Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship

Lujun Su[a,1], Scott R. Swanson[b,*,1]

[a] Business School Central South University, Collaborative Innovation Center of Resource-conserving & Environment-friendly Society and Ecological Civilization, 932 Lushan South Street, Changsha, Hunan, China
[b] Management and Marketing Department, University of Wisconsin-Eau Claire, Eau Claire, WI, 54701, USA

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ABSTRACT

The study explores the influence of perceived corporate social responsibility on the employee-corporate relationship (organizational trust, organizational identification) and subsequent well-being of employees and their engagement in green workplace behaviors. Respondents (n = 441) included employees from eight different hotels located in Changsha, China. Corporate social responsibility directly impacts trust, identification, well-being, and green behavior. Organizational trust and identification also directly influence employee well-being and green behavior, with employee well-being further driving green behavior. Findings show that both organizational trust and identification partly mediate the relationship of perceived corporate social responsibility with both employee well-being and green behavior. Multiple mediation analysis is used to add additional insights into these relationships. Implementation of corporate social responsibility initiatives by an organization may provide positive workplace outcomes for employees (increased well-being), the company (more engagement in workplace green behaviors), and the relationship between employees and the firm (greater organizational trust and identification).

1. Introduction

Corporate social responsibility (CSR) includes the activities that a business conducts in trying to positively affect society and/or the environment. As noted by Pomering and Johnson (2009), the general objective of CSR initiatives is to go beyond minimum legal requirements in minimizing a company's negative externalities and maximizing its positive externalities. Scholars have recently started to examine CSR in the hospitality and tourism literature (e.g., Bolton & Mattila, 2015; Farrington, Curran, Gori, O'Gorman, & Queenan, 2017; Kim, Cho, & Brymer, 2013; Kim, Rhou, Uysal, & Kwon, 2017; Kucukusta, Mak, & Chan, 2013; Lee, Seo, & Sharma, 2013; Martínez & Rodriguez del Bosque, 2013; Nyahunzvi, 2013; Park & Levy, 2014; Park, Song, & Lee, 2017; Su, Swanson, & Chen, 2016; Su, Swanson, Hsu, & Chen, 2017; Theodoulidis, Diaz, Crotto, & Rancati, 2017; Wells, Manika, Gregory-Smith, Taheri, & McCowlen, 2015; Wells, Taheri, Gregory-Smith, & Manika, 2016; Xu, 2014; Youn, Lee, & Lee, 2018). A good deal of these studies has been directed at the association of CSR

undertakings with corporate financial performance (Inoue & Lee, 2011; Kang, Lee, & Huh, 2010; Kim et al., 2017; Lee, Kim, & Kim, 2018; Lee & Park, 2009, 2010; Lee, Seo et al., 2013; Lee, Singal, & Kang, 2013; Leonidou, Leonidou, Fotiadas, & Zeriti, 2013; Singal, 2014; Theodoulidis et al., 2017; Youn, Hua, & Lee, 2015) or the influence of CSR activities on customer loyalty (Kim et al., 2013; Liu, Wong, Chu, & Tseng, 2014; Su et al., 2016; Xu, 2014; Zhang, 2014). Farrington et al. (2017) and Su et al. (2017) have pointed out the need for additional research regarding the additional potential positive social-based outcomes associated with CSR in the hospitality industry. As such, the current study explores how CSR impacts both social well-being and participation in green behaviors of hotel employees.

Studies investigating CSR in a hotel context have tended to focus on the guest's perspective (Liu et al., 2014; Su et al., 2017) or firm-based outcomes (Inoue & Lee, 2011; Kang et al., 2010). Wells et al. (2016) note that although "tourism CSR research has explored the micro level in connection to tourists' opinions, the role of employee behaviors is largely unknown with only a few exceptions" (p. 64). Yet, hotel

* Corresponding author.
  E-mail addresses: sulujunslj@163.com (L. Su), swansosr@uwec.edu (S.R. Swanson).
  [1] Authors Lujun Su and Scott R. Swanson equally contributed to this study.

employees are important stakeholders who often play a critical front-line role that affects customers' experiences, which impact how well a firm performs and, ultimately, its financial success. Rupp and Mallory (2015) suggest that although "employees are an important stakeholder group, and their reactions to an organization's CSR efforts are relevant to understand the social good generated by CSR initiatives, the research to date has not exactly taken this position" (p. 225). Other researchers have also suggested that greater attention needs to be focused on identifying potential social outcomes of CSR, not just economic consequences (e.g., Farrington et al., 2017; Su et al., 2017). It is proposed here that there is value in exploring the social value that CSR brings to employees (well-being), and what employees return to the organization (green behaviors).

Employee workplace well-being has been identified in the organizational literature as a major area of study (e.g., Berry, Mirabito, & Baun, 2010; Mirabito & Berry, 2015; Sharma, Kong, & Kingshott, 2016), with some scholars (Gond, El Akremi, Swaen, & Babu, 2017; Slack, Corlett, & Morris, 2015) suggesting that CSR may provide an avenue to better understanding employee well-being. The impact of CSR on employee well-being in a hotel context is lacking. This is curious as many hotel employees have direct contact with guests, and employee well-being has been demonstrated to be related with a variety of outcomes that can positively impact employee attitudes and behaviors towards customers. Thus, a better understanding of influences on employee well-being would appear to be particularly important for this industry.

Corporate social responsibility is often associated with efforts to improve, or at least reduce harm to, the environment. This is particularly important in the hotel industry, which is known to consume substantial amounts of energy and water (Gossling, 2015; Wells et al., 2016). De Roeck and Farooq (2017) have appealed for empirical studies to help clarify if CSR can affect employees' green behavior.

In exploring CSR and its outcomes, consideration of the employee-company relationship is important (Supanti, Butcher, & Fredline, 2015). Two key relationship indicators include organizational trust and identification (De Roeck & Maon, 2016; Farooq, Payaud, Merunka, & Valette-Florence, 2014). Trust is "one's willingness to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action important to the trustor irrespective of the ability to monitor or control that other party" (Mayer, Davis, & Schoorman, 1995, p. 712). More specific to this study, Tan and Tan (2000) defined organizational trust as "an employee's feeling of confidence that the organization will perform actions that are beneficial, or at least not detrimental, to him or her" (p. 243). Organizational identification is the degree with which an organization and the people in the organization share the same values, goals, desires, and aims. Thus, organizational identification signifies the extent to which employees feel a "oneness with or belongingness to an organization, where the individual defines him or herself in terms of the organization (s) in which he or she is a member" (Mael & Ashforth, 1992, p. 104).

Mehrabian and Russell (1974) suggest that when a person engages with a stimulus (S), internal states are fostered (O), which will elicit responses (R). In their original S-O-R model, assorted aspects of the physical environment act as external stimuli. Bagozzi (1986) points out that the organism in the model includes inner structures and processes that occur between any final reactions and the external stimuli. Lee, Son, and Lee (2011) state that "stimuli (e.g., object stimuli and social psychological stimuli) develop individuals' cognitive and emotional states, which in turn determine behavioral responses of approach or avoidance" (p. 1196). This study investigates the relationship of CSR with employee well-being and green behavior. Utilizing the S-O-R model as a framework, we propose that CSR (Stimuli) will trigger employees' internal states of trust, organizational identification, and well-being (Organism), leading to green behavior (Response). We model organizational trust and identification as relationship variables and examine their direct impact on employee well-being and green behavior, as well as the mediating role these variables play. The mediating

role of employee well-being between organizational trust and identification and employee green behavior is also investigated. Finally, to further explore the influencing mechanism of CSR on employee green behaviors, multiple mediation analysis is utilized.

