positively to the communities in which it does business.” The scale reliability was $\alpha = 0.90$.

Control variables – gender and participation on the career fair. Females and millennials were found to be more reactive to CSR (Cone Communications, 2016; Greening & Turban,

2000). As our sample is based on college students (mainly composed of millennials), only gender was used as a control variable. Moreover, as a small portion of this sample said they did not attend the last career fair hosted by the college, we tested whether career fair participation influenced the results of this study too.

RESULTS

Preliminary analysis

Assumptions of multiple regression were tested before conducting the analysis. Skewness and kurtosis, histograms, and normal probability plots showed that the shapes of the distributions of PVF, AOS, and financial values approached that of a normal curve, ensuring the assumptions of normality. However, JPI and community values presented skewness and kurtosis slightly outside the normal threshold range (± 1.96 ; Abu-Bader, 2011). Thus, the mediation model was tested with percentile bootstrap confidence intervals (CIs), which did not involve a bias correction (as bias correction [accelerated CIs] may have slightly elevated Type I error rates - Hayes & Scharkow, 2013).

The conceptual model was assessed through CFA using AMOS26. One item from the financial values dimension (“I will buy things just because I want them”), one item from community values (“I will participate in social or political movements”) and one item from AOS scale (“This organization will show little concern for me”) were deleted due to low factor loadings. The deleted item from AOS (loading= .017) was reversed before being included in the model (as it presents a negative statement regarding AOS). As reversed items have been criticized in recent years as it can cause confusion for respondents, as it can create a method factor, and as it cannot control for acquiescence bias in the factor structure, resulting in a worse

fit of the data (Zhang, Noor, & Savalei, 2016), this item was deleted in an effort to achieve convergent validity. Besides having low factor loadings, the other two items also have a theoretical justification for their deletions. The item from the financial success deleted (loading= 0.27) was the only item that was not directly associated with employment. The item from the community values deleted (loading= 0.34) included participation in “social or political movements.” As in American elections, young people have “stood out” (File, 2014), we believe that our sample (majority millennials) did not identify with that item precisely.

After these deletions the measurement model fit the data satisfactorily ($\chi^2 = 448.310$, $df = 242$, $CFI = .93$, $TLI = .92$, $GFI = .84$, $RMSEA = .06$). Factor loadings ranged from .54 to .88 ($p < .001$). Only one item from AOS had a lower factor loading (.42). As the construct had no issues regarding convergent validity and had high composite reliability ($CR = .86$), the item was kept in the construct in an effort to not change more than 20% of the measured variables during the CFA process (Hair, Black, Babin, & Anderson, 2016). Moreover, some authors argue the minimum criteria for factor loadings to be 0.40 (Ford, MacCallum, & Tait, 1986). As showed in Table 2, the average variance extracted (AVE) from almost all variables were above the .50 threshold, confirming convergent validity (Hair et al., 2016). The only exception was the AVE for financial values (.43). As this AVE value was close to the threshold, as all the factor loadings for this construct were higher than .5, and as the CR was also above the threshold ($CR = 0.75$), convergent validity was claimed (Hair et al., 2016). The square root of AVE for all variables were found to be higher than the inter-correlations between two constructs of interest, confirming discriminant validity (Fornell & Larcker, 1981). The CR exceeded the recommended .70 threshold for all variables (Fornell & Larcker, 1981).

Table 2. *Descriptive statistics and associated model measurements*

| Constructs | # items | M (SD) | CR | AVE | 1 | 2 | 3 | 4 | 5 |
|------------|---------|-------------|------|------|--------------|--------------|--------------|--------------|--------------|
| 1. AOS | 5 | 5.42 (0.81) | 0.86 | 0.57 | 0.751 | | | | |
| 2. JPI | 6 | 5.57 (1.00) | 0.93 | 0.68 | 0.477 | 0.824 | | | |
| 3. PVF | 3 | 3.81 (0.65) | 0.88 | 0.71 | 0.535 | 0.511 | 0.840 | | |
| 4. CV | 6 | 4.14 (0.70) | 0.90 | 0.60 | 0.297 | 0.278 | 0.394 | 0.772 | |
| 5. FV | 4 | 3.90 (0.76) | 0.75 | 0.43 | 0.091 | 0.362 | 0.155 | 0.210 | 0.654 |

Note. AOS = anticipated organizational support, JPI= job pursuit intentions, PVF= perceived value fit, CV= community values, FV= financial values. Square root of AVE is along the diagonal in bold. All correlations ($p < 0.01$).

The concern of common method bias was mitigated by following Podsakoff, Mackenzie, and Podsakoff's (2012) procedures, such as respondents' confidentiality was ensured; the order of the items was counterbalanced, and different rating anchors were used. The five-factor model conducted through CFA had a better model fit when compared to the four-, three-, two-, and single-factor models ($\chi^2 = 1856.899$, $df = 252$, $\Delta \chi^2 = 1408.589$, $p < 0.001$, CFI = 0.46, TLI = 0.41, GFI = 0.48, RMSEA = 0.17). Moreover, Harmon's single factor score was performed. The total variance explained by all variables was 29.45% (under the 50% threshold), providing extra support that common method bias is not a serious threat in this study.

To verify the manipulation effectiveness, the same two steps used during the pilot test were conducted. First, realism was captured with two items from Dabholkar (1994). The items' means indicated that the scenario was seen as realistic ($M = 5.5$) and that respondents did not have difficulty imagining themselves in the proposed situation ($M = 5.5$). Second, using a T-test, the CSR manipulation was tested. The results revealed that participants rated the firm's CSR significantly higher ($M = 5.7$, $SD = .95$) than those in the no-CSR condition ($M = 4.8$, $SD = 1.14$, $t = -5.62$, $p < .001$).

Test of Hypotheses

Process on SPSS26 (Model 6 and 10) was used to test the conceptual model. This study used a bootstrap function extracting 5,000 samples for the analysis (95% CI). Table 3 shows the main and mediation effects results. Table 4 shows the conditional moderated mediation effects, which were calculated at three different levels (+1SD, mean, -1SD) for the two moderators.

As shown in Table 3, the direct effect of CSR on a recruitment message was not directly related to JPI ($b = -.03$, CI $[-.27, .22]$), rejecting Hypothesis 1. Since the independent variable is binary and one-unit change is relevant for the analysis, the partially standardized mediated effects in terms of the standard deviation of the dependent variable were used. The sequential mediation effect of PVF and AOS was significant ($b = .04$, CI $[.01, .09]$), supporting Hypothesis 2. While analyzing the mediators separately, only PVF mediated the relationship between CSR message and JPI ($b = .10$, CI $[.01, .20]$), supporting Hypothesis 3a, but not 3b ($b = -.03$, CI $[-.10, .04]$). The contrast between the two mediators was significant ($b = .13$, CI $[.15, .24]$), indicating that significant differences between the strength of the two mediators exist. In this case, PVF has a stronger effect on the model. Gender and participation in the career fair (dummy coded) were entered in the model as covariates. Neither had significant effects on any constructs analyzed.

Table 3. *Main and Indirect Effects*

| Hypotheses | Effects | Boot SE | Boot LLCI 95% | Boot ULCI 95% |
|----------------------------------|----------------|----------------|----------------------|----------------------|
| H1: CSR → JPI | -.03 | .13 | -.27 | .22 |
| H2: CSR → PVF → AOS → JPI | .04 | .02 | .01 | .09 |
| H3a: CSR → PVF → JPI | .10 | .05 | .01 | .20 |
| H3b: CSR → AOS → JPI | -.03 | .03 | -.10 | .04 |

Note. CSR= corporate social responsibility, JPI= job pursuit intentions, PVF = perceived value fit, AOS= anticipated organizational support

Next, the conditional indirect effects of CSR message on JPI through the mediators at the values of the moderators were tested. Once the moderators were introduced in the model, it was possible to accurately observe how each dimension of personal values influenced participants' JPI. The moderators did not change the relationship between CSR on JPI through AOS. Therefore, Hypothesis 4a_{ii} and 4b_{ii} were rejected. While the partial moderated mediation effects of community values (b= .03, CI [-.07, .15]) and financial values (b= -.07, CI [-.18, .02]) were not significant, Table 4 shows under which circumstances the moderators significantly influence the relationship between CSR on JPI through the mediation of PVF.

Table 4. *Conditional Indirect Effects of CSR Message on JPI Through PVF at Different Levels of Community and Financial Values*

| Community values | Financial values | Effects | Boot SE | Boot LLCI 95% | Boot ULCI 95% |
|-------------------------|-------------------------|----------------|----------------|----------------------|----------------------|
| 3.44 (-1SD) | 3.14 (-1SD) | .11 | .06 | .01 | .24 |
| 3.44 (-1SD) | 3.90 (mean) | .06 | .05 | -.05 | .17 |
| 3.44 (-1SD) | 4.66 (+1SD) | .01 | .07 | -.15 | .14 |
| 4.14 (mean) | 3.14 (-1SD) | .13 | .06 | .03 | .26 |
| 4.14 (mean) | 3.90 (mean) | .08 | .04 | .01 | .16 |
| 4.14 (mean) | 4.66 (+1SD) | .03 | .05 | -.08 | .13 |
| 4.83 (+1SD) | 3.14 (-1SD) | .16 | .08 | .02 | .32 |
| 4.83 (+1SD) | 3.90 (mean) | .10 | .06 | -.01 | .22 |
| 4.83 (+1SD) | 4.66 (+1SD) | .05 | .06 | -.07 | .17 |

Note. Significant relationships highlighted.

When community values were high (+1SD), the influence of CSR on JPI through PVF was significantly higher (b= .16, CI [.02, .32]) only when financial values were low (-1SD), supporting Hypothesis 4a_i. It is also possible to observe that when financial values were low (-1SD), independent of the values of the community dimension, the effect of CSR on JPI through PVF was always significant, supporting Hypothesis 4b_i. The R² values indicate that 16% of the variance in fit, 8% of the variance in anticipated organizational support, and 33% of the variance in pursuit intentions can be explained from the relationships with other constructs in the model.

DISCUSSION AND CONCLUSION

Studies in organizational psychology are paying increasing attention to CSR micro-level research (considering individuals as the primary focus; e.g., Jones et al., 2017). This reality is just recently changing in tourism and hospitality research (Rhou & Singal, 2020; Wells, Gregory Smith, Taheri, Manika, & McCowlen, 2016). In particular, little is known about how CSR affects recruitment processes in hospitality (Guzzo, et al., 2019; Rhou & Singal, 2020). Considering the critical turnover challenge in the industry, which involves not only human resources costs but also the adverse effects on productivity and service quality (Davidson et al., 2010), recruitment and retention of prolific employees is crucial.

Through an experiment conducted with undergraduate students this study found that CSR message in a hotel job offer had a significant positive effect on job pursuit intentions through the mediation effect of PVF and through the sequential mediation effect of PVF and AOS. While previous research found a direct relationship between CSR and JPI (e.g., Greening & Turban, 2000), this study did not support this hypothesis. One possible explanation is that CSR matters only for some job seekers in the lodging context: those that share similar environmental and social responsibility values in their lives and want to find a job that has a similar vision (PVF). This reasoning also explains the moderated mediated results of this study (personal values). As hypothesized, when community values were high, the effect of CSR message on JPI through the mediation effect on PVF was higher when financial values were low. When individuals' financial values were low, independent of the values of the community dimension, this moderated-mediated effect was also stronger.

