# Consequences of Corporate Social Responsibility: Evidence from the Hotel Industry

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# ABSTRACT

This thesis aimed to examine the association between corporate social responsibility and employees' promotive and prohibitive green voice behavior. Workplace spirituality was tested as a mediator in the abovementioned associations. Front desk employees working in the five * hotels in Northern Cyprus were selected for data collection. This thesis used a temporal separation of measurement (a time lag of 1-week in 3 waves). It utilized multiple sources of data as well (green voice behavior as rated by the immediate supervisors of the employees).

The findings showed that corporate social responsibility predicted employees' workplace spirituality. The findings also showed that workplace spirituality enhanced employees' promotive and prohibitive green voice behavior. As expected, workplace spirituality was a full mediator between corporate social responsibility and the abovementioned green voice outcomes. Several theoretical and practical implications as well as future study directions were provided in this study.

**Keywords:** Corporate social responsibility, Environmental sustainability, Green prohibitive green voice behavior, Green promotive green voice behavior, Hotel employees, Workplace spirituality

# ÖZ

Bu tez, kurumsal sosyal sorumluluk ile çalışanların yeşil teşvik edici ve önleyici ses çıkarma davranışı arasındaki ilişkiyi incelemeyi amaçlamaktadır. İşyeri maneviyatı aracı değişken olarak kullanılmıştır. Veri, Kuzey Kıbrıs'ta beş yıldızlı otellerdeki müşterilerle yüz yüze iletişimde olan çalışanlardan toplanmıştır. Bu tezin verisi, üç dalgada bir haftalık zaman dilimi kullanılarak toplanmıştır. Bu tezde, çalışanların yeşil teşvik edici ve önleyici ses çıkarma davranışlarına ait veri bağlı oldukları yöneticileri tarafından değerlendirilmiştir.

Bulgular, kurumsal sosyal sorumluluğun işyeri maneviyatını artırdığını göstermiştir. Yine bulgular işyeri maneviyatının çalışanların yeşil teşvik edici ve önleyici ses çıkarma davranışlarını zenginleştirdiğini göstermiştir. Beklendiği gibi, kurumsal sosyal sorumluluğun yukarıdaki sonuç değişkenlerini işyeri maneviyatı yoluyla etkilediği ortaya konmuştur.

Bu çalışmada, birkaç kuramsal ve uygulamaya yönelik belirlemeler verilmiştir.

**Anahtar Kelimeler:** Çevresel sürdürebilirlik, İşyeri maneviyatı, Kurumsal sosyal sorumluluk, Otel çalışanları, Yeşil önleyici ses çıkarma, Yeşil teşvik edici ses çıkarma

# DEDICATION

*To the soul of my hero that I lost:*
*My Father*

## Younes Jobbehdar Nourafkan

*And the*

*Meaning of my life, my love:*
*My Mother*

## Leila Vakili

*Because of the life they devoted to me*

"NEVER STOP
*LEARNING*
BECAUSE LIFE
NEVER STOPS
*TEACHING*"

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| | |
|---|---|
| AV | Alignment with Values |
| CCE | Customer Contact Employees |
| CSR | Corporate Social Responsibility |
| GVB | Green Voice Behavior |
| MW | Meaningful Work |
| SC | Sense of Community |
| SIP | Social Information Processing |
| PHB | Prohibitive Behavior |
| PRB | Promotive Behavior |

# Chapter 1

# INTRODUCTION

Chapter one deals with evidence related to the philosophy behind of this study. Then the statement of the problem is presented, which involves review of the related literature and the current gap in the field. Furthermore, the aims, contributions of the thesis, and the proposed methodology are coming after the statement of the problem. Finally, the organization of the thesis is presenting the information related to the rest of the study briefly.

## 1.1 Research Philosophy

Several associations were examined in this research based on a conceptual model in terms of corporate social responsibility (CSR), workplace spirituality (WPS), and employees' promotive and prohibitive green voice behavior (GVB). The present dissertation examines the following items in details: (1) relationship among CSR and WPS; (2) influence of WPS on employees' GVB (promotive and prohibitive); and (3) the role of WPS as a mediator between CSR and employees' GVB (promotive and prohibitive). The present research study was conducted based on the deductive reasoning, which is related to a theory-testing method that begins with confirmed theory and then attempts to examine if the theory fits a particular instance or not (Hyde, 2000). Therefore, social information processing (SIP) theory (Salancik & Pfeffer, 1978), stakeholder theory (Freeman, 1984), and ethical climate theory (Victor & Cullen 1987, 1988) were used as main theoretical framework of the study. Moreover,

suggestions adopted from a review of the related literature helps to support the hypothesis development and to understand the associations among variables in this thesis.

## 1.2 Statement of the Problem

In the last decades, environmental problems that prevailing all around the world increased the need for green development (Chen & Chang, 2012; Leonidou, Leonidou, Fotiadis, & Zeriti, 2013). The environmental crisis, which causes serious problems such as migration, poverty, climate change, and threatening the future of the world, is the result of people's unsustainable activities and behaviors (Kurucz, Colbert, Luedeke-Freund, Upward, & Willard, 2017). As a result of environmental problems, firms' interactions related to the environment (Leonidou & Leonidou, 2010), their environmental management and behaviors, and sustainable development concepts have been changed into one of the most important research areas in recent decades (Myung, McClaren, & Li, 2012; Rezapouraghdam, Alipour, & Akhshik, 2020; Trang, Lee, & Han, 2019). Growing public concern related to the ecological problems, increasing stakeholders' pressure on organizations related to their social responsibilities, general expectations for business ethics, and governmental rules and regulations regarding that case, are all factors that have pushed firms to take responsibility and to behave as a good citizen against the society and the environment (Punitha, Rasdi, 2013; Rousseau, 2017).

