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

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ABSTRACT

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

1. Introduction

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

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

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

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

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

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

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

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

2. Theoretical framework and hypothesis development

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

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

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

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

2.1. Corporate social responsibility and organisational citizenship behavior

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

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

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

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

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

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

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

H1. CSR perception influences helping behavior.

H2. CSR participation influences helping behavior.

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

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

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

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

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

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

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

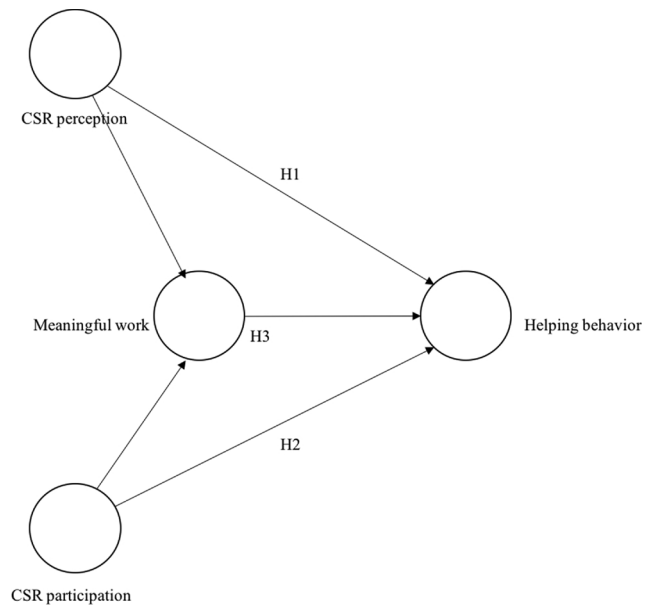
H3. Meaningful work mediates the influence of CSR perception and CSR participation on helping behavior.

2.3. Moderating role of generation

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

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

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



H4: Generation X vs. Generation Y

Fig. 1. A proposed model.

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

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

3. Method

3.1. Data collection

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

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

3.2. Measurement of variables

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

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

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

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

3.3. Data analysis

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

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

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

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

4. Results

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

Table 1
Assessment results of the measurement model.

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

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

4.1. Test of the measurement model

SmartPLS with bootstrapping (5000 resamples) was used to assess the measurement model. The model used in this study included four constructs: CSR perception, CSR participation, meaningful work, and helping behavior. To validate the developed constructs on the full data set of 245 respondents, all items were included in the measurement model. For each model, reliability, convergent validity, and discriminant validity were assessed. Indicator loadings should be higher than 0.70 to be considered acceptable (Hair et al., 2017). Six indicators were removed as their loadings were less than 0.70. Table 1 reveals results of the measurement model. All of the remaining indicator loadings were higher than 0.70. Internal consistency coefficients were above the threshold of 0.70 for composite reliability (CR). An assessment of convergent validity was undertaken using the recommended 0.50 threshold for the values of the average variance extracted (AVE) (Bagozzi and Yi, 1988). The AVE values are all above 0.66, suggesting convergent validity. Table 2 presents the assessment results of discriminant validity following the Fornell-Larcker criterion (Fornell and Larcker, 1981). Results show that the squared root of AVE values on the diagonal are greater than the correlation coefficients between any construct and other constructs in the model. Based on both approaches, convergent and discriminant validity for the measurement model were considered acceptable. Moreover, the R² value indicates that 48% of the variance in meaningful work and 67% of the variance in helping behavior can be explained from the casual relationships with other

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

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

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

constructs in the model, supporting construct validity.

4.2. Test of the structural model

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

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

Table 3
Results of hypothesis testing.

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

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

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

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

4.3. Multigroup analysis

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

Table 4
Results of invariance measurement testing using permutation.

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

Note: C = Correlation, CIs = Confidence intervals.