AOS was not a significant mediator in this study, but it had a contribution when the sequential mediation effect was considered. One possible explanation is that not enough

information was provided regarding employees in the CSR scenario to enhance AOS (such as HR benefits). Still, we believe that this construct should be further explored in future studies, as job seekers with high AOS continue to have high POS once hired, which also helps in developing effective relationships within the organization (Zheng et al., 2013).

This study has several theoretical and practical implications. Expanding the knowledge about CSR awareness in recruiting research provides support to explain when and how CSR influences important competitive organizational aspects.

Theoretical implications

This study makes a theoretical contribution by investigating CSR's causal effects on job pursuit intentions through different mechanisms (PVF, AOS, and personal aspirational values) in a lodging context. From our results, CSR on a hotel job posting was found to influence JPI through the mediation effect of PVF, providing further support for this signaling theory mechanism on CSR studies (e.g., Jones et al., 2016). This study expanded previous research by exploring AOS as another signaling mechanism between CSR and JPI, by considering the sequential mediation effect of PVF and AOS, and by analyzing personal values as an essential moderator between those relationships.

Another advance that this study made was to test AOS further. Even though POS is a commonly used mediator in the relationship between CSR and employee outcomes (Glavas, 2016), the use of AOS in recruitment research is not as widely seen (Casper & Buffardi, 2004; Eisenberger & Stinglhamber, 2011). While AOS did not mediate the relationship between CSR and JPI alone, it had a sequential mediation effect. This result is aligned with the idea that when job seekers perceive their personal values to be shared by the potential employers' values, they

will expect to be supported by the organization (Cable & DeRue, 2002). From our knowledge this is the first time such mediation effects were tested simultaneously.

Moreover, from our knowledge, this is one of the first attempts to analyze CSR in a recruitment study in hospitality. Although previous recruitment studies observed some aspects related to CSR (e.g., through the lens of recruiters [Day et al., 2013]; diversity [Madera et al., 2016]; motivations and personal constraints such as work-to-life conflict, perceived career progression [McGinley, Hanks, & Line, 2017]), none actually tested the whole concept of CSR. This study contributes and expands the knowledge on CSR by examining it in a recruitment setting and by considering the complex cognitive processes (analysis of perceived signals considering personal values) that job seekers endure while exploring employment options.

Practical implications

As more hospitality organizations are connecting sustainability to their business strategies (Jones, Hillier, & Comfort, 2016) and communicating CSR in different outlets and on various occasions (e.g., recruitment), the results of this study can offer support evidence to justify this expense. By investing resources in discretionary CSR initiatives and communicating such efforts, organizations might have more influence on job seekers, which can perceive this as an indication that the organization is good place to work, and it will be supportive of their needs. Moreover, considering that applicants might self-select out of a recruitment process if feelings of fit are not met (Ng & Burke, 2005), the relevance of understanding communication on recruitment messages is crucial. Therefore, understanding what stakeholders consider important and how they interpret the organization's communication can help organizations increase CSR's strategic benefits (Du, Battacharya, & Sen, 2010).

This research will be particularly relevant for managers as they strive to attract and hire applicants that are a better fit for the organization, which in turn might reduce future turnover rates and influence performance (Breaugh, 2013). If sustainability and CSR is part of the organization mission and values, recruiters and manager should focus on explaining and providing information regarding these aspects early on during recruitment processes (job posts) and follow such efforts later on during interview processes (Polk, 2017). CSR communication in a job posting may offer a better perspective about organizational aspects that are not so easily observed before employment occurs. Promoting CSR strategies that are implemented and adequately communicated internally and externally can promote benefits not only to the business (e.g., competitive advantage, higher applicants pool) but also to society at large (e.g., social contribution to local communities).

Limitations and future studies

This study acknowledges the limitation of using a fictional hotel context. In reality, the reputation of a known hotel chain while compared to an unknown independent hotel probably would affect JPI. Future studies could use real organizations while controlling for organizational prestige and type, can offer a solution for this potential problem in future studies. A second limitation is using CSR versus non-CSR messages only. In the CSR message, this study tried to include different CSR dimensions (environmental, social, economic) and to consider various stakeholders (employees, local community, customers). This decision was made based on the fact that most international hotel chains while communicating CSR activities, focus on diverse aspects and not only in one single dimension. Furthermore, since little research, if any, had been found on CSR in recruitment settings in a lodging context, this study desired to explore that

possibility. As some studies found that certain CSR activities can have a stronger influence on stakeholders (e.g., Jones et al., 2016), future studies should consider using different CSR dimensions separately while comparing the results to a condition with CSR containing all dimensions together.

Another possible limitation is using one specific career fair, which is more directed to hospitality students. A career fair outside university boundaries brings together individuals with different backgrounds, which might be a better representation of job seekers. A third limitation is geographic context. We cannot be sure that our findings can be generalized to different cultures, as CSR might be perceived differently in different countries and cultures (Farooq, Rupp, & Farooq, 2017). Future studies might investigate this aspect by conducting studies in various locations while controlling for cultural elements.

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CHAPTER 5: HOW CSR AND WELL-BEING AFFECTS WORK-RELATED OUTCOMES: A LODGING INDUSTRY PERSPECTIVE

ABSTRACT

The primary purpose of this study is to analyze how corporate social responsibility (CSR) perceptions and participation influences lodging industry employees' well-being and affect their organizational citizenship behavior (OCB). This study will be conducted through the lens of positive psychology approach of well-being (hedonic and eudaimonic dimensions), and affect theory of social exchange. A survey was conducted with hotel employees in order to test the theoretical model. This study will be among the first attempts to empirically demonstrate the effect of CSR in both hedonic and eudaimonic well-being and to test the connection between CSR perceptions and CSR participation. Besides advancing the knowledge about CSR, this research will be particularly relevant for hospitality managers formulating CSR strategies and activities.

Keywords: corporate social responsibility, lodging industry, hedonic and eudaimonic well-being, employees' behavior.

INTRODUCTION

While corporate social responsibility (CSR) in hospitality has been gaining interest in the literature (Farrington, Curran, Gori, O'Gorman, & Queenan, 2017; Serra-Cantallops, Peña-Miranda, Ramón-Cardona, & Martorell-Cunill, 2018), individual's well-being, one of the main areas of sustainability and CSR concerns, remains under-investigated (Kim, Woo, Uysal, Kwon, 2018). The meaning of work, well-being, and happiness have been studied by different areas of research and under distinct perspectives such as psychology, social sciences, and neurosciences. In management and hospitality, there is some evidence demonstrating that employees' well-being is aligned with job satisfaction, organizational commitment, extra-role behaviors, which can have positive relations with retention and better organizational performance outcomes (Hsiao, Lee, & Chen, 2015; Turban & Yan, 2016). Although there is support for the happy-productive worker proposition, most of the work setting studies conceptualize only the happiness, or the hedonic aspect of well-being (Turban & Yan, 2016). There are calls to extend the literature by investigating both eudaimonia (e.g., growth, meaning, interest) and hedonia (e.g., pleasure, enjoyment, life satisfaction) in work settings, as both concepts have been recognized to be central aspects of well-being.

This research aims to fill this gap by focusing on two theoretical traditions in positive psychology to approach well-being: hedonism and eudaimonism. Likewise, social identity theory and affect theory of social exchange provide theoretical background to understand how CSR influences employees' well-being, and their attitudes and behaviors at work. The main purpose of this study is to analyze the relationship between employees' CSR perceptions and CSR participation with their well-being and work related outcomes. Our main argument is based on the idea that hotel employees emotions and motivations produced by exchange structures, such

as participation in CSR activities, influence their sense of well-being and willingness to reciprocate such investments (Farooq, Farooq, & Jasimuddin, 2014; Kim, Rhou, Uysal, & Kwon, 2017).

Following the urge made by Huta and Waterman (2014) while reviewing eudaimonia and hedonia research, well-being was analyzed considering aspects related to conceptual and operational definitions, category of analyzes, and level of measurement. Both hedonic and eudaimonic well-being were analyzed as orientation at the trait level (life satisfaction and personal growth, respectively) following Vittersø and Sørholt (2011). We specifically focused on personal growth as eudaimonic element and on life satisfaction as hedonic element because these constructs are considered well-being's core elements, or essential to the meaning of eudaimonia and hedonia by different researchers¹ (e.g., Ryan & Deci, 2000; Ryff, 1989; Straume & Vittersø, 2012).

This study will expand the knowledge that integrates CSR and employees' behavior by exploring well-being as a mechanism, considering the connection between individuals and organizations on a different perspective than previously tested models. Moreover, the relationship between CSR perceptions and participation will also be explored, expanding previous studies (Supanti & Butcher, 2019). This research will be particularly relevant for hotel managers: employees are responsible for executing CSR activities. Although organizations might have a CSR strategy in place, if employees are not well informed or not willing to participate, the whole CSR strategy can suffer or even be labeled as a greenwashing. Employees are key stakeholders to hospitality organizations, and their well-being and engagement is essential for business success.

¹ A comprehensive discussion about the core elements and close-to-core elements in definitions of eudaimonia and hedonia is provided by Huta and Waterman (2014).

LITERATURE REVIEW

CSR perceptions and participation

Before focusing on how CSR affects individuals and organizations, first it is important to understand the scope of this construct. CSR has been conceptualized in a variety of ways by different authors. While most CSR definitions include aspects of the triple bottom line of sustainable development - economic, social, and environmental dimensions (Dahlsrud, 2008) – discussions arise when considering the discretionary aspect of CSR activities and policies (McWilliams & Siegel, 2001). Considering the needs and pressure that emerge from different stakeholders in different contexts, this study incorporates the definition by Aguinis (2011, p.858) “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance”. We also consider McWilliams and Siegel’s (2001) perspective, on which they argue that CSR activities and policies should go beyond of what is required by law.

Research focusing on how CSR affects employees is relatively nascent, considering the traditional focus on consumers and financial benefits of shareholders (Wang, Tong, Takeuchi, & George, 2016). Specifically, little is known about mechanisms between organizations’ CSR initiatives and employee outcomes (Glavas, 2016; Guzzo et al., 2019; Kim et al., 2017). Recently this scenario has been changing, but a fundamental issue with this conceptual and practical shift of CSR remains: studies investigating employees rely *only* on their perceptions about CSR (Supanti & Butcher, 2019). One potential issue pointed by Caligiuri, Mencia, and Jiang (2013) is that the positive relationship between CSR and work desired outcomes depends on how CSR is operationalized. Caligiuri et al. (2013) found that high-skilled employees who volunteered for meaningful causes helped not only the organizations where they volunteered (NGOs), but also

helped employees to develop new skills, increasing work engagement. In light of the evidence that when stakeholders are actively engaged in CSR efforts, they have the highest potential to benefit themselves and organizations (Trapp, 2014), this study will focus on how CSR perceptions affect CSR participation.

Benefits associated with inter-groups relations and membership might lead subjects to engage in collective activities with groups. Social identity (Tajfel & Turner, 1979) and self-categorization theory (Turner, Hogg, Oakes, Reicher, & Wetherell, 1987) present a theoretical foundation to explain processes related to these associations and interactions. The first is associated with “[...] how people define their sense of self in terms of group membership.” The second focuses on “[...] social psychological dynamics of the self” (Haslam, Jetten, Postmes, & Haslam, 2009, p.7). Individuals in groups that have a positive sense of social identification, tend to have positive psychological consequences (Haslam et al., 2009). Therefore, how employees perceive their companies’ CSR is important, but whether they identify with such strategies and policies and whether they choose to take action and participate in CSR activities trigger different cognitive processes, affecting their reactions, attitudes, and behaviors.