Taken collectively, the contributions, for academics and practitioners, of this research are fourfold. First, this study heeds the suggestions of other researchers for additional exploration of social outcomes associated with organizational CSR efforts (De Roeck & Farooq, 2017; De Roeck & Maon, 2016; Gond et al., 2017). The research study investigates employee well-being and green behaviors as potential social outcomes of CSR and examines the relationship between each of them. Second, the research introduces organizational trust and identification as important organizational relationship constructs that can act as mediators in a hospitality context (i.e., hotels). Third, it explores the mediating role of employee well-being between organizational trust and identification with employee green behavior. Finally, based on multiple mediation analysis, this study seeks to provide additional clarification to the influence of CSR on the green behaviors of hotel employees by identifying the secondary mediation of employee well-being on this relationship. Theoretical contribution of this paper mainly includes the application of the S-O-R model (Mehrabian & Russell, 1974) as an overarching framework that helps to support projected relationships based on social exchange theory and social identity theory.

The remainder of this manuscript is structured as follows. A literature review of the constructs under investigation is presented and a model is developed based on proposed hypotheses. Next, a description of the methodology used and the resulting findings are presented. The paper closes with the results and associated implications being discussed.

2. Literature review and hypothesis development

2.1. Corporate social responsibility

Bowen and Johnson (1953) defined CSR as efforts "to pursue policies, to make the decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (p. 6). Carroll (1979) further clarified CSR as being the "economic legal, ethical, and discretionary expectations that society has of organizations at a given point in time" (p. 500). In his review of CSR-based studies, Dahlsrud (2008) reported that CSR has been defined numerous ways but seemed to generally include environmental, social, economic, stakeholder, and voluntariness dimensions. In general, CSR includes efforts by an organization that directly, or indirectly, provides benefits to society by engaging a social good or social welfare (Islam, Ahmed, Ali, & Sadiq, 2016).

There have been numerous studies examining the relationship of CSR efforts with organizational financial performance measures, many of which have focused on the hospitality and tourism domain (e.g., Inoue & Lee, 2011; Kang et al., 2010; Kim & Kim, 2014; Lee, Seo, et al., 2013; Lee, Singal et al., 2013; Park et al., 2017). Kim, Lee, & Kang, 2018) suggest that CSR is particularly important to understand from a customer perspective as organizations that fail to act in socially responsible ways may be avoided. This is especially true for hospitality/tourism-based businesses where image and reputation are particularly important (Kang, Lee, & Yoo, 2016). As such, the impacts of CSR on customer attitudes and behavioral intentions have also been widely explored (e.g., Kim, Kim, Lacey, & Suh, 2018; Kim, Song, Lee, & Lee, 2017; Lichtenstein, Drumwright, & Braig, 2004; Lin, Chen, Chiu, & Lee, 2011; Martínez & Rodriguez del Bosque, 2013; Sen, Bhattacharya, & Korschun, 2006). For example, the level of satisfaction reported by hospitality customers and their subsequent behavioral intentions have been tied to CSR initiatives (Martínez & Rodriguez del Bosque, 2013). Sen et al. (2006) suggest that there is a positive relationship between CSR and customer repurchase and revisit intentions. Improved attitudes

regarding an organization and greater purchasing intent have also been linked to CSR endeavors by Lichtenstein et al. (2004). It has been suggested that CSR can provide an organization with a competitive advantage due to these positive consumer outcomes (Porter & Kramer, 2006). These positive customer outcomes associated with CSR initiatives have been attributed to the resulting enhanced customer perceptions of an organization's reputation and offerings (Kim et al., 2017; Lin et al., 2011).

The impact of CSR on financial performance and customer perceptions and intentions has been prominent in the academic literature. There have been far fewer examinations of CSR and its potential impact on employees. Surveying casino employees, Kim, Song, and Lee (2016) suggest that supporting CSR activities can increase employee organizational commitment and reduce turnover intentions. Lee, Song, Lee, Lee and Bernhard, (2013) also used casinos as a research context and found that by supporting CSR activities, employee trust with the employing company was enhanced via the greater level of satisfaction that employees gained by being associated with what was perceived as a more attractive organization. Some studies also demonstrated that CSR can strengthen the relationship between employees and the company (e.g., Lee, Kim, Lee, & Li, 2012; Turker, 2009). Kim et al. (2018) suggest that frontline service employees' perceptions of CSR increase the belief that they are performing important work, resulting in greater job satisfaction. Other researchers (e.g., Brammer, Millington, & Rayton, 2007; Hofman & Newman, 2014; Turker, 2009) have suggested that CSR initiatives can have a positive influence on employee commitment to an organization. O'Reilly (1989) defines organizational commitment as "an individual's psychological bond to an organization, including a sense of job involvement, loyalty, and belief in the value of the organization" (p. 17). Overall, organizations with greater perceived CSR are more attractive to both potential and current employees (Bohdanowicz, Zientara, & Novotna, 2011).

The need for additional research on the implications of CSR for employees in the hospitality industry has been clearly stated (Lee, Song, Lee, Lee, & Bernhard, 2013; Park & Levy, 2014; Youn et al., 2018). However, no study has examined the role of CSR in building the relationship and social outcomes at the same time. Filling this gap, the current study constructs an integrated model which investigates the relationship among CSR, quality of the employee-organization relationship, and social outcomes.

2.2. Employee-company relationship

It is widely recognized that a positive connection between an organization and its employees reduces workplace conflict, improves productivity, furthers efficiency, and enhances loyalty. Thus, understanding the employee-company relationship is critical to the organization's success (Lee et al., 2012) and greater empirical work is needed to improve understanding of the quality of the employment relationship (Coyle-Shapiro & Shore, 2007).

Relationship quality is a "higher-order construct consisting of several distinct, although related dimensions" (Dorsch, Swanson, & Kelly, 1998, p. 130). The specific dimensions that subsume relationship quality are not universally agreed upon. For example, Bell and Menguc (2002) use perceived organizational support and organizational identification to represent the employee-organization relationship, while Lee et al. (2012) suggest that organizational trust and job satisfaction are most relevant. Farooq et al. (2014) used organizational trust and organizational identification, Fu, Ye, and Law (2014) used organizational identification and organizational commitment, while other researchers (Lee, Song, et al., 2013; Sharma et al., 2016; Song, Lee, Lee, & Song, 2014) used employee satisfaction and employee commitment to represent the relationship between employees and the company. The concept of social exchange (Blau, 1964) can provide a theoretical perspective to help us better understand employee-company relationships.

Social exchange is based on three facets: relationship, reciprocity, and exchange. Social exchange suggests that relationships are initiated when one individual or group does something to benefit another. If the beneficiary reciprocates, this creates a sense of mutual obligation between the parties which leads to additional exchanges. Organizations and their employees also exchange benefits in which both parties recognize the obligation to reciprocate to maintain the relationship. Over time, the exchange partners build a trusting relationship based on the reciprocal benefits received. Trust is the essential factor for successful social processes (Molm, Collett, & Schaefer, 2007) and a requirement for relationship continuation (Cotterell, Eisenberger, & Speicher, 1992; Eisenberger, Cotterell, & Marvel, 1987).

In the organizational management literature, organizational trust has been identified as being particularly important to the relationship between an employee and company (e.g., Bell & Menguc, 2002; Fu et al., 2014; Lee et al., 2012), and been found to predict a variety of employee responses that are beneficial to the organization, such as loyalty (Chen, Eberly, Chiang, Farh, & Cheng, 2014), organizational citizenship behaviors (Yakovleva, Reilly, & Werko, 2012), and organizational commitment (Cho & Park, 2011). Thus, this study adopts organizational trust as an important dimension of the employee-company relationship.