Environmental trend has been a big concern for tourism and hospitality, as one of the worlds' leading industries. The potential impacts of any developments on the environment and the other worldwide problems including climate change, resource reduction, worldwide warming, and pollution have turned into contemporary trend

topics in tourism studies (Trang et al., 2019). Tourism has various positive economic effects on communities in terms of employment, entrepreneurship, foreign currency income, and others. Hotels are the main form of travel accommodations and play a critical role in the tourism business (Gürlek, Düzgün, & Meydan Uygur, 2017; Han, Lee, Trang, & Kim, 2018). The economic contribution of hotel firms has led to neglecting of their environmental damages (Erdogan & Tosun, 2009; Ghaderi, Mirzapour, Henderson, & Richardson, 2019). Hotels, on one hand, provide services, improve infrastructure and create job opportunities, on the other hand, might cause negative influences in terms of the natural environment (i.e., pollution) and culture, etc. (Gürlek et al., 2017). Today, most of the hotels are located in areas close to natural resources and hosting a huge number of guests (Gürlek & Tuna, 2019). This close relationship between hotels and the natural environment causes many environmental problems such as different types of pollution (i.e. noise, air, water, sea, green environment). Hotels are vital and important part of the tourism industry, the major consumers of energy and water in their routine actions, and hence they cause more damages to the environment than other service companies (Fatoki, 2019; Han et al., 2018; Karatepe, Rezapouraghdam, & Hassannia, 2020; Rezapouraghdam, Alipour, & Arasli, 2019).

Areas located in the Mediterranean region are one of the most favorite places for tourists and tourism investors due to their natural beauty. Accordingly, green areas and seashores become the favorite places for hoteliers in the Mediterranean region, (e.g. Northern Cyprus) and such hotels host a lot of tourists each year. The tourism sector is the primary industry in pursuit of economic growth in Northern Cyprus (Rezapouraghdam, Alipour, & Darvishmohamadi, 2018). In addition to the economic contribution of the growing accommodation and hotel firms in the Northern Cyprus,

they are the major water and energy consumers and waste producer (Rezapouraghdam et al, 2018). As hotels are intertwined with the natural environment, they can damage the environment in different ways. Sea and water pollution caused by wastes discharged into the sea, leavings and trashes left at the beaches and green areas, and threatening life of the living creatures as a result of pollution are examples of the hotels' environmental damages. Tourism industry causes more negative environmental and cultural impacts in human communities compared to the other sectors (Fatoki, 2019; Rezapouraghdam et al., 2019). These specific and distinguishing characteristics of the industry made CSR strategies are much more important to tourism and hospitality firms (Song & Kang, 2019). CSR includes activities and measures taken by a firm to affect the environment and society in a positive manner (Su & Swanson, 2019). Literature review of the hospitality firms indicates that commitment to CSR has attracted the attention of hospitality and tourism firms and there is an increasing interest in CSR programs all over the world (Ghaderi et al., 2019; Holcomb, Upchurch, & Okumus, 2007; Song & Kang, 2019). CSR strategies play a critical role in decreasing the harmful impacts of the hotel firms on the culture, environment, and community, and it helps to increase the positive effects as well (Gürlek & Tuna, 2019). The environmental dimension plays a significant role in CSR activities (both practically, and theoretically) (Dahlsrud, 2008). CSR activities are efforts to reduce the environmental effects of an organization (Su & Swanson, 2019), and enable hotels to ensure environmental sustainability and customers' and employees' protection (Gürlek & Tuna, 2019; Suárez-Cebador, Rubio-Romero, Pinto-Contreiras, & Gemar, 2018). Subsequently, scholars are more interested in research on the effect and place of CSR in the travel and hospitality sector (Fu, Ye, & Law, 2014; Gürlek & Tuna, 2019; Su & Swanson, 2019; Tsai, Tsang, & Cheng, 2012). The focus point of most

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studies related to CSR and hotel firms are based on finance (Ghaderi et al., 2019; Inoue & Lee, 2011; Park, Song, & Lee, 2017). Gürlek et al., (2017) found the encouraging impact of CSR on customers' loyalty, positive corporate image, and customers' attitudes. The impacts of CSR on customers' perception (Serra-Cantallops, Peña-Miranda, Ramón-Cardona, & Martorell-Cunill, 2018; Su, Swanson, & Chen, 2015) and customers' evaluation and choice (Bhattacharya & Sen, 2014; Su et al., 2017), and their behavioral intentions (Kim, Song, Lee, & Lee, 2017) have been investigated in the past studies widely, but consideration of CSR and its' potential effects on employees have been neglected in hospitality literature (Su & Swanson, 2019). Academicians suggested that CSR might be a useful tool to understand employees' well-being (Gond, El Akremi, Swaen, & Babu, 2017; Su & Swanson, 2019). In addition to consumers' sensitiveness to socially responsible firms, employees also take into account the firm's social responsible behaviors, when they select their jobs (Kim, Woo, Uysal, & Kwon, 2018). Scholars suggest that CSR can be used as a valuable management tool to improve positive attitudes and behaviors in a firm (Chiang, 2010; Gürlek & Tuna, 2019). Employees will show positive behaviors and attitudes in response to the observed CSR practices (Gürlek & Tuna, 2019). The opinions and behaviors of the employees play a critical role in success of hospitality business (Karatepe, 2013), and firms' CSR initiatives could affect employees' behaviors and attitudes based on their evaluation of perceived CSR (Barnett, 2007; Bhattacharya & Sen, 2004). Park and E. Levy (2014) mentioned the importance of the employees' observed CSR in their actions and attitudes in the tourism industry. Hotel employees play a key role in understanding, defining, and solving environmental issues, as they are intertwined with the hotels' actions. Employees' reports of environmental problems and their offers and solutions are very important. Every socially responsible

corporation with the purpose of enhancing environmental awareness has to encourage its staff to join in sustainable and green behaviors to reach its' environmental purposes (Zientara & Zamojska, 2018). Once employees perceive their firm as environmentally responsible organization, they will show environmentally friendly behaviors as well (Raineri & Paillé, 2016). Despite the importance of employees' green behaviors, hotels face several challenges in encouraging employees to such behavior (Rezapouraghdam et al., 2018). CSR can be used as a beneficial tool to help hotel firms to manage their employees' contribution to environmental problems and encourage them for such behaviors by satisfying their spiritual needs that can intrinsically motivate them for doing well, for behaving in favor of community well-being, organizational and environmental preservation. When employees perceive themselves as one part of the community, their spiritual needs are satisfied , find their job as a meaningful action and valuable work and when they feel aligned with the organizational values, then they are motivated to contribute with the organization to reach its' goals (e.g. environmental awareness). Employees' positive attitudes such as alignment with values (AV), meaningful work (MW), and sense of community (SC) develop the WPS. WPS encourages employees to join in actions that improve the community welfare and environmental protection (Rezapouraghdam et al., 2018).