As shared group identity incorporates others into one’s sense of self, facilitating constructive helping between individuals (Greenaway et al., 2015), this research proposes that a social identity approach facilitates prosocial behavior. In other words, as employees have positive perceptions about their organizations’ CSR policies and practices (identifying with them), they are more willing to engage and participate in CSR activities. Subjects might present more willingness to participate in activities that enhance the welfare of others as they identify within groups. From our knowledge, only Supanti and Butcher (2019) investigated how employees’ CSR perceptions and CSR participation have different effects on work behaviors in

hospitality. They found that CSR participation had a more substantial effect on meaningful work and on helping behavior than CSR perceptions. This study expands Supanti and Butcher's (2019) study by testing if employees' CSR perceptions directly affect their willingness to participate in CSR activities and if this sequential mediation effect influences their loyalty boosterism through well-being.

H1: Employees' CSR perceptions positively influence their participation in CSR activities.

CSR and well-being: hedonia and eudaimonia

There is evidence to suggest that CSR practices and strategies have potential to enhance individuals' quality of work-life and well-being. While studies exploring volunteerism and well-being are fairly common (Wilson, 2012), studies connecting other CSR activities and employees' well-being are not. In hospitality, a few authors started to explore the connection between CSR and well-being. For instance, Kim et al., (2017) while conducting a study to understand the link between CSR and its internal consequences in hotels, found that CSR positively influenced employees' quality of work-life, affective commitment, and OCB, which in turn, affected employees' job performance. In a subsequent study, Kim et al. (2018) found that CSR perceptions influenced quality of work-life, and had a spillover effect on the overall quality of life. Although these studies are analyzing the quality of work-life and quality of life, all important aspects of individuals' well-being, they have two main limitations. First, they are not making a distinction on how well-being can be experienced differently. Second, they are only analyzing employees' CSR perceptions and not actual behavior and engagement in CSR activities.

In several psychology studies, researchers have reported the distinctions between hedonia and eudaimonia. Hedonic well-being is associated with a sense of happiness and pleasure.

Eudaimonic well-being, on the other hand, is experienced when a person faces challenges in the process of goal attainment, which can be perceived as a demanding process, but also associated with feelings such as engagement, growth, inspiration, and interest (Straume & Vittersø, 2012). This conceptualization of well-being focuses not much on an outcome or an end state but rather on the process of fulfilling or realization of one's true nature (Deci & Ryan, 2008). There is evidence to suggest that the pursuit of both hedonia and eudaimonia should produce greater well-being than when they are pursued alone (Huta & Ryan, 2010). For instance, Straume and Vittersø (2015) study analyzed how life satisfaction and personal growth (core elements of hedonic and eudaimonic well-being respectively) predicted subjective health and sick-leave from members of occupational health services in Norway. They found that life satisfaction had a negative influence on sick leave indirectly through subjective health. This result indicates that increasing life satisfaction could improve health, which in turn could lead to less sick-leave. Personal growth was positively related to sick-leave. Considering the possibility that personal growth intersects conceptually with the principles of harmonious passion, the authors argued that growth-oriented individuals might report sick on days when she or he feels ill. Rather than force oneself to work, a person high on personal growth may prefer to stay at home, considering their personal sake.

By a similar token, Turban and Yan (2016) analyzed how both dimensions of well-being affected administrative employees of a large university in the U.S. They found that although hedonic and eudaimonic well-being were strongly correlated, unique results were evident. More specifically, they discovered that eudaimonia had a more substantial effect on extra-role behaviors (interpersonal helping, loyalty boosterism, and taking charge) than hedonia; hedonia, on the other hand, had a stronger relationship with job satisfaction. They also found a synergistic

effect between the two dimensions of well-being: eudaimonia had a stronger positive relationship with commitment, interpersonal helping and taking charge, and a stronger negative relationship with turnover intentions when hedonia was higher. And again, it was found that these two well-being dimensions influenced workers differently.

Another limitation of previous studies in hospitality exploring CSR and well-being is how CSR is analyzed from a narrow perspective, considering *only* employees' perceptions about CSR. CSR activities that actively engages individuals can enhance individual's well-being (Plagnol & Huppert, 2010; Wilson, 2012). Happiness and well-being in the workplace are influenced by different aspects such as short-lived events and chronic conditions in the activity, job itself and organization, individual stable attributes such as personality, and feeling of organizational fit - expectations and reality (Fisher, 2010). Thus, how employees perceive CSR can differ and can influence their participation in such activities, which in turn reflects differently in their feelings of well-being and work-outcomes. We believe that participating in CSR activities can boost employees' perceptions of life satisfaction and personal growth as they can experience the feeling of doing something good for the environment and society while being offered opportunities to learn and grow. Through CSR activities, employees can develop a sense of purpose, which helps in maintaining a healthy mental state (Abuse, 2014). Thus, the following hypothesis was developed:

H2: Employees' CSR participation positively influence their (a) hedonic and their (b) eudaimonic well-being.

Well-being and loyal boosterism

It has been asserted that if employees feel that their actions have a higher purpose, their happiness feelings will be higher (Seligman, 2002). Those feelings may trigger and affect, for instance, intent to stay, commitment, and organizational performance outcomes (Fisher, 2010; Singhapakdi, Lee, Sirgy, & Senasu, 2015; Zhu, Hang, Liu, Lai, 2014). This study focused explicitly in one extra-role outcome, OCB, for three reasons. First, the relationship between CSR and OCB has been well documented by researchers (e.g., Farooq et al., 2017; Fu et al., 2014). Second, considering the hospitality context, OCB is particularly of interest. OCB is a desirable discretionary workplace behavior that serves to assist organizational functioning, even though is not critical for the job, and it is usually conceptualized as directed toward the organization or toward individuals, such as co-workers and customers (Dimitriades, 2007; Lee & Allen, 2002). OCB is considered beneficial to the hospitality industry, and for some authors, OCB is deemed to be crucial, taking into consideration consumers' demands and anticipations of service quality (Fu et al., 2014). Third, both hedonic and eudaimonic well-being have been found to have positive effects on extra-role behaviors. For example, when individuals are feeling good, they engage in practices that will support such feelings. In this case, they might choose to participate in courteous behaviors (Rego, Ribeiro, & Cunha, 2010). Turban and Yan (2016) argue that happier employees and employees who experience work activities as providing personal growth, having meaning, and benefitting the community tend to be more engaged and to have more extra-role behaviors.

Researchers have measured OCB in different ways. While OCB is usually conceptualize using different dimensions (e.g., organizational and individual – Lee & Allen, 2002), LePine, Erez, and Johnson (2002) revealed in their meta-analysis that OCB's dimensions are often highly

correlated when studied together. Also, LePine et al (2002) argue about practical reasons to consider behavior dimensions separately or as a latent construct. This study is specifically interested in loyal boosterism, as it reflects high allegiance to the organization through promoting the organization's interests and image to outsiders (Moorman & Blakely, 1995). Loyalty boosterism is associated with having a positive image of the organization and as being focused on the organization as a whole (Karambayya, 1990). Behaviors directed toward individuals have more indirect implications in "maintaining the balance in the organization-employee transaction" (Lee & Allen, 2002, p. 133). Extra-role behaviors directed to the organization, such as loyal boosterism, have a more direct effect on work. An example of this immediate effect on work includes internal referrals for job positions (known to be the best method for reaching job seekers who possess desirable attributes, Breugh, 2009). Internal referrals can help reduce turnover, one of the most significant issues in hospitality organizations. Employees that have positive feelings about their organization are more likely to defend the organization when other people criticize it. They are also more likely to promote the organization to friends, family (potential customers and/or employees), and to current customers.

The literature suggests that CSR and well-being are possible predictors of work-related outcomes such as OCB. What needs further investigation is the potential mediation role of well-being. Calls in such direction have been made by the recent studies (Kim et al., 2017). In order to understand such mechanism, social exchange theory (SET), more specifically affect theory of social exchange (Lawler, 2001), can provide a theoretical background. Previous research found a strong theoretical rationale for explaining CSR and employees' attitudes and behavior through social exchange theory (Kim et al., 2017; Slack, Corlett, & Morris, 2015). According to Slack et al. (2015), employees consider their commitment to CSR when they have personal volition

toward CSR or when their organizational commitment to CSR will reflect in perceived credibility and social rewards. Support for such rationale was found in their case study with employees from a large UK energy company. They found that social exchange theory helped to explore the volition that individuals have towards their engagement with CSR and to consider the implications of the implicit social contract between an organization and its employees.

Lawler (2001) advanced the understanding of social exchange theory by proposing the affect theory of social exchange, which focuses on the emotional/affective process and the exchange structure. When exchanges successfully occur, individuals will experience an emotional uplift. When exchanges do not happen successfully, individuals will experience emotional downs. Individual's perceptions of work context encourage psychological conditions that influence their willingness to engage in work roles (Kahn, 1990). Then, social exchange between company and employees when positive, can influence not only employees' desire to reciprocate, but also builds more robust ties to relations, groups, or networks (Lawler, 2001). This theory also posits that individuals will attribute their exchange-based emotions to social units, to the degree that exchange brings them together around a shared endeavor.

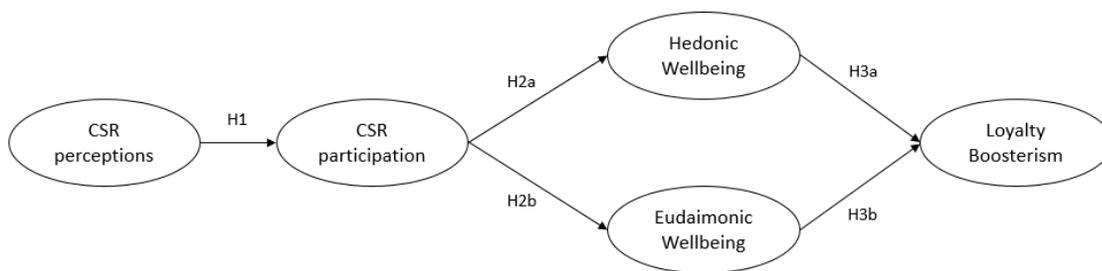
While the positive relationship between CSR and OCB depends mostly on how both are operationalized, researchers have claimed that mechanisms are necessary to understand the effects of CSR (Supanti & Butcher, 2019). For instance, the relationship between hotel employees' CSR awareness and OCB has been found to mediated by task significance (Raub & Blunschi, 2014). Similarly, Supanti and Butcher (2019) found that meaningful feelings about work fully mediated the relationship between CSR perceptions and helping behaviors and partially mediated the relationship between CSR participation and helping behavior. Although feelings and emotions produced by social exchanges (e.g., CSR activities) should increase

solidarity effects (e.g., collaboration among actors, exchange of benefits, acceptance of incomplete contracts; Lawler 2001), this relationship needs further analysis, especially considering the indirect effects of well-being. Thus, we argue that CSR perceptions and social exchange between company and employees, specifically related to CSR activities, when positive can enhance well-being, which in turn will influence employees' willingness to reciprocate, reflecting in their loyal boosterism. Figure 7 shows the complete conceptual model.

H3: Both (a) hedonic and (b) eudaimonic well-being positively influence employees' loyalty boosterism.

H4: Both (a) hedonic and (b) eudaimonic well-being mediate the relationship between CSR participation and loyalty boosterism.