2.3. Organizational trust

Trust represents the quality of a relationship amongst entities (Mayer et al., 1995) and is an indispensable factor for preserving a relationship over time (Dwyer, Schurr, & Oh, 1987). According to Rousseau, Sitkin, Burt, and Camerer (1998), trust has two important characteristics: 1) confidence in the capabilities of the other party, and 2) the readiness or inclination to rely on the other party. Organizational trust involves "expectations individuals have about networks of organizational relationships and behaviors" (Shockley-Zelabak, Ellis & Winograd, 2000, p. 37). That is, trust is based on beliefs regarding the probability that yet to come acts will be constructive and advantageous (Robinson, 1996). Advanced levels of organizational trust result in a variety of positive employee citizenship behaviors and reduced turnover intentions (e.g., Hansen, Dunford, Boss, Boss, & Angermeier, 2011). Yet, other researchers have noted the need for more study of organizational trust in hospitality settings (Chathoth, Mak, Sim, Jauhari, & Manaktola, 2011; Lee et al., 2013).

Hosmer (1995) suggested that when companies resolve social problems in an ethical manner, it is more probable that employees will trust the organization. Farooq et al. (2014) submit that one outcome of the induced social exchange processes that CSR activities can initiate involving a firm and its employees is trust. For example, Vlachos, Theotokis, and Panagopoulos (2010) confirmed the CSR activities perceived by salespersons positively influenced their trust with an organization. In a South Korean casino context, Lee, Song et al. (2013) found a positive impact of CSR perceptions on organizational trust. Several other researchers have reported that organizational CSR initiatives are direct antecedents to trust in an organization (Farooq et al., 2014; Farrington et al., 2017; Lee et al., 2012). Based on these past results, the resulting hypothesis is provided:

H1a. Corporate social responsibility positively affects hotel employees' level of organizational trust.

2.4. Organizational identification

According to social identity theory, the self-concept is partly comprised of a social identity that includes relevant group categorizations. Social identity theory proposes that in expressing identity, one not only has an inward view of their private self-image, but also develops a self-concept based on actual or perceived group membership(s). Identification is a way for people to both better understand their essential qualities while fulfilling their need to belong. Social

identification, therefore, is the perception of being part of a collective (Ashforth & Mael, 1989). Through social comparisons, people will place themselves into groups. Social classification helps people to order their social environment by providing a way for them to define others. When classifying a person into a group, that person is then assigned the prototypical traits associated with the category in which s/he has been classified. In addition, social classification also provides a means for an individual to define him- or herself in the social environment.

According to Tajfel and Turner (1979), to improve self-esteem people will seek to boost, or at least maintain, an affirmative social identity via group comparison (i.e., judge in-groups more positively than external out-groups). As such, social identity theory suggests that people will classify themselves and others into various social categories, including as members of organizations (Tajfel & Turner, 1985). The categories are defined by archetypal traits associated with the members (Turner, 1985). Ashforth and Mael (1989) extended this theory by conceptualizing the bond between a person and an organization as organizational identification: an individual's perceived "oneness" by means of an organization.

A review of the employee-organizational relationship literature by Coyle-Shapiro and Shore (2007) concluded that a greater focus on identification to better capture the quality of the employee-organization relationship was needed. Organizational identification is derived from social identity theory (Tajfel & Turner, 1979, 1985) and is a specific form of social identification. It is the degree to which organizational members perceived themselves and the focal organization as sharing similar important attributes (Dutton, Dukerich, & Harquail, 1994). How members of an organization perceive that they have the same or similarly equivalent important characteristics with an organization distinguishes identification with an organization (Dutton et al., 1994). To the extent that an organization is perceived to personify or support characteristics that are archetypal of its members, the organization can aid in clarifying an individuals' self-concept. Social identity theory asserts that a person will identify with social categories in part to boost their self-esteem (Hogg & Turner, 1985; Tajfel, 1978). As such, a person can vicariously share in the accomplishments and accompanying prestige of an organization via social identification and comparison (Ashforth & Mael, 1989).

Ashforth, Harrison, and Corley (2008) suggest that organizational identification is important for the following reasons: 1) organizational identification provides a way for the individual to better understand their sense of self and place in the world, 2) it fulfills an essential human need to identify with and feel part of a larger group, and 3) it has been associated with several outcomes important to organizations. For example, greater levels of organizational identification have been shown to have a positive impact on organizational member loyalty and organizational members' cooperative and citizenship behaviors (e.g., Bergami & Bagozzi, 2000; Fu et al., 2014; Lee et al., 2012; Mael & Ashforth, 1992). Organizational identification clearly represents the employee-company relationship (Dutton et al., 1994), which is why it is investigated as an important construct in the current study.

In this study we are concerned with the impact of CSR on Chinese workers identification with their employing hotel. Branco and Rodrigues (2006) suggest that CSR acts to satisfy a person's need for in-group uniqueness. By acting in a socially responsible manner, a positive reputation can be established, which can act to fulfill an employee's self-definitional needs. More to the point, the socially responsible activities of an organization can act to enhance the social identity of the employee as a member of the firm, which strengthens her/his identification with that organization (Fu et al., 2014; Kim, et al., 2017; Turker, 2009). Thus, CSR can increase an employee's desire to recognize themselves as aligned with their workplace, which results in greater identification with that business (Fu et al., 2014; Islam et al., 2016). Therefore, we offer the next hypothesis:

H1b. Corporate social responsibility positively affects hotel employees' level of organizational identification.

2.5. Employee well-being

According to Sharma et al. (2016), employee well-being encompasses both physical and mental aspects. The mental aspects would include employee apprehension, fatigue, depression, self-respect, and anxiety. Physical aspects could be headaches, lightheadedness, muscular discomfort, gastrointestinal difficulties, and musculoskeletal ailments. As a gauge of general life satisfaction, well-being is not just an issue for organizational members. Studies have clearly shown that employee well-being may be very important to organization success as well. For example, Danna and Griffin (1999) confirmed that a poor sense of well-being will impact employees physically and psychologically, resulting in increased health insurance costs and lower worker productivity. Employee well-being also impacts employees' attitudes and behaviors (e.g., Danna & Griffin, 1999; Melnyk, Hrabe, & Szalacha, 2013; Sharma et al., 2016). As such, it is important for organizations to comprehend how their programs effect the well-being of employees.

A literature review on workplace well-being by Danna and Griffin (1999) concluded that work setting is a key antecedent to employee well-being. A company that supports CSR initiatives demonstrates to stakeholders that the firm cares for the natural environment, society, and its employees (Farooq et al., 2014). Kim et al. (2017) and Kim et al. (2017) demonstrated that positive CSR perceptions can improve the quality of employee work life. Other scholars (Gond et al., 2017; Slack et al., 2015) have suggested that CSR may provide an avenue to better understand employee well-being. As such, we submit that CSR initiatives can aid in creating a positive work environment, which in turn leads to greater employee well-being. Findings by De Roeck and Maon (2016) suggest that this relationship to employee well-being may be particularly strong when perceived CSR initiatives conform to employees' psychological needs/concerns. We are unaware of any prior research that has examined the impact of CSR on employee well-being in a hotel context. The following hypothesis is provided:

H1c. Corporate social responsibility positively affects hotel employee well-being.

2.6. Employee green behavior

According to De Roeck and Farooq (2017), employee green behavior includes "employees' engagement in green behaviors, including employees' actions to perform work in an environmentally friendly way (e.g., recycling, rational use of resources, participation in environmental initiatives, setting of more sustainable policies)" (p. 2). Social information processing theory suggests that an individual's social context and environment can help to determine their attitudes and behaviors (Salancik & Pfeffer, 1978; Thomas & Griffin, 1989). Based on social information processing theory, it can be conjectured that employees' attitudes and behaviors might be influenced by their evaluation of the work environment. As such, recognized CSR initiatives should affect employees' pro-social behaviors (e.g., De Roeck & Farooq, 2017; De Roeck & Maon, 2016), including hotel employee efforts to benefit the environment or reduce harm to the environment.