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

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

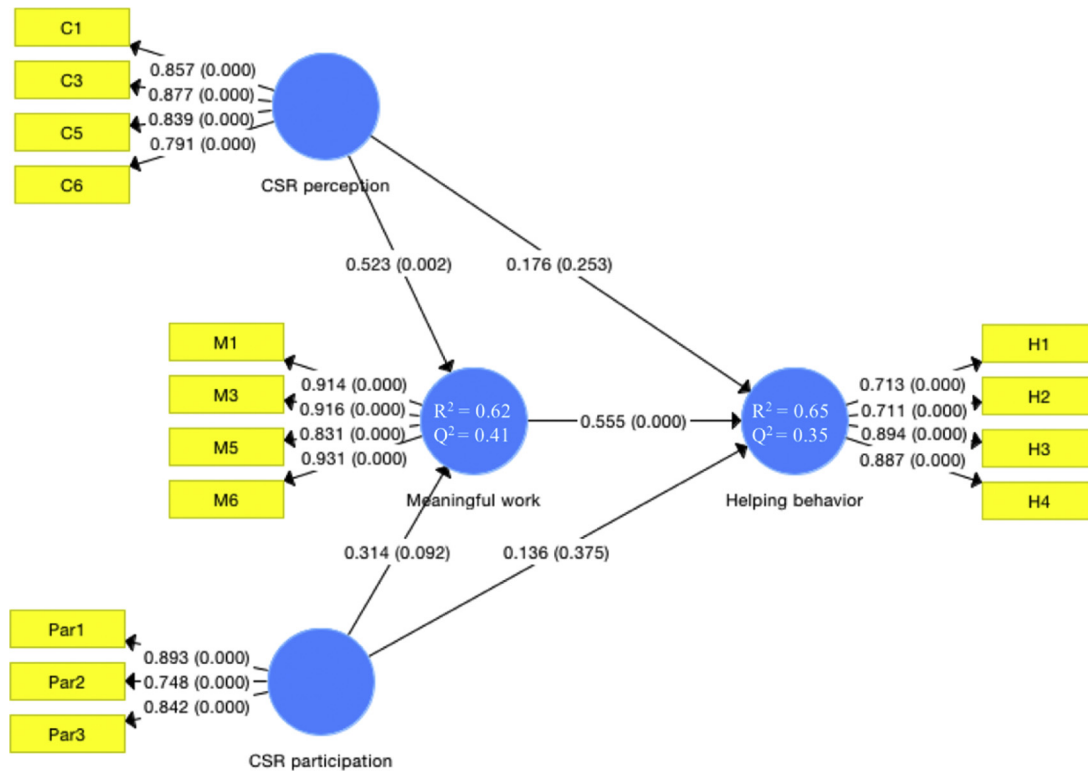


Fig. 2. Test results of structural model with Generation X samples.

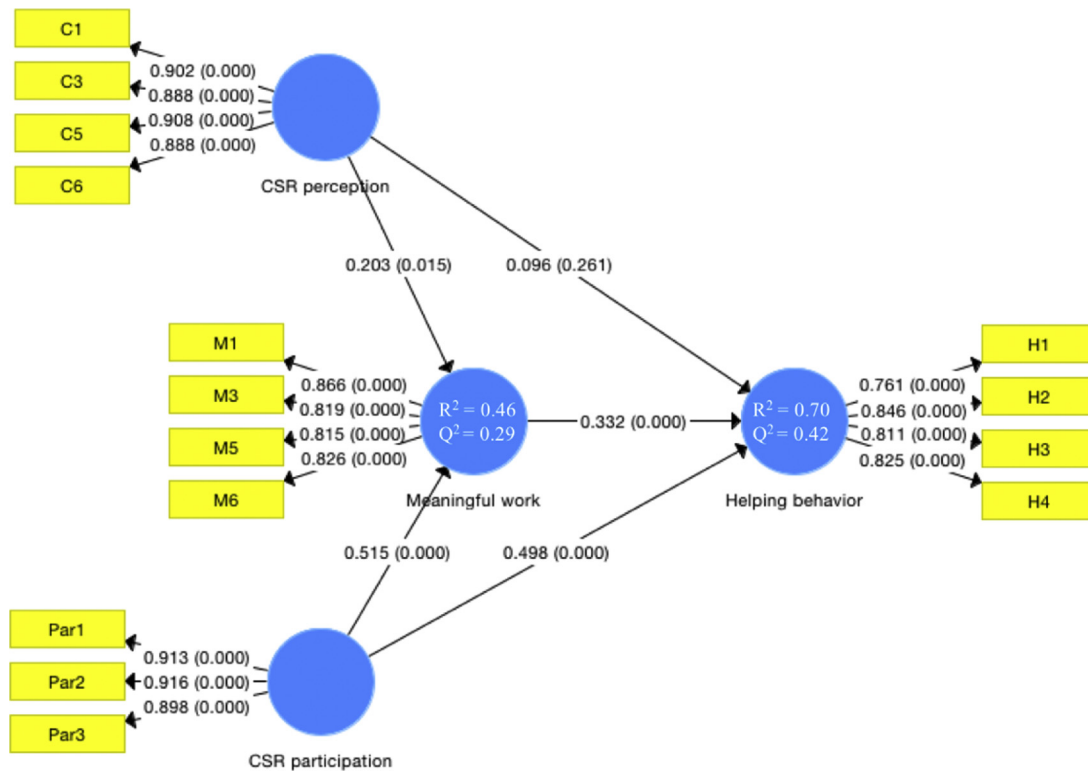


Fig. 3. Test results of structural model with Generation Y samples.

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

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

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

5. Discussion and implications

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

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

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

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

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

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

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

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

2008).

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

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

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

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

6. Limitations and future research

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

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

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