H5: Employees' CSR participation and (a) hedonic and (b) eudaimonic well-being have a sequential mediating effect on the relationship between CSR perceptions and loyalty boosterism.



Indirect effects:

H4a: CSR participation → Hedonic wellbeing → Loyalty boosterism

H4b: CSR participation → Eudaimonic wellbeing → Loyalty boosterism

H5a: CSR perceptions → CSR participation → Hedonic wellbeing → Loyalty boosterism

H5b: CSR perceptions → CSR participation → Eudaimonic wellbeing → Loyalty boosterism

Figure 7. Conceptual model

METHODS

Sample and procedures

To test the conceptual model (Figure 7), a survey of 131 hotel supervisors/middle-level managers (final sample) was conducted via both, asking trade association workshop attendees (Southern region of U.S.) and internet-based questionnaire using snowball sampling.

Considering that two methods of data collection were used, a T-test was performed to verify if the type of survey affected the results. No significant differences were found between participants that answered the paper survey from those that answered the online survey with regard to all constructs used in this study. Thus, the two data sets were combined. Participants were asked to answer questions having their current employer in mind. Respondents were on average 33 years old; were 62% females, 34% females, and 4% preferred not identify; 16% worked for limited-service and 82% for full-service hotels. Approximately 35% identified as Caucasian American, 35% as Latino(a) American, 13% as African American, and 8% as Asian American, and 9% as other.

Measures

All items were measured using a Likert scale from 1 (Strongly disagree) to 7 (Strongly agree), except otherwise indicated.

CSR perceptions: measured with five items from Rupp et al. (2018). A sample item is “A program is in place to reduce the amount of energy and materials wasted in our business.” The scale reliability was $\alpha = 0.77$.

CSR participation: measured with three items (Vlachos, Panagopoulos, & Rapp, 2014, adapted by Supanti and Butcher, 2019). A sample item is “I voluntarily contribute my time to

participate in my hotel's CSR activities." Items were measured on a seven-point scale ranging from 1(never) to 7(all the time). The scale reliability was $\alpha = 0.93$.

Hedonic well-being: measured using five items from Satisfaction with life scale (Diener, Emmons, Larsen and Griffin, 1985). A sample item is "I am satisfied with my life." The scale reliability was $\alpha = 0.88$.

Eudaimonic well-being: measured using twelve items from the personal growth composite, including curiosity, absorption, complexity, and competence items (Straume & Vittersø, 2015). A sample item is "I enjoy tackling problems that are completely new to me." The scale reliability was $\alpha = 0.85$.

Loyalty Boosterism: measured using five items from Moorman & Blakely (1995). A sample item is "Defends the organization when other employees criticize it." Items were measured on a five-point scale ranging from 1(strongly disagree) to 5(strongly agree). The scale reliability was $\alpha = 0.85$.

Control variables: age and gender were inserted as controls since females and millennials were found to be more reactive to CSR (Cone Communications, 2016; Greening & Turban, 2000).

RESULTS

Measurement model test

Due to the exploratory nature of this study, the complex relationships involved, and its sample size (Hair, Hult, Ringle, & Sarstedt, 2014), both the adequacy of the proposed model and the structural model were assessed using PLS-SEM. A second-order factor model was used in this study for two main reasons. First, higher-order constructs provide a more parsimonious and

interpretable model with fewer parameters (Gustafsson & Balke, 1993). Second, personal growth has four dimensions, that were found to be separate factors. The repeated indicators approach was used to specify high-order components, as it produces smaller biases in the estimation of the higher-order constructs' measurement model (Sarstedt, Hair, Cheah, Becker, & Ringle, 2019). Factor loadings from all variables ranged from 0.63 to 0.96 ($p < 0.001$). Significant and positive relationships between the four first-order personal growth factors with their respective second-order factor (high-order personal growth factor) existed ($p < 0.001$). This finding was supported by statistically significant loadings as follows: personal growth dimensions — curiosity (0.84), absorption (0.52), complexity (0.73), and competence (0.81). Their alpha reliabilities were — curiosity (0.89), absorption (0.77), complexity (0.68), and competence (0.80). Although complexity had a slightest lower alpha reliability, its composite reliability was 0.82. Considering these results and that the personal growth construct first-order did not have a good convergent validity (absorption items did not load well), the second-order construct was used to test the hypotheses.

As shown in Table 5, the average variance extracted (AVE) from all but one variable was above the 0.50 threshold, confirming convergent validity (Hair, Black, Babin, & Anderson, 2016). The lone exception was personal growth (0.41). Considering that all items from each dimension of the personal growth construct had acceptable factor loadings (from 0.63 to 0.93), that the higher-order loadings were also in an acceptable range, and that the composite reliability (CR; 0.89) exceeded the threshold, convergent validity for this dimension was confirmed (Fornell & Lacker, 1981). Table 5 also shows the assessment of discriminant validity. Results show that the square roots of AVEs values were higher than the correlation coefficients between any construct in the model, confirming discriminant validity (Fornell & Larcker, 1981).

Appendix F shows the complete model with path coefficients and outer and inner model loadings.

Table 5. *Descriptive statistics and model measurements*

| Constructs | # items | CR | AVE | 1 | 2 | 3 | 4 | 5 |
|-------------------------|----------------|-----------|------------|-------------|-------------|-------------|-------------|-------------|
| 1.CSR perception | 5 | 0.85 | 0.52 | 0.72 | | | | |
| 2.CSR participation | 3 | 0.96 | 0.86 | 0.31 | 0.93 | | | |
| 3.Hedonic well-being | 5 | 0.91 | 0.67 | 0.17 | 0.24 | 0.82 | | |
| 4.Eudaimonic well-being | 12 | 0.88 | 0.41 | 0.21 | 0.33 | 0.33 | 0.64 | |
| 5.Loyalty boosterism | 5 | 0.89 | 0.63 | 0.26 | 0.29 | 0.26 | 0.42 | 0.79 |

Note. The square roots of AVE are reported in bold, along the diagonal

We followed Podsakoff's et al. (2012) procedures to mitigate the concern of common method bias: respondents' confidentiality was ensured, the order of the items was counterbalanced, and different rating anchors were used. Moreover, we also tested the occurrence of variance inflation factors (VIFs) generated for all latent variables. As all VIFs from a full collinearity test were lower than 3.3, the model can be considered free of common method bias (Kock, 2015).

Test of Hypotheses

The hypothesized model was assessed using PLS-SEM, having the level of significance obtained from a bootstrapping re-sampling method (1000 re-samples) (Chin, 1998). As shown in Table 6, the relationship between CSR perceptions and CSR participation was significant ($\beta=0.31$, [0.18, 0.50]), in support of H1. CSR participation had a positive direct effect on types of well-being, in support to both H2a ($\beta=0.24$, [0.07, 0.40]), and H2b ($\beta=0.36$, [0.17, 0.48]). Only eudaimonic well-being had a direct positive effect on loyalty boosterism ($\beta=0.38$, [0.22, 0.53]), in support of H3b, but not H3a ($\beta=0.14$, [-0.03, 0.30]). Moreover, the mediation effects occurred through eudaimonic well-being only ($\beta=0.12$, [0.05, 0.23]), in support to H4b (full-mediation, as

the direct effect of CSR participation on loyalty boosterism was not significant) and the sequential mediation effect, supporting H5b ($\beta=0.04$, [0.01, 0.09]).

Although not hypothesized, we also tested the effects of CSR perceptions on well-being and loyalty boosterism as robustness analysis. CSR perceptions did not have a significant effect on hedonic ($\beta=0.14$, [-0.10, 0.32]), on eudaimonic well-being ($\beta=0.12$, [-0.12, 0.26]) nor on loyalty boosterism ($\beta=0.15$, [-0.04, 0.32]). These results further validate the proposed conceptual model.

Table 6. *Hypothesis test*

| Paths | Paths coefficients | Confidence intervals | Hypothesis testing |
|------------------------------|---------------------------|-----------------------------|---------------------------|
| H1: CSR → CSRPA | 0.31 | [0.18, 0.50] | Supported |
| H2a: CSRPA → HED | 0.24 | [0.07, 0.40] | Supported |
| H2b: CSRPA → EUD | 0.36 | [0.17, 0.48] | Supported |
| H3a: HED → LOB | 0.14 | [-0.02, 0.30] | Not supported |
| H3b: EUD → LOB | 0.38 | [0.22, 0.53] | Supported |
| H4a: CSRPA → HED → LOB | 0.03 | [-0.01, 0.09] | Not supported |
| H4b: CSRPA → EUD → LOB | 0.12 | [0.05, 0.23] | Supported |
| H5a: CSR → CSRPA → HED → LOB | 0.01 | [-0.01, 0.04] | Not supported |
| H5b: CSR → CSRPA → EUD → LOB | 0.04 | [0.01, 0.09] | Supported |

Note. CSR= CSR perceptions, CSRPA= CSR participation, HED= hedonic well-being, EUD= eudaimonic well-being, LOB= loyalty boosterism. CSRPA $R^2 = 0.10$, HED $R^2 = 0.06$, EUD $R^2 = 0.11$, LOB $R^2 = 0.20$.

In addition, the R^2 results demonstrated that 20% variance of loyalty boosterism can be explained by other constructs in the model. The effect sizes (f^2) indicate how well an exogenous construct contributed to explaining an endogenous construct (Hair, Sarsted, Hopkins, & Kuppelwieser, 2014). Effect sizes of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively (Cohen, 1988). The f^2 values ranged from 0.02 to 0.16, as shown in Table 7.

Table 7. *Effect size analysis*

| Relationships | f^2 value | Effect size |
|----------------------|-------------|--------------------|
| H1: CSR → CSRPA | 0.11 | Medium |
| H2a: CSRPA → HED | 0.06 | Small |
| H2b: CSRPA → EUD | 0.12 | Medium |
| H3a: HED → LOB | 0.02 | Small |
| H3b: EUD → LOB | 0.16 | Medium |

Respondents' demographics (gender and age) were dummy-coded and regressed in this study's variables. Only gender had a significant effect on some variables. Specifically, females (coded as 1) reported to have higher levels of CSR participation ($\beta=0.30$, [0.15, 0.44]) and lower personal growth aspirations ($\beta= -0.18$, [-0.35, -0.01]) than males and respondents that prefer not to answer.

DISCUSSION

Theoretical implications

This study makes several theoretical contributions by exploring how CSR perceptions and participation have different effects on employees. First, although CSR is usually investigated under the lens of SET, this study goes beyond and explore how emotions connected to social exchanges (affect theory of social exchange) influence reciprocation processes. Besides expanding Supanti and Butcher (2019), this study tested not only how CSR perceptions and participation affected individual evaluations and work behavior, but also how perceptions affected actual behavior, which can be explained by social identity theory. This research showed that although employees' perceptions about CSR had a positive effect on their participation in CSR activities, only when employees are actively involved in CSR, rather than being passive observers, does eudaimonic well-being and loyalty boosterism increased. Surprisingly, very little

research can be found related to CSR participation, although scholars have reasoned about the need to adopt such approach (e.g., Raub & Blunshci, 2014; Supanti & Butcher, 2019). This study not only further provides an argument in that same direction but also highlights the need for exploring the connection between CSR perceptions and participation.