Wells et al. (2016) report that few studies on the internal green behaviors of employees have been conducted. In accord with De Roeck and Farooq (2017) we agree that "individuals' attitudes and behaviors essentially result from the cognitive processing of informational cues stemming from their (work) environment" (p. 1). This statement is derived from the theory of social information processing (Salancik & Pfeffer, 1978; Thomas & Griffin, 1989) which suggests that an employee's closest communal setting(s) are predominant in establishing attitudes and behaviors. That is, employees adopt what they view as appropriate workplace behaviors by processing the cues they get from

the work environment (Maheswaran & Chaiken, 1991; Salancik & Pfeffer, 1978). One such cue would be the CSR initiatives undertaken by an organization. Employee perceptions of a firm's CSR programs communicate to the employee how she/he should behave in that work environment, which result in a heightened likelihood of engaging in supportive behaviors (De Roeck & Farooq, 2017; De Roeck & Maon, 2016; Vlachos, Panagopoulos, & Rapp, 2014).

For hotel customers, Su et al. (2017) reported a significant link between perceived CSR and green behaviors. More specific to the current study, citizenship behaviors (i.e., actions that champion societal well-being beyond the work setting) have been found to be an outcome of CSR for employees (De Roeck & Farooq, 2017; De Roeck & Maon, 2016; Erdogan, Bauer, & Taylor, 2015; Gond et al., 2017). When employees perceive their company as participating in environmentally friendly programs, the likelihood of the employees also exhibiting environmentally positive behaviors increases (Raineri & Paillé, 2016).

A CSR relationship to organizational citizenship behaviors has also been identified (Kim et al., 2017). Organizational citizenship behaviors are defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4). Employees working for socially responsible organizations have been found to have greater levels of organizational citizenship behaviors (Aguinis & Glavas, 2012; Kim et al., 2017). Thus, the following hypothesis is proposed:

H1d. Corporate social responsibility positively affects hotel employee green behavior.

Coyle-Shapiro and Shore (2007) suggest that more research needs to be conducted on how the employee-organization relationship might impact areas such as stress and mental well-being of employees. Chughtai, Byrne, and Flood (2015) suggest that employee psychological needs will be satisfied when they trust that an organizational will treat and compensate them fairly for their efforts, which results in an increase of the employees' sense of well-being. Trust builds a sense of confidence in the organization which improves an employee's sense of self-efficacy. Conversely, low trust in an organization is associated with the employee belief that they will not receive fair treatment for their efforts (Dirks & Ferrin, 2002). The lack of trust exacerbates stress and results in lower levels of job engagement with greater levels of emotional exhaustion (Chughtai et al., 2015; Halbesleben & Buckley, 2004), resulting in lower employee well-being. Mozumder (2016) found that improved trust at any level in a firm (organizational level, department level, unit level) had a positive relationship with employee well-being. Thus, the following hypothesis is proposed:

H2a. Organizational trust positively affects hotel employee well-being.

Employees who perceive their organizations as trustworthy are more willing to engage in positive self-initiated discretionary behaviors beyond that of their employee contract (Yoon, Jang, & Lee, 2016). Research has established that organizational trust is positively associated with constructive social behaviors, including organizational citizenship behaviors (e.g., Chiang & Hsieh, 2012; Hansen et al., 2011; Yoon et al., 2016). Organizational trust acts to motivate employees (Chiang & Hsieh, 2012). According to social exchange theory (Blau, 1964), employees will exert greater effort for an organization the greater their level of trust in that organization. Specifically, they will be more willing to engage in positive behaviors that benefit their organization (Mael & Ashforth, 1992; Parzefall, 2008). In a hotel context, Yoon et al. (2016) identified a positive relationship between organizational trust and employee citizenship behaviors. We have not identified any previous research that has investigated the direct relationship between organizational trust and green behavior of employees in a hotel context. Thus, the following hypothesis is offered:

H2b. Organizational trust positively affects hotel employee green

behavior.

Individuals who are highly identified with a group tend to view that group positively. Identification can help satisfy important needs (e.g., belonging, self-enhancement, reducing uncertainty) according to social identity theory (Ashforth et al., 2008; Avanzi, van Dick, Fraccaroli, & Sarchielli, 2012; Hogg & Terry, 2000). Studies have previously confirmed that identification with an organization is associated with a broad assortment of work-related variables, including employee well-being (Avanzi et al., 2012; Riketta, 2005; Van Dick & Haslam, 2012). Thus, we predict that hotel employees who identify closely with their employers will have higher levels of well-being relative to less identified employees.

H3a. Organizational identification positively affects hotel employee well-being.

To identify with something implies that a person assimilates some aspect of that something as a part of one's sense of identity. If an attachment is formed, a person will behave in ways that can benefit the identified with entity as doing so also enhances the self. Similarly, by identifying with an organization, a member of the organization should perform in a way harmonious with that organization's goals and values. Specifically, greater identification promotes constructive tendencies and decreases destructive behaviors (Desivilya & Eizen, 2005). Organizational identification can lead to several positive outcomes including greater cooperation among employees and stronger organizational citizenship behaviors (Becerra & Badrinaryanan, 2013; Fu et al., 2014; Islam et al., 2016; Mael & Ashforth, 1992). Su et al. (2017) found that customer-company identification positively impacted the green behavior of hotel guests. We predict a similar relationship for hotel employees.

H3b. Organizational identification positively affects hotel employee green behavior.

Melnyk et al. (2013) point out that a variety of workplace problems are associated with low employee well-being (e.g., stress, conflict, work-related injuries, poor lifestyle behaviors related to alcohol and drug abuse). These problems not only are detrimental to an organization's long-term effectiveness, but also result in high social costs (Knapp, 2003). Employees seek to feel good about their working life and desire an elevated level of well-being. Social exchange theory is used to help clarify the theoretical connection between employee well-being and their engaging in green behaviors in the workplace.

Social exchange theory fundamentally focuses on cost and reward comparisons and how these determinations drive human decisions and behavior. Based on this theory, an individual may adopt a behavior in response to the negative or positive results of a social exchange. In fact, prior research has indicated that employee well-being may affect employee behaviors (e.g., Danna & Griffin, 1999; Erreygers, Vandebosch, Vranjes, Bailien, & De Witte, 2018; Hwang & Hyun, 2012; Larson & Almeida, 1999). Larson and Almeida (1999) suggest that daily emotions can predict subjective emotions or behaviors. Erreygers, Vandebosch, Vranjes, Baillien, and De Witte (2018) identified that happiness positively impacts the online prosocial behaviors of adolescents. Danna and Griffin (1999) indicate that behavioral intentions are a direct consequence of well-being. In a luxury restaurants context, Hwang and Hyun (2012) identified well-being as being an important predictor of revisit intentions. In a study of three upscale hotels in Seoul, South Korea, Kim et al. (2017) and Kim et al. (2017) reported that the working-life quality of employees positively impacted engagement in organizational citizenship behaviors. In this study, we suggest that hotel employees with greater levels of well-being will act in ways that provide benefits to the employing lodging provider, including the adoption of green behaviors in the workplace. Thus, we hypothesize:

H4. Employee well-being positively affects hotel employee green behavior.
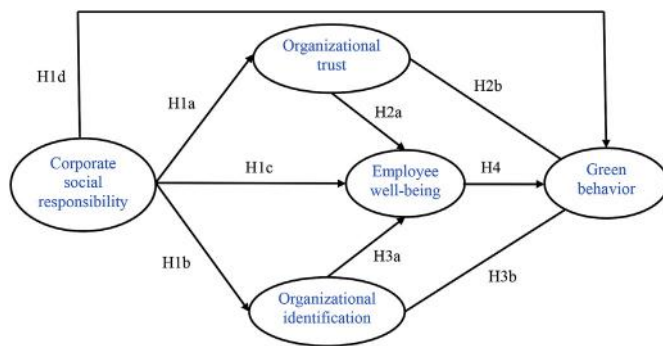
Fig. 1. Proposed model.

Based on the hypotheses, the conceptual model (Fig. 1) represents the network of relationships among corporate social responsibility, the employee-company relationship (organizational trust, organization identification) and social outcomes (employee well-being, green behavior).