## 1.3 Aims of the Thesis

Tourism is among leading sectors of the world. Tourism has many positive economic effects on communities in terms of employment, entrepreneurship, foreign currency income, etc. Hotels are inseparable parts of tourism, facilitating accommodation service and hosting many tourists; hotel reservation is the main form of travel accommodations, playing a crucial role in tourism industry (Gürlek et al., 2017; Han et al., 2018). Hotels could damage the environment in various ways, as they are

intertwined with the natural environment. Economic contribution of hotel industry has led to the ignorance of its environmental damages (Erdogan & Tosun, 2009; Ghaderi et al., 2019; Rezapouraghdam et al., 2019). Hotels are important and vital part of tourism industry and the main consumers of energy and water in their routine actions, and hence they cause more damages to the environment than other service providing companies (Han et al., 2018; Karatepe et al., 2020; Rezapouraghdam et al., 2019). Hotels in Northern Cyprus are not exception from this issue too. Tourism sector is the main part in pursuit of economic development in Northern Cyprus (Rezapouraghdam et al, 2018). Hence, new hotels are built and the tourism industry is growing rapidly. In spite of economic contribution of the growing accommodation and hotel firms in Northern Cyprus, they are the major water and energy consumers and waste producers in the country (Rezapouraghdam et al., 2018). Therefore, to protect the environment, hotels have started to adopt environmental and green organization strategies around the globe. Any socially responsible corporation with the purpose of enhancing environmental awareness has to encourage its staff to join in sustainable and green behaviors to reach its' environmental purposes (Zientara & Zamojska, 2018). Scholars investigated influence of CSR on employees' green activities in their studies (De Roeck & Farooq, 2018; Su & Swanson, 2019). Similar to De Roeck and Farooq's (2018) findings, employees' green activities involve their participation in green movements, containing movements to do business in a green manner (e.g., recycling, responsible management of resources, supporting the green movements, determining more sustainable strategies). Despite the importance of the employees' green behaviors, hotels face numerous challenges in encouraging them to such behaviors (Rezapouraghdam et al., 2018). For example, employees and managers are not environmentally aware in Hong Kong (Tsai et al., 2012). Likewise, Leondakis (2009)

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stated that most of the hotel staffs are not interested in environmentally related behaviors.

CSR strategies can help in generating a positive and encouraging work environment (Su & Swanson, 2019). CSR enterprises influence employees' green and pro-social behaviors to decrease the harm and increase the benefit to the environment (De Roeck & Farooq, 2018). CSR represents the main foundations of signals that affect the employees' decisions about ethical nature of the firm (Bauman & Skitka, 2012) and thus it may affect WPS. According to ethical climate theory, CSR boosts employees' AV, MW, and the SC. Employees' positive attitudes such as AV, MW, and SC develop the WPS. As such WPS is related to the existence of an employee-friendly environment in the place of work, which raises and supports employees' sprit (Pandey, Gupta, & Arora, 2009). WPS improves workers' self-transcendence ideals (Giacalone & Jurkiewicz, 2003), then encourages employees to take actions that protect the natural environment and care about the others (Rezapouraghdam et al., 2018).

Employees' voice behavior also is another desirable outcome expected to be resulted from CSR. Voice behavior is about employees' tangible oral behaviors within 'speaking up' by constrictive and helpful ideas that seek to adjust or improve the status quo (Rees, Alfes, & Gatenby, 2013). Employees' voice behavior is important and critical because it helps an organization to optimize procedures and promote efficiency (Gollan & Wilkinson, 2007; Janssen & Gao, 2015; Song, Gu, Wu, & Xu, 2019). Using SIP theory, Ilkhanizadeh and Karatepe (2017) identified voice behavior as an outcome of CSR. Employee's voice behavior involves two dimensions: prohibitive and promotive voice (Liang, Farh, & Farh, 2012). According to ethical theory, CSR encourages employees' promotive and prohibitive voices (Wang, Zhang, & Jia, 2019).

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A research conducted by Nair and Sivakumar (2018) found a positive relationship between WPS and ethical climate. According to ethical climate theory WPS can be considered as a mediator between CSR and voice behavior. On the other side, it is significant to understand how a firm can motivate their employees to participate in promotive and prohibitive voice behaviors (Wang et al., 2019), particularly, employees' green voice behavior, which has not been studied in the literature. That is one of the main objectives of the present research study. Moreover, the current literature and empirical studies show that despite of recognition of the motivational role of CSR and spirituality, the use of both terms together is limited in tourism and hospitality literature (Rahmawati, Jiang, Law, Wiranatha, & DeLacy, 2019).

According to what was mentioned earlier, this dissertation aims to test the relationship among CSR, WPS, and employees' GVB (promotive and prohibitive) by developing a conceptual model. This study examines these items in detail: (1) the relationship between CSR and WPS; (2) the impact of WPS on employees' GVB (promotive and prohibitive); and (3) the role of WPS as a mediator between CSR and employees' GVB (promotive and prohibitive). Past works of literature, studies, and theories are used for hypothesis development. Hypotheses are tested through data collection from samples of five-star hotels' customer-contact employees (CCE) and their immediate supervisors in Northern Cyprus.

## 1.4 Contribution of Thesis

This dissertation adds to the recent knowledge of CSR from several aspects. The importance of CSR practices will be mentioned in the tourism and hospitality industry and the positive effect of CSR actions on the green pro-environmental job outcomes will also be explained, accordingly. The contribution of CSR activities on the hotel

industry's deal against environmental problems will be highlighted by explaining how CSR activities can reduce the negative impacts of hotel industry on the environment. The significant role of WPS in tourism and hotel industry will be emphasized. Past studies examined the significant position of WPS in organizational sustainability and pro-environmental activities in accommodation and hospitality sector (Rezapouraghdam et al., 2018; Rezapouraghdam et al., 2019). This thesis improves the current literature of WPS by proving the encouraging influence of WPS on employees' proactive green behavior in the hotel firms; and the role of CSR as an antecedent for WPS. The link between CSR and WPS has been emphasized in the literature, but still needs more empirical studies and it is essential to consider this relationship in other contexts (Rahmawati et al., 2019). The influential role of spirituality in CSR activities was proved before (Bera, Behera, Patnaik, & Chatterjee, 2015). Evidence from prior studies have shown motivational role of spirituality in CSR implementation (Ketola, Sharma, & Agarwal, 2009; Pruzan, 2008). There is not enough study in the field of CSR and spirituality in tourism context, and considering the extended literature, more research is needed in this field (Rahmawati et al., 2019). Very few works have studied the relationship between CSR and WPS, and the potential impact of CSR on WPS as well. We considered the WPS as a mediator between CSR and GVB (promotive and prohibitive). Such a mediatory effect was examined for the first time in this study.