Moreover, this study is among the first attempts to empirically demonstrate the effect of CSR on both hedonic and eudaimonic well-being in hospitality settings. While CSR participation had a positive impact on both dimensions of well-being, only eudaimonic well-being had a positive effect on loyalty boosterism. These findings suggest that hotel employees' participation in CSR activities not only helps them to feel better about their lives, but also helps them to form self-realization about growth (eudaimonic well-being). Having a growth mindset help individuals to engage in new things, to solve puzzles, and to have disposition to develop personal resources (Straume & Vittersø, 2012), all desirable traits for hospitality organizations. We believe that only eudaimonic well-being was significantly related to loyal boosterism because perceptions of growth can be more closely associated with work aspects than life satisfaction. As loyalty boosterism was only significant through the mediation of eudaimonic well-being, this study further provides evidence to suggest that CSR effects on employees' work outcomes are complex and, thus, require different mechanisms to explain its impact (Raub & Blunshci, 2014; Supanti & Butcher, 2019). This research expands the knowledge about CSR by exploring well-being as a mediator, which is aligned with the main argument proposed by the affect theory of social exchange (Lawler, 2001) and by exploring the spillover effect of work on life dimensions.

Practical implications

In terms of practical implications, the results suggest that developing CSR activities that actively engage employees is paramount. Actual participation helps to enhance employees' feelings of well-being, which in turn reflect on their OCB. Knowing that organizations should focus on adequately communicating CSR activities and policies, or otherwise CSR activities can be viewed as greenwashing, and employees' actual involvement can be compromised (Nyilasy, Gagadharbatla, & Paladino, 2014). Organizations should focus on CSR communication that provides transparent information about policies and activities while providing detailed information about CSR performance, future goals, and how close the organization is to achieve such goals. Explaining why and how initiatives contribute to the welfare of others/society can also help employees to identify with and develop meaning from CSR initiatives (Raub & Blunchi, 2014). Moreover, engaging employees not only at the final stage, where they are participants in CSR, but also while developing the CSR strategy as a whole can bring better outcomes. Strategic CSR communication should facilitate the collaborative build of CSR: establishing an open dialog among organizations and its stakeholders to ask about their needs and how the organization can help in achieving them stimulates participation and shared responsibility (Capriotti, 2011).

Organizations have evolved from a sole focus on shareholders' profitability to a more sustainable plan. Specifically, hospitality organizations should understand various stakeholders' needs and interests to develop CSR more strategically. From a human resources perspective, CSR can bring many benefits for at least two reasons: the hospitality industry is labor-intensive and customer-oriented. Organizational success depends mainly on how employees render quality of services (Rhou & Singal, 2020). Knowing the impact that employees have on customers and

how employees face daily emotional labor and long work hours, employees' well-being should be one of the main goals of any internal CSR program. Activities such as volunteer work, employee training related to such issues as ethics and diversity, environmental events (e.g., planting trees, recycling, etc.) can enhance eudaimonic well-being and work-life balance activities (e.g., daycare programs, meditation/rest areas, wellness programs) can enhance hedonic well-being.

Based on our results and on previous research results that happier employees tend to have better work performance, to offer better customer experience, and to have lower intentions to quit (e.g., Serra-Cantalops et al., 2018; Wright & Cropanzano, 2000), managers should ensure employees understand how participation in CSR activities are important to the organization's mission. Creating work environments and activities that help employees to grow and develop can enhance both individual well-being and organizational outcomes. It is also known that CSR help to attract candidates that are a better fit for the organization (Gully, Phillips, Castellano, Han, & Kim, 2013). Communicating CSR in job offers provides a pathway to hire individuals that share similar organizational values. These individuals will have a higher chance of getting involved in CSR activities, and thus, to have all the benefits associated with it.

This study also provides empirical evidence of the benefits of CSR engagement, in particular, how employees' participation in CSR activities influences their loyal boosterism through well-being. Loyalty boosterism is especially relevant for hospitality organizations as it implicates the promotion of a positive image to outsiders (Moorman & Blakely, 1995). When employees engage in such behavior, it means they strongly identify with their organization, and organizational criticism is taken personally (Mael & Ashforth, 1995). This research provides empirical support to suggest that positive emotions generated by CSR activities can enhance

well-being and positively influence employees' attribution processes, which result in higher loyalty boosterism. Thus, CSR activities not only have a spillover effect on individuals' lives but also on individuals' work-life.

Limitations and future studies

This study is not without limitations. First, only eudaimonic well-being was found to have a significant impact on loyalty boosterism. Future studies should further test this model to verify if the results can be replicated while adding other OCB dimensions, as the results can be connected to this specific dimension of OCB. Second, the effect sizes of the relationships between the constructs in this study were found to be small to medium. These results infer that other mechanisms besides those studied here are in place that could further explain the relationship between CSR and loyal boosterism. Investigating other aspects, such as specific emotions connected to CSR participation (e.g., gratitude; Fehr et al., 2017), can render fruitful research venues.

Additionally, hedonia and eudaimonia can be defined and operationalized differently, which have a significant impact on relationships between constructs and effect sizes (Huta, 2016; Huta & Waterman, 2014). In an effort to mitigate such effects, core elements of hedonic (life satisfaction) and eudaimonic (personal growth) well-being in the same category and level of analysis were used in this study, following the recommendations by Huta and Waterman (2014). Still, we acknowledge that using multiple constructs in each dimension of well-being may offer a more comprehensive understanding of well-being, which can be tested in future studies.

The results of this exploratory study cannot be generalized due to its cross-sectional nature and to its relatively small sample size. While procedures were taken to mitigate the

concern of common method bias including the collinearity test, future researchers should consider using multiple sources of data collection. Likewise, although supervisors/middle-level managers are daily involved with operations and customers, researchers can further test this model with front-line employees, as they are the ones responsible for service delivery.

We also acknowledge that employees' CSR participation and well-being appraisals can vary based on different experiences throughout a determinate period of time. Using experience sampling method would allow capturing CSR participation effects on well-being, which are likely different based on the firms' activities offered. This method would also answer calls made by researchers to understand the transient and effects of eudaimonia and hedonia (Huta & Waterman, 2014; Turban & Yan, 2016).

Last, gender differences were found in respect of the studied variables. Females were found to have significantly higher CSR participation, in support of previous literature that found females to be more reactive to CSR and to show more significant concern for CSR-related issues (Blackhaus, Stone, & Heiner, 2002; Greening & Turban, 2000). We also found that females had lower eudaimonic well-being while compared to males. Waterman et al. (2010) found that females scored significantly higher than males on eudaimonic well-being. Di Fabio & Palazzeschi (2015) did not find significant differences related to gender while analyzing hedonic and eudaimonic well-being. Considering the contradictory results regarding gender and eudaimonic well-being in the current literature, more target research including multigroup analysis is needed to understand these effects better.

Conclusion

This study was designed to understand the relationships between CSR perceptions and CSR participation and how these constructs impact hotel employees' hedonic and eudaimonic well-being and their loyal boosterism. Hotel employees CSR perceptions positively influenced their CSR participation. In turn, CSR participation had a positive effect on both hedonic and eudaimonic well-being. Only eudaimonic well-being had an effect on loyal-boosterism and as a reflection, mediated the relationship between CSR participation and loyal boosterism, and the sequential mediation effect of CSR perceptions and loyal boosterism. This study found that beyond what has been explored by the current literature (CSR perceptions), it is employees' active participation in CSR activities that influence their well-being and work attitudes and behavior. These results provide a better understanding of how CSR influences employees and provide implications for how hospitality organizations can manage CSR to positively influence employees well-being and OCB.

Well-being and happiness is likely to be the missing piece that “retains and motivates high-quality employees of the future” (Fisher, 2010, p.404). According to Porter and Kramer (2006) CSR is so disconnected from business core values and strategies as to minimize the greatest opportunities for companies to benefit its stakeholders and large society. CSR practices that align with organizational strategy might be especially relevant in enhancing individuals' well-being and providing further competitive advantage to organizations.

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CHAPTER 6: CONCLUSION

As observed by Glavas (2016), in the pursuit to prove that CSR matters, the actual human being has been neglected. Much CSR research has been done at the firm level, aiming to provide evidence related to organizational and financial performance. Comparatively less is found at the individual level of analysis, in particular, considering prospective and current employees (Jones, Willness, & Glavas, 2017). In hospitality research, this gap is more substantial. The impacts of CSR on financial performance are the most researched aspect of CSR in the tourism and hospitality industries (Farrington, Curran, Gori, Gorman, & Queenan, 2017). To our knowledge, no studies in hospitality link CSR (as a construct involving different dimensions) to recruitment aspects from the perspective of job seekers. Moreover, hedonic and eudaimonic well-being (separately) have not been previously connected to CSR. Employees are key stakeholders to the success of CSR activities, and to hospitality organizations' success as a whole. Hence, understanding how CSR influence employees (prospective and current) is paramount.

The purpose of this dissertation was to test how CSR influence job seekers (Study 1) and employees (Study 2). Specifically, in Study 1, through an experimental design, perceived value fit (PVF) and anticipated organizational support (AOS) were tested as mediators, and financial and community values as moderators between CSR and job pursuit intentions (JPI). A total of 211 hospitality undergraduate students participated in the experiment. In study 2, through a survey, hedonic (HED) and eudaimonic well-being (EUD) was tested as a mediator between CSR participation (CSRPA) and loyal boosterism (LOB) and the sequential mediation effect of CSRPA and well-being were tested as sequential mediators between CSR perceptions (CSR) and LOB. A total of 131 hotel employees participated in this study.

Major findings

Study 1

In Study 1, four main hypotheses were proposed (total of 8 considering the subdivisions of each hypothesis). To test the conceptual model, a confirmatory factor analysis (CFA) was conducted followed by a multiple regression analysis using Process on SPSS. The letter “S” (supported) and “NS” (not supported) indicates the results after running the analyses.

H1: CSR information in a recruiting message have a stronger positive effect on job pursuit intentions than a neutral recruiting message. (NS)

H2: CSR information in a recruiting message leads to a stronger JPI through the sequential mediation effects of PVF and AOS than a neutral recruiting message. (S)

H3a: CSR information in a recruiting message leads to a stronger JPI through the mediation effects of PVF than a neutral recruiting message. (S)

H3b: CSR information in a recruiting message leads to a stronger JPI through the mediation effects of AOS than a neutral recruiting message. (NS)

H4ai: Participants’ aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through PVF is stronger for participants with stronger as opposed to weaker community values. (S)

H4aii: Participants’ aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through AOS is stronger for participants with stronger as opposed to weaker community values. (NS)

H4bi: Participants’ aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through PVF is stronger for participants with weaker as opposed to stronger financial success values. (S)

H4bii: Participants' aspirations values moderate the indirect relationship between recruiting message that has CSR information and JPI in a way that the indirect effect through AOS is stronger for participants with weaker as opposed to stronger financial success values. (NS)

Results supported the sequential mediation effect of PVF and AOS between the relationship of CSR and JPI (H2, $b = 0.04$, CI [0.01, 0.09]). Moreover, the mediation effect of PVF was also found significant between CSR and JPI (H3a, $b = 0.10$, CI [0.01, 0.20]). The moderators only significantly changed the relationship between CSR and JPI through PVF. Specifically, when community values were high, the influence of CSR on JPI through PVF was higher (H4ai, $b = .16$, CI [.02, .32]) only when financial values were low. When financial values were independent of the values of the community dimension, the effect of CSR on JPI through PVF was always significant (H4bi).

Study 2

In Study 2, five main hypotheses were proposed (total of 9 considering the subdivisions of each hypothesis). To test the conceptual model (model evaluation and hypotheses testing), partial least square structural equation modeling (PLS-SEM) was used. The letter "S" (supported) and "NS" (not supported) indicates the results after running the analyses.