2.7. Mediating effects

Trust is a significant consequence of positive exchanges and an extremely important outcome of reciprocity (Farooq et al., 2014). Reciprocity is the foundation for building trust (Ekeh, 1974). Organizational trust is built via reciprocal social exchanges that occur involving an organization and its employees (Aryee, Budhwar, & Chen, 2002). As trust is a direct consequence of CSR activities, it is proposed here that the influence of CSR on employee well-being will be mediated through organizational trust. Chughtai et al. (2015) reported that the influence of principled leadership on job engagement and emotional fatigue, both indicators of job-related well-being, were fully mediated by trust in a supervisor. Farooq et al. (2014) reported that trust in an organization mediated the impact of CSR on organizational commitment for employees of consumer goods manufacturers in Pakistan. We predict a similar mediating function for trust in a hotel between CSR and employee well-being.

H5. Organizational trust mediates the effect of CSR on hotel employee well-being.

When an organization operates in a socially responsible way it improves its image and reputation, which results in greater employee identification with the organization as these positive outcomes help to fulfill self-definitional needs (Mael & Ashforth, 1992). We posit that when employees identify with the organization, the organizational environment is contributing the employees' psychological needs to fulfill their social identity. Not only is the environment a direct antecedent of well-being (Sharma et al., 2016), but employee identification has previously been identified as a direct antecedent of CSR programs in a Chinese hotel setting (Fu et al., 2014). Therefore, we predict that identification with a hotel will mediate the relationship of CSR to employee well-being. Thus:

H6. Organizational identification mediates the effect of CSR on hotel employee well-being.

Corporate social responsibility initiatives communicate that an organization cares about society by exhibiting desirable attributes, which strengthen stakeholder (e.g., employee) trust in the firm. Based on reciprocity theory (Falk & Fischbacher, 2006) and consistency theory (Anderson, 1981), several studies have reported trust as a moderator of the effect of CSR on citizenship behaviors (Hansen et al., 2011; Tourigny, Han, Baba, & Pan, 2017; Yoon et al., 2016). We predict the same trust mediation effect will occur in the CSR to employee green behavior relationship.

H7. Organizational trust mediates the effect of CSR on hotel employee green behavior.

Organizational identification theory suggests that employees will incorporate organizational values into their assortment of beliefs in relation to themselves (Dutton et al., 1994) and then adopt behaviors consistent with these incorporated values (De Roeck & Farooq, 2017). Conducting CSR initiatives communicates an organization's socially oriented values, strengthening employees' self-concept and identification with an organization, resulting in employees adopting behaviors consistent with these values (e.g., green behavior). In a study of employees from a variety of companies located in South Asia, De Roeck and Farooq (2017) reported that identification with an organization partially mediated the effect of CSR on employee socially responsible behaviors. Thus:

H8. Organizational identification mediates the effect of CSR on hotel employee green behavior.

Corporate social responsibility initiatives communicate information that the company cares about society. As previously hypothesized, employees benefit from CSR initiatives with improved well-being. Prior research has established that greater levels of well-being can lead to more positive intentions and behaviors (e.g., Chiu, Cheng, Huang, & Chen, 2013; Danna & Griffin, 1999; Woo, Kim, & Uysal, 2015). Therefore, CSR should affect green behavior of employees through the mediation of employee well-being. Thus, the following mediating hypothesis is provided:

H9. Employee well-being mediates the effect of CSR on hotel employee green behavior.

Danna and Griffin (1999) identified that the relationship that employees have with superiors, colleagues, and subordinates in an organization directly influences employee well-being. They further report that there are several consequences linked to an employee's level of well-being (i.e., physical, psychological, behavioral). As with prior research (e.g., Chathoth et al., 2011; Fu et al., 2014; Keh & Xie, 2009; Lee et al., 2012; Lee, Song et al., 2013), the current study investigates organizational trust and identification as two important constructs representing the connection that exists between a business and its employees. As such, we propose that employee well-being will mediate the impact of trust and identification with a hotel on employee green behavior.

H10. Employee well-being mediates the effect of organizational trust on hotel employee green behavior.

H11. Employee well-being mediates the effect of organizational identification on hotel employee green behavior.

3. Methods and materials

3.1. Measures

Dahlsrud (2008) content analyzed 37 different definitions of CSE and found that these existing descriptions were largely congruent and included five dimensions (i.e., environmental dimension, social dimension, economic dimension, stakeholder dimension and voluntariness dimension). The present study is consistent with Dahlsrud (2008) in recognizing that there are five dimensions of corporate social responsibility, which we measured with a single question for each dimension. Prior studies (Su et al., 2017) have also utilized singe items to represent each unique dimension of CSR. Scale items of organizational trust are adopted from Lee, Song et al. (2013). For organizational identification, the current study utilized the well-established Mael and Ashforth (1992) measurement scale. The word *company* was replaced with *hotel* in the current study to better reflect the context of the investigation. Employee green behavior was assessed using five items

adopted from De Roeck and Farooq (2017). Three questions from Sharma et al. (2016) were adopted to measure employee well-being. A seven-point response option was provided with anchors of "Very Unsatisfied" (1) and "Very Satisfied" (7). All other scale items associated with the constructs of interest were administered using seven-point (1 = Strongly Disagree, 7 = Strongly Agree) Likert scales.

To further ensure the correctness of content and formulation of scale items, five academics and six hotel managers reviewed the questionnaire, which gave rise to a few wording adjustments. As all the items originated in English, the questions were forward translated into Mandarin Chinese. The translator focused on keeping the questions concise, clear, and conceptually equivalent. Second, a panel of academics and hospitality managers reviewed the translated questionnaire to identify and resolve any discrepancies regarding inadequate translation of question concepts. The questionnaire was next converted back to English by a different bi-lingual academic who had no previous awareness of the original questionnaire. The back-translation was reviewed by five academic native English speakers for conceptual equivalence and how closely the latest version reproduced the original version. This process was followed a second time with six Chinese tourism management professors not involved in the earlier development of the questionnaire. They provided input on the design of the questionnaire and phrasing of scale items after forward translation took place. Based on the feedback obtained, a satisfactory version of the questionnaire was reached after two rounds of back-translation.

3.2. Pretest of the measures

To further verify that the scale items were written without ambiguity and clearly understood by the target population of interest, a convenience sample of 50 hotel workers pre-tested the survey instrument. These employees did not participate in the final administration of the survey. Pre-test respondents agreed to respond to all survey questions and, in a debriefing, shared any issues or concerns. Each item had a standard factor loading exceeding 0.500 (p < .001), and all scales were found to have a Cronbach's Alpha greater than 0.70. The final version of the survey instrument in Mandarin Chinese was the result of the steps previously described.

3.3. Data collection

Target respondents for this study included hotel employees working in Changsha, Hunan province in China. The survey was conducted over the course of 12 weeks during the summer months at 8 different hotels owned by the Huatian Industry Holding Group Co., Ltd. Huatian Industrial Holding Group Co., Ltd. is a comprehensive service business group with a focus on tourism services (hotels, travel agencies, tourist attractions). As a state-owned enterprise, it is a well-known travel brand enjoying a leading position in hotel tourism in Hunan province, China. The emphasis on acting socially responsibly is a clear priority as the guiding statement for Huatian Industrial Holding Group Co., Ltd. states that knowledge is the capital, innovation is the key to development, and the sense of responsibility is from the heart. All the hotels follow strict environmental regulations and company requirements that focus on participation in environmental protection practice. For example, employees and customers are encouraged to reduce water and electricity consumption. The hotel brand and its employees have been active in programs to help alleviate poverty through donations to improve infrastructure for residents located in disadvantaged areas since 2016. Employees have also been encouraged and provided opportunities to engage in volunteer activities that benefit the community. One example is the active participation in disaster relief efforts such as providing food and drinking water, as well as manpower and needed materials to aid flood victims in 2017. Efforts such as these have resulted in recognitions such as the China Green Hotel Excellent Organization and Management Award, and the Rising Social Responsibility Contribution

Award.