The opinions and behaviors of the employees have a vital position in the hospitality business (Karatepe, 2013). Employees' green voice behavior was introduced as a novel term in this study. Park and E. Levy (2014) mentioned the importance of the workers' perceived CSR in their actions and the effect of their attitudes on the tourism industry. Despite the importance of employees' behaviors and the positive relation of CSR and

job outcomes, very few studies have examined the employees' behavioral outcomes in their CSR related studies in the tourism sector. Based on CSR and employees' attitudes, the latest studies have focused on outcomes like workers' perceptions of CSR (Tsai et al., 2012), organizational citizenship behavior (Fu et al., 2014), intention to leave career (Chiang, 2010; Lee, Lee, & Li, 2012), work-life quality (Kim et al., 2018), work engagement, career satisfaction, and voice behavior in aviation industry (Ilkhanizadeh & Karatepe, 2017), obligation to organization (Fu et al., 2014), affective commitment, and organizational innovative behavior (Wang, 2014), innovative behavior and intention to stay in the firm (Park, Lee, & Kim, 2018), emotional exhaustion (Raub & Blunschi, 2014), organizational identification (Fu et al., 2014; Park & E. Levy, 2014) and citizenship commitment to the environment (Tuan, 2018). Despite the importance of employees' behaviors in the tourism and hospitality industry (Karatepe, 2013) and the positive effects of CSR and employees' supportive behaviors (Tuan, 2018), employees' environmentally supportive voice behavior has not been studied yet. Thus our study tries to meet this gap through examining the effect of CSR on GVB. Another contribution of this study is using a time separation and supervisor questionnaire in order to reduce the risk of common method bias. Self-administered surveys of behavioral research in the hospitality industry enjoy the potential to face bias-variance of common method. Such a variance is ascribable to the error occurred in the systematic measurement rather than research hypotheses characterized by the measures (Bagozzi & Yi, 1990). Podsakoff, MacKenzie, Lee, and Podsakoff (2003) suggested time lag to decrease biases of common method.

## 1.5 Methodology of the Thesis

The conceptual model of this dissertation presented and tested via deductive reasoning which is related to theory-testing method that begins by confirmed theory and then

attempts to examine if the theory fits a particular instance or not (Hyde, 2000). The target group was sampled based on judgmental sampling. This method is an unlikely selection method that the models signifying the interest populace in the best way, are selected (Churchill, 1995). Our sample was CCE of the five-star hotels in Northern part of Cyprus Island. This method is an unlikely selection method in which samples that best represent the population of interest are selected.

Data collection were handled with one- week time separation. Employee's perception toward CSR was measured by Time I questionnaire and Time II survey used to measure WPS. Employee's engagement in GVB (promotive and prohibitive) was rated by their supervisors. The Time I, Time II, and supervisor questionnaires were self-administrated. Online data collection method was used due to the novel Coronavirus (COVID-19) epidemic situation. Questionnaires sent to responders' electronic mail (email) addresses via an online data collection system. This way of data collection used in the past studies as well (Chang & Busser, 2019; Paterson, Luthans, & Jeung; 2014). Measurement items were obtained from various studies (Su & Swanson, 2019; Liang et al., 2012; Milliman, Gatling, Kim, 2018). This study scaled the measurements criteria of the online surveys of the Time I, and II questioners from 1 to 7 (1 = strongly disagree to 7 = strongly agree), and each item in the supervisor's questionnaire was assessed by a five-point scale (1 = strongly disagree to 5 = strongly agree).

Local language of the Northern part of the island is Turkish. In this study, the surveys were prepared primarily in English, but since the local language in the field of study was Turkish, therefore, surveys were translated. The method of back-translation used to avoid any mistake (McGorry, 2000). Understandability of the items was checked by

pilot study, there were not any misunderstanding, and hence, no change was made in them.

Frequency analysis was used for the presentation of respondents' profile. The measurement model was assessed with confirmatory factor analysis (Anderson & Gerbing, 1988). Confirmatory factor analysis enabled us to report evidence of convergent validity (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988). Discriminant validity was tested with the results regarding the correlations of the variables (Yavas, Karatepe, Babakus, & Avci, 2004). Coefficient alpha was used to report the reliability of each scale. This was followed by the test of the associations with structural equation modeling. The Sobel test was used for the confirmation of the mediating effects.

The following fit indices were used: "$\chi^2/df$, comparative fit index (CFI), parsimony normed fit index (PNFI), standardized root mean square residual (SRMR), and root mean square error of approximation (RMSEA)".

## 1.6 Thesis Organization and Structure

Seven chapters were presented in the present study. First chapter introduces the research philosophy, statement of the problem, aims of the thesis, contribution of the study, and the proposed methodology. Chapter two reviews the literature of stakeholder, social information processing, ethical climate theories. Chapter two is followed by literature review of the environmental issues and CSR activities in hospitality, CSR, WPS (indictors: 1. meaningful work (MW), 2. sense of community (SC), and 3. alignment with values (AV)), and GVB (promotive and prohibitive). Chapter three consists of data related to the research hypotheses. The conceptual model will be offered in this chapter. The research hypotheses are developed based on

stakeholders, social information processing, ethical climate theories, and previous studies. The research methodology is presented in chapter four. Chapter four provides detailed evidences of deductive approach, method and sample, measurements, plus the data analysis. The next chapter contains data on results of this study based on the respondents' profile, measurement model, and test of the hypothesized model. Chapter six has summarized findings of the study, providing theoretical and practical implications and introduces limitations and suggests for future studies. Finally, chapter seven has concluded the study.

# Chapter 2

# LITERATURE REVIEW

This chapter presents some evidences on the three theoretical grounds of the study, which are stakeholder, social information processing, and ethical climate theories. These three theories strengthen the connections among variables of the study. This chapter is followed by literature review of environmental issues and CSR activities in hospitality industry, CSR, WPS (indictors: 1. MW, 2. SC, and 3. AV), and GVB (promotive and prohibitive).