H1: Employees' CSR perceptions positively influence their participation in CSR activities. (S)

H2a: Employees' CSR participation have a positive effect on their hedonic well-being. (S)

H2b: Employees' CSR participation have a positive effect on their eudaimonic well-being. (S)

H3a: Hedonic well-being positively influence employees' loyalty boosterism. (NS)

H3b: Eudaimonic well-being positively influence employees' loyalty boosterism. (S)

H4a: Hedonic well-being mediate the relationship between CSR participation and loyalty boosterism. (NS)

H4b: Eudaimonic well-being mediate the relationship between CSR participation and loyalty boosterism. (S)

H5a: Employees' CSR participation and hedonic well-being have a sequential mediating effect on the relationship between CSR perceptions and loyalty boosterism. (NS)

H5b Employees' CSR participation and eudaimonic well-being have a sequential mediating effect on the relationship between CSR perceptions and loyalty boosterism. (S)

Six hypotheses were supported. Results supported the effect of CSR on CSRPA (H1, $\beta=0.31$, CI [0.18, 0.50]). CSRPA positively influenced both HED (H2a, $\beta=$, CI [0.07, 0.40]) and EUD well-being ($\beta= 0.36$, CI [0.17, 0.48]). Only EUD well-being influenced LOB (H3b, $\beta= 0.38$, CI [0.22, 0.53]), consequently only EUD mediated the relationship between CSRPA and LOB (H4b, $\beta= 0.12$, CI [0.05, 0.23]) and the sequential mediation effect between CSR and LOB (H5b $\beta= 0.04$, CI [0.01, 0.09]).

Other findings

In study 1, the effect of gender on the model variables was tested. The results did not indicate significant results. Interestingly in Study 2, gender had a significant impact in the study variables. Specifically, females (coded as 1) reported to have higher levels of CSR participation ($\beta=0.30$, [0.15, 0.44]) and lower personal growth aspirations ($\beta= -0.18$, [-0.35, -0.01]) than males and respondents that prefer not to answer.

In study 2, personal growth was found to render better results if used as a second-order construct. In specific, the absorption items did not load well (loadings lower than 0.33) directly in the absorption construct, but the items loaded well enough on the higher-order variable. Also,

a robustness analysis was conducted, aiming to evaluate the hypothesized model. CSR perceptions did not have a significant direct influence in any variable, besides CSR participation.

Theoretical implications

Overall this dissertation makes several contributions to expand the knowledge about CSR in hospitality settings. Many studies suggest the influence of organizational support on employees' attitudes and behaviors at work (e.g.s., Dai, Hou, Chen, & Zhuang, 2018; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Eisenberger & Stinglhamber, 2011). More recently, researchers have started to evaluate the influence of anticipated organizational support (AOS) on prospective employees (e.g.s., Casper & Buffardi, 2004, Casper & Harris, 2008; Chang & Tanford, 2018). Study 1 provided empirical evidence that CSR information in a hotel job offer is a positive signal for job seekers, as it enhanced pursuit intentions through perceived value fit (PVF) and through the sequential mediation effect of anticipated organizational support (AOS) and PVF. These results further support signaling theory mechanisms on CSR studies. Moreover, the sequential mediation effect of the two signaling mechanisms (PVF and AOS) on pursuit intentions, has not been previously tested. This study suggests the need of exploring the connection between mechanisms, as they can have a significant influence on outcome variables.

In addition, job pursuit intention was enhanced for those individuals with higher community values rather than financial values. As previous studies found that CSR may be seen as a misuse of organizational resources for some individuals (Jones, Willness, & Heller, 2016), knowing what type of individuals are influenced by CSR is critical. Our findings are connected to the idea that CSR signals a work environment that matches community personal values instead

of financial values, which is connected to the primary purpose of CSR toward the environment, society, and different stakeholders. In turn, these values determine which organizations job seekers are more attracted to. Job seekers are attracted to organizations that provide a specific fit, which is compatibility of job seeker's and organization's values (Johnson & Jackson, 2009). Previous researchers analyzing differences between respectable organizations (projecting image of social and sustainable responsibility) and impressive organizations (projecting image of high profitability and prestige) did not find support for intrinsic personal values influencing attractiveness to respectable organizations (Vanderstucken, Van den Broeck, & Proost, 2016). Our study results, on the other hand, supported a similar hypothesis, considering the moderated mediation effects. Thus, we expand the knowledge in the CSR research by answering calls to investigate further how CSR influences job seekers in hospitality through different mechanisms (Rhou & Singal, 2020). This study is one of the first attempts (if not the first) to test how CSR (as a combination of its different dimensions) influence on job seekers in a hospitality setting.

Study 2 contributes to the literature by considering employees CSR perceptions and investigating the relationship between CSR perceptions and CSR participation in a lodging context. Specifically, social identity theory helps in the understanding of how employees' perceptions about their organizations' CSR policies and practices can influence their actual engagement in CSR activities, as individuals identify with organizational values. Previous studies called for research exploring this perspective, as the hospitality literature has been focusing mainly on the investigation of CSR perceptions only (Raub & Blunshci, 2014; Supanti & Butcher, 2019).

Besides, investigating CSR under the lens of affect theory of social exchange (Lawler, 2001) helped us to bring to light novel results. No previous studies in hospitality had investigated

the relationship between CSR and the two dimensions of well-being, namely hedonic and eudaimonic well-being. This is relevant, as individuals' orientation toward well-being has different facets. While a hedonic orientation focus on the pursuit of what is pleasant and comfortable, eudaimonic orientation focuses more on improving one's potential even if it is difficult (Huta, 2016). CSR participation had a positive effect on both dimensions of well-being, but only eudaimonic well-being had a significant impact on loyal boosterism. These findings suggest that participation in CSR activities can boost employees well-being, as it affects their emotions. These emotions develop a reciprocation process, as employees internally realize how involvement in CSR activities can bring benefits to them, in specific, related to personal growth. As work environments can provide growth opportunities, the association of personal growth with loyal boosterism seems to be more straightforward than life satisfaction, which involves many other facets, justifying our findings.

Calls to investigate the cognitive and affective processes of CSR evaluations have been made by many researchers (e.g., Glavas, 2016; Gond, El Akremi, Swaen, & Babu, 2017; Rhou & Singal, 2020). Study 1 contributed in that direction by evaluating job seekers pursuit intentions considering their PVF, AOS, and personal values. Study 2 contributes in that direction by proposing the connection between CSR perceptions and CSR participation, and by investigating hedonic and eudaimonic well-being as a mediator between CSR participation and loyal boosterism.

Practical implications

Studies 1 and 2 make several implications for practitioners. The hospitality industry is a large sector of the United States' economy in terms of employment. Yet, it is also the sector with

the highest turnover rates (US Bureau of Labor Statistics, 2019). Hence, understanding how to attract and keep employees is critical for the overall health of the economy (McGinley, Hanks, & Line, 2017). Considering the high costs of staffing (Kulik, 2004), it is generally accepted that attracting the right candidates and keeping them can mitigate financial burdens and increase performance (Breaugh, 2013). In addition, organizations are investing large in CSR: more than 90% of the largest companies have sustainability reports (McPherson, 2019). Therefore, this dissertation offers compelling reasons to justify why engaging and communicating about CSR matters, considering not only the ethical/moral reasons about doing the right thing but also it empirically demonstrates how CSR makes strategical sense to organizations.

Study 1 confirmed that CSR message in a hotel job offer is positively related to pursuit intentions through PVF and through the sequential mediation of PVF and AOS. As such, organizations engaging in CSR activities such as offering wellness and well-being activities, volunteer activities in local communities, water, energy, and waste management can provide specific signals for job seekers about intrinsic organizational characteristics. Job seekers can then better evaluate if such values fit their own, and make a more informed decision about pursuing or not the job offer. This study specifically found that the PVF mechanism was fundamental to understand why pursuit intentions were different from those at the manipulation group in the experiment. As values between job seekers and organization were matched, positive perception about AOS was created, influencing then pursuit intentions too. In addition, community values were found to be determinant in increasing PVF.

Together, these results can help owners/managers and recruiters in different ways. First, knowing that CSR has the potential to increase pursuit intentions through PVF, managers/owners can decide to invest more and communicate more about CSR. Second, recruiters can showcase

the organization's CSR achievements in job offers, attracting a larger pool of applicants' that share similar values. Thus, attracting applicants that will be a better fit for the organization. Considering that organizations need to decide what type of individuals to recruit to select candidates that have personal attributes sought by the organization (Breugh, 2013), addressing CSR in job offers can be strategical to attract the right candidates. Value fit has been found to be more durable than other factors, such as pay, promotion, and type of work (Judge & Bretz, 1992). In addition, previous research has found that person-organization fit positively influences organizational commitment, job satisfaction, turnover intentions, and willingness to recommend the organization to others (Cable & Judge, 1996), all crucial aspects for competitive advantage. Thus, recruiting messages should be designed to reinforce signals about CSR and organizational values. Still communicating about CSR in job offers is just the beginning. Such efforts should continue during interview processes (Polk, 2017), training period (Baumgartner & Winter, 2014), and on every work day, demonstrating that the organization is truly committed to CSR.

Considering the importance of evaluating CSR efforts from employees' perspectives, Study 2 was conducted. Study 2 showed that hotel employees' CSR perceptions is positively related to their CSR participation. CSR participation influenced both dimensions of employees' well-being. Still, only eudaimonic well-being influenced their loyal boosterism, which determined the significant paths on the mediation analyses results. After conducting the robustness analysis, this study found that it is the actual participation in CSR that resulted in positive outcomes for the individuals and the organizations. In other words, being mere observers of CSR is not sufficient. Employees that are involved with CSR activities are the ones that have a higher probability of having more positive perceptions of well-being and of being the organization's ambassador (loyal boosterism).

Based on these results, many implications for practice can be drawn. For starters, organizations should properly communicate about CSR. One tactic to motivate employees to participate in behaviors that support CSR is to be sure that they are aware of company socially responsible activities (Su & Swanson, 2019) and its impacts. Previous research has found that employees were driven to participate in CSR based on their own needs (Hejjas, Miller, & Scarles, 2019). Recognizing different needs is then fundamental to be better equipped to communicate more clearly, to identify the right activities, and thus, employ effective strategies. Thus, the CSR strategy should be seen as a collaborative work involving employees not only at the final stages when activities are being held but also during the planning stages.

Besides, perceived benefits and CSR participation are also connected to the type of activities being conducted by the organization (Hejjas et al., 2019). Creating meaningful CSR activities and prioritizing social issues related to the contexts that strengthen company competitiveness can enhance positive outcomes (Porter & Kramer, 2006). Previous research has found that besides other aspects, the social environment (friendly and supportive) and features of a humane organization (focus on individuals' happiness) were among the sources of a meaningful workplace (Dimitrov, 2012). Supanti and Butcher (2019) found that meaningful work to be a mediator between CSR perceptions and participation and helping behavior. As Study 2 found eudaimonic well-being to be connected to loyal boosterism, creating a work environment and activities that focus on well-being and specifically on personal growth can, therefore, result in both positive organizational and individual outcomes. For instance, Marriott's TakeCare program include not only fitness events, but also focus on financial-wellness tools and career development training and community involvement (McIlvaine, 2019). All these aspects can be associated with personal growth and should be considered while planning CSR activities.