Working with the managers at each hotel, the researchers distributed the questionnaires to employees. No identifying information was asked of the potential respondents, and they were provided with a blank envelop in which to place their completed questionnaire. The sealed envelope was then placed in a secure box which was collected by one of the researchers several days after initiating the data collection process at a participating hotel. The survey was kept anonymous to eliminate managers being able to know how a specific staff member responded. Of the 500 distributed questionnaires, 456 were returned (91.2% response rate), 441 of which included complete responses.

4. Empirical analyses

4.1. Profile of the respondents

Survey participants were somewhat more apt to be female (53.3%) and predominately (78.3%) younger than 35 years of age (36–45 years = 16.3%; more than 45 years = 5.4%). The reported level of education obtained included mostly those with either a high school diploma (39.0%) or an undergraduate/associates degree (38.8%). The sample also included those with less than a high school diploma (14.1%) and a small percentage of respondents (8.2%) reported earning an advanced degree. About one-half of the respondents (48.8%) reported earning a monthly income of less than 4000 ¥ (please see Table 1 for more a more complete description of the characteristics of the sample). The responding employees reported a range of years working at their specific hotel (< 3 years = 33.4%; 3–5 years = 34.0%; more than 5–8 years = 18.4%; > 8 years 14.3%). Most respondents (70.7%) reported working in a service provider role such as front desk associates, reservationists, housekeepers, and porters. Managerial roles were held by 9.5% of the responding employees, and 19.7% reported that they held a service leader position (e.g., guest services supervisor; shift leader, front desk supervisor).

4.2. Multivariate normality test

Prior to evaluating the measurement model, we examined the data for multivariate normality to verify that SEM assumptions were satisfied. The findings indicate that the absolute values of univariate skewness were less than 2.0, and the absolute values of univariate kurtosis were less than 3.0. Thus, the data does not substantially deviate from a normal distribution (Kline, 1998).

4.3. Common method variance test

Harman's single-factor method was applied to test for common method bias. Using SPSS 21.0, all the measurement items were included in an exploratory factor analysis. The solution identified 5 factors. The total explained variance was 77.53%. The factor with the largest eigenvalue explained 38.14% of the total variance, which is lower than

Table 1
Characteristics of the sample.

	n	%		n	%
Gender			**Age in Years**		
Female	235	53.3	18 to 25	189	42.9
Male	206	46.7	26 to 35	156	35.4
			36 to 45	72	16.3
Monthly Income			46 and older	24	5.4
Less than 3000¥	133	30.2	**Level of Education**		
3000 to 3999¥	82	18.6	Less than High School	62	14.1
4000 to 4999¥	84	19.0	High School/Technical School	172	39.0
5000 to 5999¥	71	16.1	Undergraduate/Associates Degree	171	38.8
6000¥ or More	71	16.1	Postgraduate Degree	36	8.2

Table 2
Measurement model results.

Constructs and Scale Items	Mean	SD	Standard Loading	t-statistic	CR	AVE	Cronbach's Alpha
Corporate Social Responsibility							
The hotel seems to be environmentally responsible in its operations	4.58	1.42	.861	22.455	.948	.784	.947
The hotel seems to give back to the local community	4.52	1.42	.905	24.385			
The hotel seems to be successful in generating profits	4.63	1.41	.873	22.977			
The hotel seems to treat its stakeholders well.	4.54	1.45	.916	24.897			
The hotel seems to be act ethically and beyond all legal obligations to fulfill their social responsibilities.	4.41	1.49	.870	22.813			
Organizational Trust							
The hotel treats me fairly and properly	6.07	1.13	.832	21.120	.926	.757	.923
The hotel communicates openly and honestly	6.13	1.09	.893	23.623			
The hotel tells all that I want to know	6.17	1.06	.924	25.017			
The hotel considers my advice valuable	6.24	1.05	.829	20.993			
Organizational Identification							
I am very interested in what others think about the hotel	5.98	1.10	.650	14.903	.901	.698	.897
The hotel's successes are my successes	5.66	1.24	.861	22.226			
When someone praises the hotel, it feels like a personal compliment	5.49	1.37	.905	24.103			
When someone criticizes the hotel, I feel embarrassed	5.54	1.34	.899	23.830			
Employee Well-being							
How would you rate your quality of life?	5.57	1.28	.777	18.872	.895	.741	.889
How satisfied are you with yourself?	5.52	1.34	.950	25.484			
How satisfied are you with your capacity for work?	5.49	1.39	.846	21.283			
Employee Green Behavior							
I adequately complete assigned duties in environmentally friendly ways	5.43	1.25	.804	19.713	.881	.600	.897
I fulfill responsibilities specified in my job description in environmentally friendly ways	5.53	1.26	.830	20.701			
I perform job tasks that are expected from me in environmentally friendly ways	5.63	1.25	.831	20.726			
I take a chance to get actively involved in environmental protection at work	5.80	1.18	.787	19.102			
I take initiatives to act in environmentally friendly ways at work	6.08	1.03	.594	13.144			

Goodness-of-fit: χ^2/df = 3.511, RMSEA = 0.076, NFI = 0.918, RFI = 0.904, IFI = 0.940, TLI = 0.929, CFI = 0.940.

50%, indicating an absence of common method bias (Chang, Witteloostuijn, & Eden, 2010).

4.4. Measurement model

The χ^2/df was not more than 5 (3.511). The Root Mean Square Error of Approximation (RMSEA) was not more than 0.08 (0.076). The Normed Fit Index (NFI) = 0.918, Relative Fit Index (RFI) = 0.904, Incremental Fit Index (IFI) = 0.940, Tucker Lewis Index (TLI) = 0.929, and Comparative Fit Index (CFI) = 0.940 values were all greater than 0.900. The measurement model constructed with Amos 21.0 fit the data well (Hu & Bentler, 1999). Cronbach's alpha for all constructs exceeded 0.700 (0.889–0.947). Composite reliabilities (CR) ranged from 0.895 to 0.948. All factor loadings exceeded 0.500 and were statistically significant (p = .001). Average variance extracted (AVE) for each factor exceeded 0.500. The findings made available in Table 2 indicate acceptable reliability and convergent validity based on recommendations by Hair, Black, Babin, and Anderson (2010). As presented in Table 3, the square of root of AVE values (0.774–0.885) exceed the construct correlation values (0.235–0.639), which suggests that discriminant validity is satisfactory (Anderson & Gerbing, 1988).

4.5. Structural model and hypotheses testing

The fitting indices of the structural path model (χ^2/df = 3.604, RMSEA = 0.077, NFI = 0.916, RFI = 0.901, IFI = 0.938, TLI = 0.927,

Table 3
The correlation coefficient and average variance extracted.

	1	2	3	4	5
1. Corporate social responsibility	**.885**				
2. Organizational trust	.185	**.870**			
3. Organizational identification	.260	.373	**.835**		
4. Employee well-being	.235	.357	.505	**.861**	
5. Employee green behavior	.318	.435	.639	.499	**.774**

Note: AVE values are bolded.

CFI = 0.937) reveal satisfactory overall fit of the proposed model to the data (Hu & Bentler, 1999). As presented in Table 4, CSR has a statistically significant direct impact on organizational trust (λ_{21} = 0.189, p < .001), organizational identification (λ_{31} = 0.263, p < .001), employee well-being (λ_{41} = 0.094, p < .05), and employee green behavior (λ_{51} = 0.133, p < .01). H1a, H1b, H1c and H1d are supported.