## 2.1 Theoretical Framework

Theories give meaning to study and strengthen the idea. Theoretical framework is one of the most important parts of a research, playing a blueprint role in the study and helping better understanding of various concepts and ideas in the literature (Osanloo & Grant, 2016). This study uses stakeholder, SIP, and ethical climate theories to help understanding and strengthening the connections among the dependent and independent variables of the study.

### 2.1.1 Social Information Processing (SIP) Theory

Salancik and Pfeffer (1978), defined the SIP theory "… individuals, as adaptive organisms, adapt attitudes, behavior, and beliefs to their social context and reality of their own past and present behavior and situation" (p. 226). The workplace of employees' is a social environment. Employees get cues related to attitudes, desires, requirements and acceptable motives for actions (Salancik & Pfeffer, 1978). By considering the nature of their workplace, they put cues as a part of the puzzle together

to develop their attitudes and perceptions, and interpret events (Aryee et al., 2012). Subsequently, it is possible to realize employees' behaviors by considering the social environment in which these actions takes place and are adapted (Salancik & Pfeffer, 1978).

WPS is related to having an employee-friendly environment that raises and supports the spirit of employees (Pandey, Gupta, & Arora, 2009; Rezapouraghdam et al., 2018). An employee-friendly workplace sends signals to employees that the corporation raises and supports their welfare and motivates them to display proactive behaviors contributing to the well-being of the corporation and community (e.g., green voice behavior).

### 2.1.2 Stakeholder Theory

Every group or person that can influence or is influenced by organization's goals achievement is stakeholders (Freeman, 1984). According to the stakeholder theory, organizations take CSR-related activities to influence several stakeholders such as the society, employees, clients, and shareholders (Freeman, 1984). External stakeholders are customers, state authorities, environment, civil society businesses, and the community and the internal ones are staffs, employees, managers, and firm partners (Gürlek et al., 2017). The most important approach for explaining the CSR actions of a firm is stakeholders approach (Gürlek et al., 2017; Jamali, 2008). CSR can be related to the stakeholder theory, which debates that firms should try in line with well-being of other interested parties in addition to owners and investors, like employees, clients, suppliers, society, and the natural environment (Barnett, 2007). CSR is what organizations apply to satisfy their internal and external stakeholders (Paek, Xiao, Lee, & Song, 2013). In other words, CSR can be subdivided into organizations' social responsibility for each stakeholder including employees and the environment. It seems

that justice, responsibility, ethics and principles, and respect are the main leading values for a socially responsible firm (Folger, 2001). A fair treatment of a firm toward all different types of its stakeholders improves the perceived personal organizational fit by employees and employees perceive a similarity between their own and the firms' values (Bouraoui, Bensemmane, Ohana, & Russo, 2019). CSR, accordingly, boosts employees' alignment with the organizational values; engaging in a valuable job, increasing employees' sense of meaningfulness, encouraging the employees to care for others (coworkers) in the organization and improving SC. Employees' positive attitudes such as AV, MW, and SC develop the WPS. Employees' perceived WPS motivates them to display proactive behaviors that contribute to well-being of the organization and community (e.g., green voice behavior).

**2.1.3 Ethical Climate Theory**

Ethical climate states common opinions about the ethically right behaviors and the correct way of handling ethical issues (Victor & Cullen 1987). An ethical climate is generated when workers accept that there are behavioral patterns or ethical reasoning set in the firm and that they are the expected standards in decision-making process (Martin & Cullen 2006). The other/and self-focused climates were accepted as the two types of mentioned subject. The other-focused climate is about prioritizing the welfares and interests of other people (like firm's affiliates and the community at broad sense) during ethical deciding (Arnaud 2010; Arnaud & Schminke 2012). Contrariwise, a self-focused climate is about prioritizing to maximize self-interests and welfare during ethical decision making process (Arnaud 2010; Arnaud & Schminke 2012). Consequently, CSR can affect and raise employees' other-focused climate perceptions (Wang et al., 2019). CSR represents the main foundations of signals that affect the employees' decision toward the ethical nature of the firm (Bauman & Skitka,

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2012) and thus it may affect WPS. According to the ethical climate theory, CSR also encourages employees' promotive and prohibitive voices (Wang et al., 2019). A positive relationship was found between WPS and the ethical climate in the past research (Nair & Sivakumar, 2018). Accordingly, CSR initiatives and WPS may lead to employees' GVB (promotive and prohibitive) through ethical climate. By using stakeholder theory we hypothesized the positive effects of CSR on WPS and by using SIP theory we hypothesized the positive effect of WPS on GVB (promotive and prohibitive). CSR encourages employees' GVB (promotive and prohibitive) through ethical climate, a positive association among WPS and the ethical climate have been demonstrated in the previous studies; thus, WPS works as a mediator in the relationship between CSR and GVB.

## 2.2 Environmental Issues and CSR Activities in Hotels

The economic contribution of the hotel industry has led to ignorance of its environmental damages (Erdogan & Tosun, 2009; Ghaderi et al., 2019). Energy consumption, non-durable products, excessive use of water by hotel firms cause damage to the environment (Punitha & Rasdi, 2013). Accordingly, it is essential to understand how hoteliers are caring about the environment (Punitha & Rasdi, 2013). CSR strategies have a great role in minimizing the damages caused by hotel companies to the environment, society, and culture and increasing their positive effects (Gürlek et al., 2017). Hotel enterprises implement such CSR initiatives as caring about the environment, historical and cultural heritages, protecting society, replacing energies which are renewable instead of non-renewables, contributing in charity groups, supporting employee rights, offering career opportunities and guaranteeing the salary for employees (Guerrero-Villegas, Sierra-García, & Palacios-Florencio, 2018; Gürlek & Tuna, 2019). CSR strategies are applied by hotel companies to guarantee the

sustainability in terms of social and natural environment and supporting the consumers and employees (Gürlek & Tuna, 2019; Suárez‑Cebador et al., 2018). By growing interests in CSR, leading companies in various industries, implement CSR strategies and rely on CSR (Song & Kang, 2019). They apply diverse CSR initiatives based on on the area and industry they are active in; each sector needs its special strategy because of different goals (Gürlek et al., 2017). One of the strongest reasons for implementing CSR by hospitality industries is decreasing negative impacts of the sector on the environment (Gürlek et al., 2017). Hospitality companies are engaged in CSR activities like corporate philanthropy, supporting and caring programs, and green marketing (Kim, Kim, & Mattila, 2017; Luo & Bhattacharya, 2006). For example, most of the international hotel firms like Marriott International, Hilton hotels group, and Accor have applied CSR actions such as recycling, water and energy-saving, and public involvement (Ghaderi et al., 2019; Kucukusta, Mak, & Chan, 2013). Marriott hotel group provide information related to their CSR plans on their website as below:

> "Today, business plays an increasingly critical role… in taking on our world's most pressing social, environmental and economic issues. With our size and scale, we have a global responsibility and a unique opportunity to be a force for good. Guided by our 2025 Sustainability and Social Impact Goals, as well as the UN Sustainable Development Goals, we commit to creating positive and sustainable impact wherever we do business." (Marriot Hotel, 2020).

## 2.3 Corporate Social Responsibility

The topic of CSR is one of the most popular research areas, which has attracted researchers' and academicians' attention in recent decades. CSR includes activities and actions that a firm conducts to affect the environment and society (Su, & Swanson, 2019). Initially, CSR was known as responsibility to society, which is related to caring about ideals and perceptions of individuals, who deal with the organization (Carroll, 1999). The concept appeared since 1950 by society's increasing expectations on corporations. Nowadays, this concept is an ordinary concern in the corporate area

(Kim, Kim, & Mattila, 2017). Several terms such as corporate citizenship or social responsibility, and corporate sustainability represent CSR (Holcomb et al., 2007). The concept emerged decades ago (1950), however scholars still have not reached a consensus on its definition (Carroll, 1999; Kim, et al., 2018; McWilliams, Siegel, & Wright, 2006). Dahlsrud (2008) after analyzing 37 different definitions of CSR, concludes that there is not any general agreement, but there are certain recognized common dimensions. Generally, CSR is about efforts of a firm to improve the welfare of the society and provide benefits for them, directly or indirectly (Islam, Ahmed, Ali, & Sadiq, 2016; Su & Swanson, 2019). Simply it can be defined as activities of an organization to promote the welfare of its shareholders, which contain customers, stakeholders, employees, community, and suppliers (McWilliams et al., 2006). Bowen and Johnson distinguished CSR as attempts "to pursue policies, to make the decisions, or follow those lines of action which are desirable in terms of the objectives and values of our society" (1953, p. 6). CSR is defined by the World Business Council for Sustainable Development (WBCSD, 2017) as the obligation of businesses to consider and donate sustainability in economic growth by improving life quality to its employees and their relatives as well as to the society and community through collaboration with them. Aguinis defined CSR as "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance" (2011, p. 855). Commission of the European Communities provided a high cited definition of CSR as "concept by which companies integrate social and environmental concerns in their operations and their interaction with stakeholders on a voluntary basis" (2001, p. 366). Since the 1980s, several frameworks have been established to develop the CSR concept. For instance, a need hierarchy framework is developed by Tuzzolino and

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Armandi (1981) for evaluating business needs for CSR, via applying Maslow's need hierarchy model. Four faces were suggested by the description of a 2*2 matrix via Dalton and Cosier (1982); they were responsible, irresponsible, legal and illegal. Carroll (1991) identified four dimensions of CSR by developing pyramid model (i.e. legal, philanthropic economic and ethical). Carroll (1979), as the father of CSR, suggested the more cited definition of the concept. He states socially responsible organizations to meet "economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time" (p.499). Regarding to Carroll's (1979) four dimensions model, the highest level belongs to philanthropic and the economic dimension is placed at the lowest level. The organizations' economic responsibilities for their stakeholders in terms of operational efficiency, competitiveness, productivity, and profitability are related to the economic dimension, while the responsibility of corporation in terms of being good citizens is related to the philanthropic indicator (Carroll, 1991; Kim et al., 2018; Lee et al., 2012). The legal aspect guarantees that the organization perform observing rules and regulations, while the ethical dimension belongs to an organization's considerations of justice and fairness in its activities toward the marketplace (Carroll, 1991; Kim et al., 2018; Lee et al., 2012). The activities, which are not essentially forced by the law but expected by the community are placed in the ethical responsibility category (Carroll, 1991). A businesses' ethical, economic and legal responsibilities are obligatory while philanthropic responsibility and efforts are voluntary; philanthropy comes from the Greek origins meaning 'the love of humanity' (Lee, Choi, Moon, & Babin, 2014). Organizations support wellbeing and goodwill of human and the community by the actions related to the philanthropic elements (Kim et al., 2018).

CSR is related to the activities in organizations, which are usually evaluated by these three approaches: 1. Carroll's approach, 2. sustainable development approach, and 3.

stakeholders approach. Most of the explorers have considered Carroll's (1991) perspective in their CSR studies. The number of scholars who examined the stakeholder theory in their studies is limited (Gürlek & Tuna, 2019; Ko, Chan, & Wong, 2019; Wang, 2014). Regardless of the wide usage of Carroll's (1991) approach in the literature, it is not appropriate for explaining CSR activities of large companies with a great segment of customers and stakeholders (Gürlek & Tuna, 2019; Jamali, 2008). Stakeholder theory is much more suitable for organizations, which target great segments of the community in their CSR activities (Quazi & O'brien, 2000). Organizations must consider socially responsible practices such as minimizing pollution, negative effects on the environment, saving energy and protecting natural resources like water as responsibility to the environment (Benavides-Velasco et al., 2014). Protecting employees' rights, guaranteeing the labor quality, ensuring safety and health, and improving employees' skills are categorized as activities in terms of responsibility to employees (Longo, Mura, & Bonoli, 2005). Keeping customers' rights, informing costumers about products, and producing qualified and safe products are actions in terms of responsibility to consumers (Longo et al., 2005). Improving welfare and living standards of the society, taking part in educational and artistic actions, and doing charity activities are categorized as responsibility to the society (Abaeian, Yeoh, & Khong, 2014).