In services industries, such as hospitality, where employees face stress and uncertainty, long work hours, and emotional labor, well-being should be of particular concern. Although the biggest hospitality corporations are making an effort to improve employees' well-being, still many work environments are not aligned with this speech. The hospitality industry still faces high turnover rates (US Bureau of Labor Statistics, 2019), it was found to be the industry with highest job dissatisfaction (Nitro, 2017) and one of the worst for workplace mental health (food and beverage sector specifically, Mental Health America, 2017). Happier employees have been found to have better job performance, to have lower turnover intentions, and to offer better customer experience and organizational citizenship behavior (Gordon, Tang, Day, & Adler, 2018; Turban & Yan, 2016; Wright & Cropanzano, 2000). Well-being it is not a matter of workplace perks, such as ping-pong tables or a meditation rooms, but foremost it is related to workplace culture (Cheang, n.d.). Thus, a culture of CSR should run throughout the organization and be lived on the daily-bases so organizations and employees can have the positive outcomes associated with it.

Limitations and future research

Although the findings of this dissertation contribute to the literature, it also raises additional questions for future studies. Study 1 has the limitation of using a fictional hotel context and a fictional job offer. Although we tested the scenario for realism, the use of real organizations / real job offer could render different results. Future studies could use real organizations and control for organizational prestige, as prestige is connected to job intentions and pursuit (Highhouse, Lievens, & Sinar, 2003). In addition, previous studies found that type of CSR have an effect on job seekers and employees (e.gs., external vs. internal CSR – Farooq,

Rupp, & Farooq, 2017; low vs. high social responsibility – Gully, Phillips, Castellano, Han, & Kim, 2013; community vs. environmental corporate social performance – Jones, Willness, & Madey, 2014). While the decision to use just one type of CSR message was justified, future studies could explore the possibility of using different types of CSR, while having one message that combines various aspects of CSR (as done in Study 1), to verify if differences can be found. Another limitation of this study can be drawn from its results. AOS had an influence on the sequential mediation analysis, but it was not a significant mediator alone. Thus, other mechanisms are in place that further help to explain pursuit intentions. Researchers could analyze, for instance, organizational reputation (Story, Castanheira, Hartig, 2016) and organizational identification (Celani & Singh, 2011) in combination with the mechanisms used in this research.

Another possible limitation of Study 1 is using a student sample. Although meta-analytic evidence suggest that student samples are demographically diverse and generate similar results as non-student samples, student-samples results have lower effect sizes in general (Wheeler, Shanine, Leon, & Whitman, 2014). Moreover, college students are younger and may hold favorable attitudes toward CSR while compared to an older population (Jones et al., 2016). Although this might limit the generalizability of this study findings, the younger sample reflects a proportion of the new market entrants, which would seek a job position as the one created for this study. Still, future studies should use a more diverse sample. Moreover, the geographic context (U.S.) can also limit the generalizability of this study findings, expressly because CSR can be understood differently based on cultural aspects (Farooq et al., 2017). Future research should consider investigating this study's conceptual model in different locations while controlling for cultural elements.

Study 2 is not without limitations. First, only one dimension of well-being (eudaimonic well-being) affected loyal boosterism. This finding might be connected to how we measured well-being. In addition, the effect sizes were found to be small to medium. These results together infer that other mechanisms are in place that could further explain the relationship between CSR and loyal boosterism. Researchers can also explore this conceptual model by adding other mechanisms such as specific emotions connected to CSR (e.g., gratitude; Fehr et al., 2017) and by using other core elements of well-being to test the constructs (e.g., pleasure, meaning, engagement – Huta & Waterman, 2014). Second, this study's sample type and size can also be considered a limitation. Although we justified the use of supervisors/middle-level managers as a sample and a power test was conducted, front-line employees (ideally a larger sample size) should be investigated in future studies.

Third, knowing that employees' CSR participation and well-being appraisals can vary based on different life/work experiences throughout a determinate period of time, future studies could use experience sampling method to capture the transient effects of eudaimonia and hedonia (Huta & Waterman, 2014; Turban & Yan, 2016) and CSR participation. Fourth, as gender differences were found in this study, future research should aim for a multigroup analysis. Fifth, the type of CSR activity matters to determine participation. For instance, Hejjas et al. (2019) found that corporate fundraising was found to be an antecedent to disengagement, as enhanced employees' cynicism and potential perceptions of greenwashing. In contrast, volunteering was found to be a source of engagement. Researchers should investigate whether the type of CSR activities affects well-being. Sixth, although our first hypothesis was drawn from social identification theory identification was not tested. Future research should, therefore, test organizational identification as a predictor of CSR participation. Lastly, the results of this study

should be interpreted with caution due to its cross-sectional nature. While procedures were taken to mitigate the concern of common method bias, future researchers should consider using longitudinal and multiple sources of data collection.

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APPENDIX A – STUDY 1 SCENARIO AND COMPLETE QUESTIONNAIRE

Instructions: Imagine that you are searching for a MANAGEMENT PROGRAM position in the hotel industry. You are specifically looking to work in a full-service hotel that is part of an international hotel chain. You will read information about this hotel that you found about at a career fair. After reading about this organization, you will then evaluate how you feel about it.

The following information is from the hotel's official website:

About us

World-renowned, Hotel XI presents a modern atmosphere. The hotel has a reputation for delivering a memorable experience for business and leisure travelers. Hotel XI belongs to an international hotel organization with more than 500 hotels – and 100 new locations in development - across six continents.

Our Facility

Hotel XI is a full-service hotel with a restaurant, lounge facilities and meeting spaces. Hotel XI's guest rooms and public spaces offer a contemporary and distinctive design that is ideal for business and leisure guests.

We care (Only for manipulation group)

At Hotel XI, we are committed to social responsibility principles. Since 2001, we've donated 2% of our annual after tax revenues to nonprofit organizations. Through our volunteer program, we help organize our employees to volunteer in nonprofit organizations. For 3 years running, we have reduced our energy and water consumption by 10–13%. We are committed to the well-being of our team members and local community. We partner with leading nonprofits to ensure workplace readiness and access to opportunity, focusing on youth and diversity. We buy locally: our restaurant serves dishes rich with locally produced ingredients. Our guests and employees are invited to participate in the different activities such as planting trees and reducing water and energy usage.

Select "1" below to confirm that you read the information on this page

- 1
- 2
- 3

The following information is from the hotel's careers section in the official website:

Hotel XI is currently looking for great talent to fill positions in our management program. Hotel XI management program was developed to offer resources and support for future hospitality leaders (such as departmental rotations). The program will be hosted at the Hotel XI and after 12-18 months the candidate can be offered a management position at the hotel or any other hotel from the brand.

Select "2" below to confirm that you read the information on this page

- 1
- 2
- 3

Instructions: Now that you have read information about Hotel XI and assuming that this position has a competitive salary range and benefits that fit your requirements, please answer the questions below.

Please evaluate Hotel XI

| | Strongly disagree (1) | Disagree (2) | Somewhat disagree (3) | Neither agree nor disagree (4) | Somewhat agree (5) | Agree (6) | Strongly agree (7) |
|--|--------------------------|-----------------|--------------------------|-----------------------------------|-----------------------|--------------|-----------------------|
| This company makes an effort to reduce its negative impact on the environment | | | | | | | |
| This company cares about the environment | | | | | | | |
| This company tries to contribute positively to the communities in which it does business | | | | | | | |
| This company cares about the community in which it does business | | | | | | | |

Please indicate your level of agreeableness to each item.

| | Strongly disagree (1) | Disagree (2) | Neither agree nor disagree (3) | Agree (4) | Strongly agree (5) |
|---|-----------------------|--------------|--------------------------------|-----------|--------------------|
| Hotel XI values and culture provide a good fit with the things that I value in life | | | | | |
| The things I value in life are very similar to the things that Hotel XI values | | | | | |
| My personal values match Hotel XI's values and culture | | | | | |

Please continue to evaluate Hotel XI

| | Strongly disagree (1) | Disagree (2) | Somewhat disagree (3) | Neither Agree nor disagree (4) | Somewhat agree (5) | Agree (6) | Strongly agree (7) |
|--|-----------------------|--------------|-----------------------|--------------------------------|--------------------|-----------|--------------------|
| This organization will take pride in my accomplishments | | | | | | | |
| This organization will care about my well-being | | | | | | | |
| This organization will value my contributions to its well-being | | | | | | | |
| This organization will strongly consider my goals and values | | | | | | | |
| This organization will show little concern for me | | | | | | | |
| This organization will be willing to help me if I need a special favor | | | | | | | |

Continue to evaluate how do you feel about Hotel XI

| | Strongly disagree (1) | Disagree (2) | Somewhat disagree (3) | Neither agree nor disagree (4) | Somewhat agree (5) | Agree (6) | Strongly agree (7) |
|---|--------------------------|-----------------|--------------------------|-----------------------------------|--------------------|-----------|--------------------|
| I would accept a job offer from this company | | | | | | | |
| I would request more information about this company | | | | | | | |
| If this company visited my university campus, I would want to speak with a representative | | | | | | | |
| I would attempt to gain an interview with this company | | | | | | | |
| I would actively pursue obtaining a position with this company | | | | | | | |
| If this company was at a job fair, I would seek out their booth | | | | | | | |

Please indicate how important the following statements are to your life

| | Not at all important (1) | Slightly important (2) | Moderately important (3) | Very important (4) | Extremely important (5) |
|---|--------------------------|------------------------|--------------------------|--------------------|-------------------------|
| I will work to make the world a better place | | | | | |
| I will help others improve their lives | | | | | |
| I will buy things just because I want them | | | | | |
| I will be financially successful | | | | | |
| I will help people in need | | | | | |
| I will donate time or money to charity | | | | | |
| I will be my own boss | | | | | |
| I will have a job with high social status | | | | | |
| I will work for the betterment of society | | | | | |
| I will teach others the things that I know | | | | | |
| I will have a job that pays well | | | | | |
| I will participate in social or political movements | | | | | |

Please indicate your level of agreeableness with the following statements:

| | Strongly disagree (1) | Disagree (2) | Somewhat disagree (3) | Neither agree nor disagree (4) | Somewhat agree (5) | Agree (6) | Strongly agree (7) |
|--|--------------------------|-----------------|--------------------------|-----------------------------------|--------------------|-----------|--------------------|
| It was easy imagining myself in the scenario situation | | | | | | | |
| The scenario situation was realistic | | | | | | | |

I identify my gender as:

- Male
- Female
- Other
- Prefer not to answer

What is your age?

What is your race/ethnicity?

- African American
- Asian American
- Caucasian American
- Latino (a) American
- Native American
- Other (please type) _____

How long have you worked in the industry (in years)?

Which of the following best describes your student status?

- Part-time student
- Full-time student

Which of the following best describes your occupation status (not student status)?

- Not working
- Part-time work
- Full-time work

Did you attend or had interest in attending the college Fall 2018 career fair?

- Yes
- No

Please indicate if you are interested in receiving more information about this job position

- Yes, I'm interested
- No, I'm not interested

APPENDIX B - SURVEY INVITATION

Dear student,

We would like to ask your participation in a study that aims to understand perceptions about a hotel job offer. Below you will find a link to complete a survey. In order to be eligible to participate in this study you ought to be more than 18 years old. You will be presented a fictional hotel scenario and you will be asked to answer some questions about it. Please be assured that your responses will be kept completely confidential.