Organizational trust has a direct statistically significant relationship with employee well-being (β_{42} = 0.203, p < .001) and employee green behavior (β_{52} = 0.180, p < .001), providing support for H2a and H2b. Identification with the organization has an affirmative effect on employee well-being (β_{43} = 0.419, p < .001) and employee green behavior (β_{53} = 0.464, p < .001). H3a and H3b are upheld. H4 is also supported as findings indicate that employee well-being positively affects employee green behavior (β_{54} = 0.179, p < .001).

Based on the threshold values suggested by Cohen (1988), the model captured large impacts on the endogenous variables of employee green behavior (45.0%) and employee well-being (26.2%). However, as exhibited in Fig. 2, the explained variance of organizational identification (6.9%) and organizational trust (3.6%) are relatively low.

4.6. Effects

Table 5 provides information on the effects (direct, indirect, total) among the constructs. Of the three antecedents to employee well-being, organizational identification had the greatest direct effect. Organizational identification was also found to have the greatest direct effect on employee green behavior. Corporate social responsibility was found to have a substantial indirect effect on both employee well-being and employee green behavior. Organizational identification had the greatest total effect (direct and indirect via employee well-being) on employee green behavior.

4.7. Mediating role testing

The bootstrapping method (Jose, 2013) in Amos 21.0 was utilized to explore potential mediation roles of organizational trust, organizational identification, and employee well-being. Using a confidence level of

Table 4
Structural model evaluation indices and hypothesis testing outcomes.

Hypothesized Relationships		Path Label	Standard Path Loadings	T-value	Standard Error	Hypothesis Test Outcome
H1a	Corporate social responsibility → Organizational trust	λ_{21}	.189[c]	3.741	.044	YES
H1b	Corporate social responsibility → Organizational identification	λ_{31}	.263[c]	5.239	.061	YES
H1c	Corporate social responsibility → Employee well-being	λ_{41}	.094[a]	1.963	.047	YES
H1d	Corporate social responsibility → Green behavior	λ_{51}	.133[b]	3.017	.044	YES
H2a	Organizational trust → Employee well-being	β_{42}	.203[c]	4.313	.053	YES
H2b	Organizational trust → Green behavior	β_{52}	.180[c]	4.070	.051	YES
H3a	Organizational identification → Employee well-being	β_{43}	.419[c]	8.236	.041	YES
H3b	Organizational identification → Green behavior	β_{53}	.464[c]	8.954	.042	YES
H4	Employee well-being → Green behavior	β_{54}	.179[c]	3.556	.051	YES

Note: [a]$p < .05$; [b]$p < .01$; [c]$p < .001$.
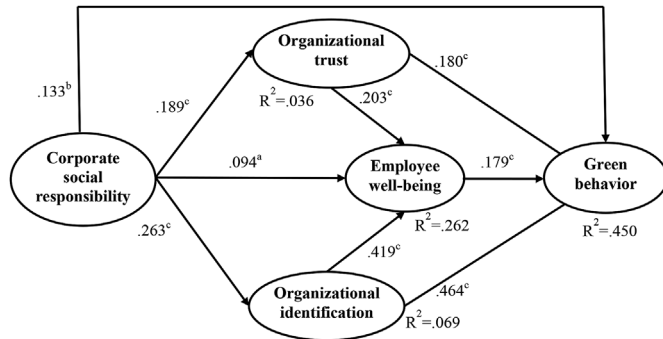
Fig. 2. Structural path model results.
Note: [a]$p < .05$; [b]$p < .01$; [c]$p < .001$.

95%, the number of bootstrap samples was set to 2000. To investigate the mediation propositions, specific indirect effects were represented as total effects to produce *p* values and confidence intervals for every indirect effect (Macho & Ledermann, 2011). The findings are provided in Table 6. Results demonstrate that organizational trust, organizational identification, and employee well-being act to mediate the CSR to employee green behavior relationship. In addition, CSR and employee well-being are mediated by both organizational trust and organizational identification. Employee well-being mediates the organizational trust and employee green behavior relationship, as well as the organizational identification and employee green behavior relationship. H5, H6, H7, H8, H9, H10, and H11 are all confirmed.

A structural equation model was constructed that included both the direct and indirect paths for each of the hypothesized mediation relationships (Baron & Kenny, 1986). If both paths are statistically significant, there is a partial mediating role. If the indirect path is significant, but the direct path is not, a full mediating role exists. For example, a structural equation model was constructed that included direct and indirect paths with CSR (independent variable), organizational trust (mediator), and employee well-being (dependent variable). Findings show both CSR and organizational trust directly affecting

employee well-being, and a significant indirect path of CSR on employee well-being via organizational trust. This confirms that hotel employee trust in their company partially mediates the effect of CSR on their sense of well-being. Using the same method and procedure we found that all the mediation hypotheses (H5, H6, H7, H8, H9, H10, H11) are partial mediations (please see Table 7).

4.8. Multiple mediating effect analysis

To further clarify the influence of CSR on employee green behavior, the multiple mediation effect was investigated by representing specific indirect effects in Amos 21.0 and calculating the total mediating effect using the bootstrap method (Macho & Ledermann, 2011). With organizational trust, organizational identification, and employee well-being as the mediators (bootstrap samples = 2000, confidence level = 95%). A significant indirect effect was identified for CSR on employee green behavior via organizational trust and employee well-being. The impact of CSR on employee green behavior is first mediated by organizational trust and then mediated by employee well-being. In addition, a significant indirect effect was found for CSR on employee green behavior through organizational identification and employee well-being. As such, the effect of CSR on employees performing their jobs in an environmentally positive fashion is first mediated by organizational identification and secondly mediated by employee well-being.

Comparing the paths, the Lower Bound 95% BC difference between the paths is .003 and the Upper Bound 95% BC difference between two paths is .011 (see Table 8). The differences between Lower and Upper do not include 0, indicating that the two paths have significant differences. Specifically, the CSR → organizational identification → employee well-being → employee green behavior path is stronger than the CSR → organizational trust → employee well-being → employee green behavior path.

5. Conclusions and discussion

Previous CSR literature has predominately focused on external,

Table 5
Direct, indirect, and total effects.

Relationships between Variables	Direct effects	Indirect effects	Total effects
Corporate social responsibility → Organizational trust	.189[c]	–	.189[c]
Corporate social responsibility → Organizational identification	.263[c]	–	.263[c]
Corporate social responsibility → Employee well-being	.094[a]	.149[c]	.242[c]
Corporate social responsibility → Employee green behavior	.133[b]	.199[c]	.333[c]
Organizational trust → Employee well-being	.203[c]	–	.203[c]
Organizational trust → Employee green behavior	.180[c]	.036[b]	.216[c]
Organizational identification → Employee well-being	.419[c]	–	.419[c]
Organizational identification → Employee green behavior	.464[c]	.075[b]	.539[c]
Employee well-being → Employee green behavior	.179[c]	–	.179[c]

Note: [a]$p < .05$; [b]$p < .01$; [c]$p < .001$.

Table 6
The results of mediating analysis.

Mediation Hypothesized Paths		Indirect Effects	Lower Bound 95% BC	Upper Bound 95% BC	*p* value
H5	Corporate social responsibility → Organizational trust → Employee well-being	.059	.019	.106	< .01
H6	Corporate social responsibility → Organizational identification → Employee well-being	.123	.064	.180	< .001
H7	Corporate social responsibility → Organizational trust → Employee green behavior	.068	.020	.125	< .01
H8	Corporate social responsibility → Organizational identification → Employee green behavior	.153	.084	.224	< .001
H9	Corporate social responsibility → Employee well-being → Employee green behavior	.102	.055	.148	< .001
H10	Organizational trust → Employee well-being → Employee green behavior	.139	.089	.199	< .001
H11	Organizational identification → Employee well-being → Employee green behavior	.116	.059	.182	< .001

Table 7
Mediating analysis results.