CSR practices can be considered as a future investment for organizations, so it's important to plan and, manage carefully and evaluate them frequently (Aminudin, 2013). CSR is an effective management tool and a vital component in an investment's success (Aminudin, 2013). There are many studies in the field of external impacts of CSR (Aminudin, 2013). It's confirmed in the literature that from an external view, CSR can affect investors' interests positively, increase customers' intention to buy and

strengthens the relationships with the government (McWilliams & Siegel, 2000). But internal effects and employees' perspectives are neglected in such studies (Aminudin, 2013; Youn, Lee, & Lee, 2018). From an internal view, it was showed that CSR gives a competitive advantage for a business in several aspects (Holcomb et al., 2007). Also, previous researchers have found that CSR initiatives contribute to improvement of the firms' financial performance, and the market value (Luo & Bhattacharya, 2006). Considering the importance of CSR assessments, employees' perceptions of this concept and impacts of CSR on employees have not been, sufficiently, noted by scholars, and most of the prior studies considered consumer or organizational perspectives toward this concept (Fu et al., 2014; Kim et al., 2018).

Numerous studies have suggested that CSR affects the corporations' financial performance significantly in the hospitality business (Ghaderi et al., 2019; Inoue & Lee, 2011; Park et al., 2017). Gürlek et al. (2017) researched the hospitality industry and found the positive effect of CSR on customers' loyalty and their positive corporate imagination. The impacts of CSR on customer's perception (Serra-Cantallops et al., 2018), consumer's loyalty (Su et al., 2015) and customer's evaluation and choice (Su et al., 2017, Bhattacharya & Sen, 2004), and their behavioral intentions (Kim, Song, Lee, & Lee, 2017) and attitudes have been studied in the past studies, widely. The potential effect of CSR implementation on employees attracted less attention in the hospitality literature and it is essential to work on this area in future studies (Su & Swanson, 2019). Despite the importance of employees' behavior and the positive relationship between CSR activities and job outcomes, very few studies have investigated the employees' behavioral outcomes in their CSR related studies in the tourism industry. Su and Swanson (2019) considered the impact of CSR on employees' well-being and their green supportive behavior; findings of their study indicated that

CSR has a positive influence on green behaviors. There are very few studies on CSR and employees' behavior; and no study has been conducted in the field of the employees' GVB (promotive and prohibitive), thus this study going to fill this gap.

## 2.4 Workplace Spirituality

Employees' spirituality at work is one of the most popular issues of workplace in the last decades (Milliman, Czaplewski, & Ferguson, 2003; Shellenbarger, 2000). This concept emerged in the early 1920s. Perceived spirituality and the experience related to it in the place of work are defined as WPS (Ashmos & Duchon, 2000; Pawar, 2009). WPS deals with existence of an employee-friendly environment in place of work, which raises and supports employees' spirit (Pandey et al., 2009; Rezapouraghdam et al., 2018). Spirituality increases the sense of loyalty and responsibility toward the corporation (Afsar & Badir, 2017; Rego & e Cunha, 2008). Karakas (2010) mentioned in his study that there are 70 various definitions of spirituality. One of them belongs to Petchsawang and Duchon (2009), they defined WPS "is about feeling connected with and having compassion toward others, experiencing mindful inner consciousness in the pursuit of meaningful work and that enables transcendence" (P. 461). In a similar definition, Milliman et al. (2003) defined WPS as the effort to discover one's eventual goal in life, to improve the connection with colleagues and stakeholders, and to establish a relationship between one's own beliefs and the corporation's principles. WPS is about discovering harmony among individuals' self, society, and environment (Pandey & Gupta, 2008). Ashmos and Duchon (2000) describe WPS as "… the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community" (p. 137). WPS has a positive effect on employees' sustainable behavior by meeting their spiritual needs (Rezapouraghdam et al., 2019). Despite the growing literature on WPS in the last decades,

there are gaps yet; for example, most of the studies have considered individuals' personal spiritual experiences at the workplace (Konz & Ryan, 1999), rather than the impact of WPS on individuals' behaviors and attitudes at the work (Milliman et al., 2003). The number of studies directly investigating the link between CSR and WPS is limited (Rozuel, 2013); this gap is the same from the tourism and hospitality perspective and investigation of this relation is limited (Rahmawati et al., 2019). Scholars considered the role of spirituality in CSR in few studies to date (Fry, Vitucci, & Cedillo, 2005; Lips-Wiersma & Nilakant, 2008). The core intention of WPS literature is based on having personally meaningful types of experiences at the workplace for employees, rather than only doing duties at the workplace (Milliman, Gatling, Kim, 2018). According to Konz and Ryan (1999), due to a radical change in the nature of the work, individuals are searching for a meaningful and beneficial work in the society and community rather than just earning money. Merely earning money is not attractive to them anymore.

Sense of transcendence, linking to a senior power or others, being beneficial to humanity and others, having expressive and meaningful work, the experience of an individual's "authentic" nature, and belonging to an ethical corporate are types of the spiritual workplace's experience (Milliman, Gatling, & Bradley-Geist, 2017; Milliman et al., 2018). Based on Ashmos and Duchon (2000) research, WPS includes three dimensions as MW, SC, and AV.

## 2.4.1 Meaningful Work

Sense of transcendence, connection to a senior power, and experiencing a sense of purpose and meaningfulness in an individual's work are fundamental parts of spirituality at the workplace; this dimension is related to the individual level of employees' daily interactions at work (Milliman et al., 2003). Employees understand their potential of humanity through MW (Petchsawang & Duchon, 2009). From the

spiritual perspective, work is not just referred to be challenging or attractive and interesting, it is about expressing individual's inner life desires by searching for the meaning at work and seeking for a deeper meaning, reason, and purpose; it is about contributing with others and experiencing one's vision (Ashmos & Duchon, 2000; Milliman et al., 2003). People, who experience a high level of meaningfulness, will recognize what gives meaning to their works and will understand once their spirit is strengthened by their work (Zhang, 2020).

**2.4.2 Sense of Community**

Having a deep relationship and connection with others is an important dimension of WPS, which is referred to the SC (Ashmos & Duchon, 2000). This dimension is related to the employees' behaviors and reactions with their co-workers, and occurring at the group level of people (Milliman et al., 2003). It is about emotional, psychological, and spiritual connection of the employees with each other (Neal & Bennett, 2000), and feeling comfortable in the society (Garg, 2017). Based on this dimension, people see a relationship between one's inner self and the other's, and feel connected to each other (Milliman et al., 2003). Common values, sharing responsibilities, supporting, advising and friendships, freedom of expression, empowerment and engorgement, development, caring, and shared visions are elements that could develop the SC (Garg, 2017; Naylor, Willimon, & Österberg, 1996). Employees value firms, where they feel themselves as a part of a community (Garg, 2017; Miller, 1998). Employees, who perceive a high level of a SC are pleased and satisfied with being a part of their firm (Zhang, 2020). Employees' well-being relies on the organization; they feel like a part of a family and care about that, they contribute to behaviors that benefit the firm (Zhang, 2020).