The study should take you no more than 15 minutes to complete. Your participation in this research is voluntary. You have the right to withdraw at any point during the study, for any reason, and without any prejudice. If you would like to contact the Principal Investigator in the study to discuss this research, please e-mail Renata F. Guzzo at rfernandesguzzo@uh.edu

Please note that this survey will be best displayed on a laptop or desktop computer. Some features may be less compatible for use on a mobile device. Once you complete the survey, instructions will be provided in order to you earn the right for bonus points in this course.

This project has been reviewed by the University of Houston Committee for the Protection of Human Subjects (713) 743-9204.

http://hrmuh.co1.qualtrics.com/jfe/form/SV_bjzxoljyexelTWR

Thank you very much.

Best regards,

Renata F. Guzzo
PhD Candidate / Teaching Fellow
Conrad N. Hilton College of Hotel and Restaurant Management
University of Houston

APPENDIX C – CFA STUDY 1

| Constructs and items | Standardized factor loadings | <i>t</i> -value |
|--|------------------------------------|-----------------|
| <i>Perceived value fit (Cable & De Rue, 2002 adapted by Jones et al., 2016) $\alpha = 0.87^b$</i> | | |
| This company's values and culture provide a good fit with the things that I value in life | 0.790 | 13.529 |
| The things that I value in life are very similar to the things that this company values | 0.850 | 14.630 |
| My personal values match this company's values and culture | 0.877 | 1.000 |
| <i>Anticipated organizational support (Eisenberger et al., 2001 adapted by Casper & Buffardi, 2004) $\alpha = 0.85^b$</i> | | |
| This organization will take pride in my accomplishments | 0.791 | 1.000 |
| This organization will care about my well-being | 0.845 | 13.175 |
| This organization will value my contributions to its well-being | 0.845 | 13.170 |
| This organization will strongly consider my goals and values | 0.772 | 11.822 |
| This organization will show little concern for me (R) ^a | 0.017 | 0.229 |
| This organization will be willing to help me if I need a special favor. | 0.416 | 5.890 |
| <i>Job pursuit intentions (Aiman-Smith et al., 2001) $\alpha = 0.92^b$</i> | | |
| I would accept a job offer from this company | 0.755 | 1.000 |
| I would request more information about this company | 0.645 | 9.539 |
| If this company visited my university campus, I would want to speak with a representative | 0.874 | 13.522 |
| I would attempt to gain an interview with this company | 0.897 | 13.948 |
| I would actively pursue obtaining a position with this company | 0.870 | 13.453 |
| If this company was at a job fair, I would seek out their booth | 0.875 | 13.529 |
| <i>Personal values (Kasser and Ryan, 1993)</i> | | |
| <i>Community feeling $\alpha = 0.89^b$</i> | | |
| I will work to make the world a better place | 0.824 | 1.000 |
| I will help other improve their lives | 0.855 | 14.547 |
| I will help people in need | 0.797 | 13.187 |
| I will donate time or money to charity | 0.715 | 11.376 |
| I will work for the betterment of society | 0.809 | 13.481 |
| I will teach other the things that I know | 0.608 | 9.277 |
| I will participate in social or political movements ^a | 0.337 | 4.802 |
| <i>Financial success $\alpha = 0.72^b$</i> | | |
| I will buy things just because I want them ^a | 0.271 | 3.353 |

| | | |
|---|-------|-------|
| I will be financially successful | 0.638 | 1.000 |
| I will be my own boss | 0.535 | 6.113 |
| I will have a job with high social status | 0.703 | 7.346 |
| I will have a job that pays well | 0.723 | 7.431 |

Note. a. Items were deleted during confirmatory factor analysis.

b. Alpha reliabilities computed after deletion of items.

APPENDIX D - STUDY 2 SURVEY

Corporate social responsibility (CSR) refers to discretionary context-specific organizational practices and policies that take into consideration multiple stakeholders (e.g., employees, shareholders, suppliers, customers, local community) and economic, social, and environmental performance. Common CSR initiatives include philanthropy, green initiatives, employee assistance plans, community-based volunteerism programs, product quality/safety initiatives, among others.

INSTRUCTIONS: Keep in mind the lodging property that you are *currently* working while evaluating each set of questions, unless otherwise indicated (some questions are related to your life in general).

1) Please circle one number for each statement, indicating to what extent do you agree or disagree to each corporate social responsibility item below.

| | Strongly disagree | Disagree | Somewhat disagree | Neither Agree nor disagree | Somewhat agree | Agree | Strongly agree |
|--|-------------------|----------|-------------------|----------------------------|----------------|-------|----------------|
| Our business supports employee's education | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Flexible company policies enable employees to better coordinate work and personal life | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Our business give adequate contributions to charities | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| A program is in place to reduce the amount of energy and materials wasted in our business. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| We encourage partnerships with local business and schools | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

2) Please circle one number for each statement, indicating to what extent do you typically participate in corporate social responsibility (CSR) activities in your **hotel**.

| | Never | Very rarely | Rarely | Moderately/Neutral | Occasionally | Very frequently | All the time |
|--|-------|-------------|--------|--------------------|--------------|-----------------|--------------|
| I voluntarily contribute my time to participate in my hotel's CSR activities | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am actively involved in CSR activities at my hotel | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I participate in every new CSR activity at my hotel | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

3) While reflecting about your **life**, please circle one number for each statement, indicating to what extent do you agree or disagree to each item below.

| | Strongly disagree | Disagree | Somewhat disagree | Neither Agree nor disagree | Somewhat agree | Agree | Strongly agree |
|---|-------------------|----------|-------------------|----------------------------|----------------|-------|----------------|
| In most ways my life is close to my ideal | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The conditions of my life are excellent | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I am satisfied with my life | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| So far I have gotten the important things I want in life | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| If I could live my life over, I would change almost nothing | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

4) Please circle one number for each statement, indicating to what extent do you agree or disagree to each item below. Think about your **behavior at work** while evaluating each statement.

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|-------------------|----------|----------------------------|-------|----------------|
| Defends the organization when other employees criticize it | 1 | 2 | 3 | 4 | 5 |
| Encourage friends and family to utilize organization products | 1 | 2 | 3 | 4 | 5 |
| Defends the organization when outsiders criticize it | 1 | 2 | 3 | 4 | 5 |
| Shows pride when representing the organization in public | 1 | 2 | 3 | 4 | 5 |
| Actively promotes the organization's products and services to potential users | 1 | 2 | 3 | 4 | 5 |

5) While reflecting about **yourself**, please circle one number for each statement, indicating to what extent do you agree or disagree to each item below.

| | Strongly disagree | Disagree | Somewhat disagree | Neither Agree nor disagree | Somewhat agree | Agree | Strongly agree |
|---|-------------------|----------|-------------------|----------------------------|----------------|-------|----------------|
| I enjoy tackling problems that are completely new to me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy trying to solve complex problems | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| The more difficult problem, the more I enjoy trying to solve it | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When I am participating in an activity, I tend to get so involved that I lose track of time | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| When I am actively interested in something, it takes a great deal to interrupt me | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

| | | | | | | | |
|--|---|---|---|---|---|---|---|
| My friends would describe me as someone who is “extremely intense” when in the middle of doing something | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I believe in the importance of art | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I love to think up new ways of doing things | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I enjoy hearing new ideas | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I can perform a variety of tasks | | | | | | | |
| I accept challenges | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| I know how to apply my knowledge | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Indicate your current job position

Please choose the option that better describes the property that you work for:

- Limited-service property (offers no, or very restricted, food and beverage services)
- Full-service property (offers complete food and beverage services)

Please choose the option that better describes the property that you work for:

- Small sized property (under 75 rooms)
- Medium sized property (76-150 rooms)
- Large sized property (more than 150 rooms)

Property affiliation:

- Independent
- Parent chain

I identify my gender as:

- Male
- Female
- Prefer not to answer

What is your age?

What is your race/ethnicity?

- African American
- Asian or Asian-American
- Caucasian American
- Latino (a) or Latino (a) American
- Native American
- Other (please type) _____

What is the highest level of school you have completed or the highest degree you have received?

- Less than high school degree
- High school degree or equivalent (e.g., GED)
- Some college but no degree
- Associate degree
- Bachelor degree
- Graduate degree

How long have you worked in the industry (in years)?

APPENDIX E – MODEL EVALUATION STUDY 2

| Constructs and items | Standardized factor loadings | <i>t</i> -value |
|--|------------------------------|-----------------|
| <i>CSR perceptions (Rupp et al., 2018) α = 0.77</i> | | |
| Our business support employee's education | 0.736 | 9.211 |
| Flexible company policies enable employees to better coordinate work and personal life | 0.689 | 7.429 |
| Our business give adequate contributions to charities | 0.692 | 5.733 |
| A program is in place to reduce the amount of energy and materials wasted in our business | 0.687 | 6.776 |
| We encourage partnerships with local business and schools | 0.798 | 9.012 |
| <i>CSR participation (Vlachos et al., 2014, adapted by Supanti and Butcher, 2018) α = 0.93</i> | | |
| I voluntarily contribute my time to participate in my hotel's CSR activities. | 0.918 | 48.190 |
| I am actively involved in CSR activities at my hotel. | 0.932 | 35.449 |
| I participate in every new CSR activity at my hotel. | 0.955 | 71.772 |
| <i>Life satisfaction (Diener, Emmons, Larsen and Griffin, 1985) α = 0.88</i> | | |
| In most ways my life is close to my ideal | 0.849 | 20.754 |
| The conditions of my life are excellent | 0.857 | 21.395 |
| I am satisfied with my life | 0.873 | 26.533 |
| So far I have gotten the important things I want in life | 0.809 | 15.095 |
| If I could live my life over, I would change almost nothing | 0.703 | 9.196 |
| <i>Personal growth (Straume & Vittersø, 2015) α = 0.85</i> | | |
| <i>Curiosity α = 0.89</i> | | |
| I enjoy tackling problems that are completely new to me | 0.892 | 36.880 |
| I enjoy trying to solve complex problems | 0.930 | 47.099 |
| The more difficult problem, the more I enjoy trying to solve it | 0.894 | 34.705 |
| <i>Absorption α = 0.77</i> | | |
| When I am participating in an activity, I tend to get so involved that I lose track of time | 0.811 | 14.396 |
| When I am actively interested in something, it takes a great deal to interrupt me | 0.862 | 17.046 |
| My friends would describe me as someone who is "extremely intense" when in the middle of doing something | 0.813 | 11.242 |
| <i>Complexity α = 0.68</i> | | |

| | | |
|--|-------|--------|
| I believe in the importance of art | 0.628 | 7.278 |
| I love to think up new ways of doing things | 0.846 | 26.119 |
| I enjoy hearing new ideas | 0.829 | 30.709 |
| <i>Competence $\alpha = 0.80$</i> | | |
| I can perform a variety of tasks | 0.819 | 16.349 |
| I accept challenges | 0.858 | 39.876 |
| I know how to apply my knowledge | 0.865 | 29.631 |
| <i>Loyalty boosterism (Moorman & Blakely (1995) $\alpha = 0.85$</i> | | |
| Defends the organization when other employees criticize it. | 0.718 | 11.456 |
| Encourage friends and family to utilize organization products | 0.711 | 11.212 |
| Defends the organization when outsiders criticize it. | 0.864 | 26.365 |
| Shows pride when representing the organization in public | 0.833 | 23.475 |
| Actively promotes the organization's products and services to potential users | 0.824 | 18.124 |

APPENDIX F – STUDY 2 COMPLETE MODEL WITH PATH COEFFICIENTS, INNER AND OUTER LOADINGS