		Mediation		
Mediator	Path	Full	Partial	None
Organizational trust	Corporate social responsibility → Organizational trust → Employee well-being		✓	
Organizational trust	Corporate social responsibility → Organizational trust → Employee green behavior		✓	
Organizational identification	Corporate social responsibility → Organizational identification → Employee well-being		✓	
Organizational identification	Corporate social responsibility → Organizational identification → Employee green behavior		✓	
Employee well-being	Corporate social responsibility → Employee well-being → Employee green behavior		✓	
Employee well-being	Organizational trust → Employee well-being → Employee green behavior		✓	
Employee well-being	Organizational identification → Employee well-being → Employee green behavior		✓	

rather than internal customers (i.e., employees). Focusing on hotel employees, an integrated model was developed that examined CSR as an antecedent, employee-company relationship variables (i.e., organizational trust, organizational identification) as mediators, and employee well-being and green behavior as outcomes.

As hypothesized, the empirical findings indicate that CSR positively impacts employee trust in the employing organization and identification with that organization. As such, undertaking social responsibility activities would appear to enhance the relationship between an organization and its employees. This outcome is consistent with earlier research that found perceived CSR can strengthen the relationship between customers and an organization (e.g., Su et al., 2016, 2017). The empirical results also demonstrate that CSR efforts can act to improve employee well-being. Based on an extensive literature review, the current study may be the first to explore the effect of CSR on employee well-being in a hotel context. The current study also found that CSR positively affects employee green behavior, providing additional support to recent suggestions (De Roeck & Farooq, 2017) that green behavior in the workplace can be driven by the social settings in which employees operate.

Further supporting the hypothesized relationships derived from social exchange theory and social identity theory, the empirical results confirmed that greater levels of organizational trust and identification can improve employee well-being and the likelihood of employees engaging in supportive green behaviors in the workplace. Findings also suggest that a more positive sense of well-being is associated with workers being more likely to engage in green behaviors in the workplace. Organizations can thereby encourage environmentally positive employee behaviors in the workplace by improving employee well-being. This finding adds credence to the proposition that low employee well-being will impact their behavior at a personal level, which can have an adverse effect at the organization level (Danna & Griffin, 1999).

Prior researchers have called for additional exploration of the employee-company relationship role as an influencing mechanism of CSR on its consequences (De Roeck & Farooq, 2017; De Roeck & Maon, 2016; Gond et al., 2017). Previous CSR studies with employees have largely focused on attitudinal consequences. For instance, job satisfaction (e.g., Lee, Song et al., 2013), turnover intentions (e.g., Hansen et al., 2011), or organizational citizenship behaviors (e.g., Fu et al., 2014; Lee et al., 2012). Our results validate the notion that firm-based socially responsible initiatives can enrich the relationship between

employees and an organization, which acts to mediate the influence of CSR on employee well-being and their green behaviors in the workplace. Findings strengthen our understanding of the prominent role that the employee-company relationship has in explaining the impact of CSR initiatives on two important employee social outcomes. The multi-mediating findings provide additional clarification to the influence of CSR on the green behaviors of hotel employees by identifying the secondary mediation of employee well-being on this relationship.

The present study has implications for management practice. First, one approach to motivating employees to participate in behaviors that support corporate green initiatives is to be sure that company socially responsible activities are being clearly communicated. That is, employees must be aware of the firm's efforts to evaluate and be accountable for the organization's effects on the environment and social well-being. De Roeck and Farooq (2017) point out the importance of using a variety of in-house strategies to communicate the prosocial activities in which the organization is involved. Employees need to have information that is easily accessible regarding the variety, value, and success of the CSR activities the organization is involved with. As our findings demonstrate, employee trust and identification with the workplace can be enhanced when the employee is aware of an organization's commitment to CSR undertakings.

In the process of building employee trust and identification with the employing firm via a communications strategy focused on socially responsible actions, we would suggest that the type of activities engaged in are of importance. Unfortunately, some companies may attempt to deceive stakeholders, including employees, by feigning interest in corporate responsibility. Companies that disseminate disinformation to create a perception of being socially responsible or tout misleading contributions to the greater good while engaging in inherently unsustainable or morally questionable conduct is a recipe for failure. CSR is about producing a positive impact on society. It is an approach to managing organizational processes to better incorporate concerns related to the environment or society into daily operations and is reflected in how the firm chooses to voluntarily interact with stakeholders. Fortunately, many organizations are devoting substantial resources to environmental sustainability programs and various social welfare initiatives. For an organization and its employees, we suggest that having a clear understanding of how they define CSR is important. To better leverage the employee relationship building and subsequent positive outcomes associated with CSR, supporting initiatives that make

Table 8
The results of multiple mediation.

Path	Indirect Effects	Lower Bound 95% BC	Upper Bound 95% BC	*p*-value
Corporate social responsibility → Organizational trust → Employee well-being → Employee green behavior	.021	.003	.058	< .001
Corporate social responsibility → Organizational identification → Employee well-being → Employee green behavior	.027	.006	.069	< .001

employees feel connected to the organization may strengthen the instrumentality of the employee-company relationship.

Finally, our results suggest that employee well-being can directly inspire employee green behavior. Beyond the relationships examined in the present study, there are a variety of approaches that hotel managers can take to improve employee well-being. For example, investments to satisfy employee's psychological needs can be made by creating a positive working environment via training to improving interpersonal and technical work skills. Through training and teambuilding activities the organization can create conditions that stimulate employees to improve their skill sets and support their sense of security, acceptance, and well-being.

6. Limitations and future research directions

Although the findings of the present study contribute to the corporate social responsibility literature, it raises additional questions for future researches to address. First, corporate social responsibility is a multi-dimensional construct (Fu et al., 2014; Kim et al., 2017; Lee et al., 2012). Dahlsrud (2008) suggests that CSR is composed of environmental, social, economic, stakeholder and voluntariness dimensions. Although each of these dimensions were represented in the current study, CSR was measured and investigated as a singular construct. There is an opportunity to study each dimension's role in the model developed in this research and explore the potential impacts of each CSR dimension on ensuing variables.

Based on social exchange theory, social identity theory, and several prior studies (e.g., Bell & Menguc, 2002; Farooq et al., 2014; Fu et al., 2014; Lee et al., 2012), this research used organizational trust and organizational identification to exemplify the relationship between eight different hotels and their respective employees. However, other constructs (e.g., job satisfaction, organizational commitment, perceived organizational support) could also be used to provide additional insights into the relationship between an organization and its employees. As such, we call for additional exploration of relationship-based variables to provide greater clarity in understanding the impact of CSR on social outcomes in a hospitality context.

Finally, culture may be an important moderator to the investigated relationships. As such, the findings of the present study, which surveyed hotel employees working in central China, may not be generalizable to other settings. Future researchers may want to test the provided model in other cultural settings to better assess the generalizability of the provided findings.

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Lujun Su holds a PhD in Tourism Management from Xiamen University, and is Associate Professor of Marketing in the Business School Central South University; Collaborative Innovation Center of Resource-conserving & Environment-friendly Society and Ecological Civilization (sulujunslj@163.com). His research interests are related to tourist loyalty behavior, destination marketing, and destination management. He has published more than 50 papers in scholarly journals, such as *Tourism Management, International Journal of Contemporary Hospitality Management, Tourism Science, Journal of Hospitality & Tourism Research*, and *Journal of Travel & Tourism Marketing.*

Scott R. Swanson (Ph.D., University of Kentucky) is a Professor of Marketing at the University of Wisconsin-Eau Claire (swansosr@uwec.edu). His research interests include Sports and Hospitality/Tourism Marketing, Service Recovery Issues, and Pedagogy. Dr. Swanson has published more than 90 papers in journals such as the *Journal of the Academy of Marketing Science, Tourism Management, Journal of Marketing Theory and Practice, International Journal of Contemporary Hospitality Management, Journal of Services Marketing,* and *Journal of Hospitality & Tourism Research,* among others. He has presented his insights to audiences in Asia, Europe, South American and North America and conducted more than 50 business consulting projects over the past 10 years.