### 2.4.3 Alignment with Values

This dimension is related to the relationship between one's personal values and the organizational purposes and values (Joelle & Coelho, 2019). AV subsumes the interaction of workers with superior organizational purposes (Milliman et al., 2003). There is a link between the goals and interests of individuals and the purpose of the firm so that if the firm fulfills its goal, individuals reach their purpose as well (Zhang, 2020). This dimension concerns the desire of employees to work in a place that has higher purposes of working in an organization that seeks to act ethically and contributes to the welfare of employees, consumers, stakeholders, and society more than a typical organization (Ashmos & Duchon, 2000; Milliman et al., 2003). Employees with a high level of AV consider their firm as an ideal and pleasing place that values their sprit and hence, they are proud of this (Zhang, 2020).

## 2.5 Green Voice

Van Dyne and LePine (1998) described voice behavior as "…making innovative suggestions for change and recommending modifications to standard procedures even when others disagree" (p. 109). Accordingly, we define green voice behavior as proactively making innovative and constructive suggestions for issues that may improve the environmental operations and procedures of the work unit even if opposing opinions exist. Voice is a reflection of thoughtful decisions of the employees' who are aware of the positive and negative effects of speech up (Morrison 2011; Wang et al., 2019). Studies proved that employees encouraged to express their ideas when they notice that this activity is an influential and low risk behavior (Morrison 2011). Voice may bring positive consequences, like visibility at workplace, but it is hard to deliver because of its challenging nature (Liang et al., 2012). Ilkhanizadeh and Karatepe (2017) conducted a research in the airline industry and utilized voice

behavior as one of the behavioral outcomes of CSR. In another study in the field of hotel industry, Kaya and Karatepe (2020) mentioned the importance of encouraging employees to show voice behavior for an organization to get a competitive advantage. Employees' voice behavior is important and critical, because it helps an organization to optimize procedure and promote efficiency (Gollan & Wilkinson, 2007; Janssen & Gao, 2015; Song et al., 2019). Nevertheless, employees may not be enthusiastic to display voice behavior as it can generate both negative and positive aftereffects to them (Morrison & Milliken, 2000). Morrison (2011) technically defined employees' voice as discretionary and flexible verbal communication of opinions, ideas, and suggestions about work-related issues by the intention to improve organizational or component function. Voice behavior is about employees' tangible oral behavior through 'speaking up' by constrictive and helpful ideas that seek to adjust or improve the status quo (Rees, Alfes, & Gatenby, 2013). Since employees state their ideas, opinions, and suggestions with the hope of an improvement in the corporation, voice behavior is considered as a type of citizenship behavior (Van Dyne & LePine, 1998). Employee voice behavior involves two dimensions: prohibitive and promotive voice (Wang et al., 2019). Even after effective work by Liang et al., (2012) which emphasized the substantial difference between the prohibitive (the term related to problematic and challenging work behaviors) and promotive (the term referring to the new and novel ideas or recommendations to improve the organization or a group function) dimensions of voice, just a few researchers considered this difference in their studies (Jada & Mukhopadhyay, 2019). Limited studies to date have used Liang's (2012) "promotive–prohibitive voice framework" in their literature of voice (Qin, DiRenzo, Xu, & Duan, 2014; Song et al., 2019). The majority of scholars did not consider the differences between promotive and prohibitive voices and most of them focused only on the

promotive voice (Svendsen, Unterrainer, & Jønsson, 2018). Therefore, it is essential to understand how firms can motivate workers to speak up and use their voices (promotive and prohibitive) (Wang et al., 2019). Even though the two forms of voices have a common target of benefiting the group (Kong, Huang, Liu, & Zhao, 2017), still there are significant differences between them (Song et al., 2019).

## 2.5.1 Prohibitive

Prohibitive voice refers to the term related to problematic and challenging issues at work activities, which are destructive to the organization (Liang et al., 2012). Prohibitive voice is past-oriented and expresses current problems (Svendsen, Jønsson, & Unterrainer, 2016). It is a way of expressing the employees' dissatisfactions at work (Avery & Quiñones, 2002) and to identify and discover the existing problems (Lin & Johnson, 2015). This mode of voice is problem-oriented and prevention-focused; it targets to prevent damaging factors and defend the group against them without essentially offering obvious solutions or novel suggestions (Liang et al., 2012). There is an association between prohibitive voice and employees' performance; prohibitive voice enhances the employees' performance (Song et al., 2019). Based on the aforementioned literature and referring to the study of Liang et al (2012) green prohibitive voice can be described as advising coworkers against unfriendly manners that would hamper environmental performance of the hotel.

## 2.5.2 Promotive

Promotive voice refers to the term of new and novel ideas or recommendations to improve the organization or a group's function. This mode of voice is suggestion-oriented, and it aims to express novel suggestions and obvious solutions to improve group function; there is a good intention behind the promotive voice (Liang et al., 2012). The purpose of a promotive voice is to reach the ideal state and it is future-

oriented (Mo & Shi, 2018; Qin et al., 2014; Svendsen et al., 2016). Employees' promotive voice is promotion-focused and likely to stimulate divergent and innovative thoughts about the new possibilities, which were not considered before (Li, Liao, Tangirala, & Firth, 2017; Wong, Kray, Galinsky, & Markman, 2009). Based on the aforementioned literature and referring to the study of Liang et al's (2012) green promotive voice is described as proactive developments and suggestions making for issues that may influence the environmental decisions of the hotel.

# Chapter 3

# RESEARCH HYPOTHESIS

## 3.1 Study Model

The conceptual model and probable hypotheses of the present dissertation have been represented in Figure 1. CSR was considered as independent variable, previous studies proved that CSR affects job outcomes positively. Specially, WPS plays a mediator role in the proposed model. GVB (promotive and prohibitive) is the dependent variable.
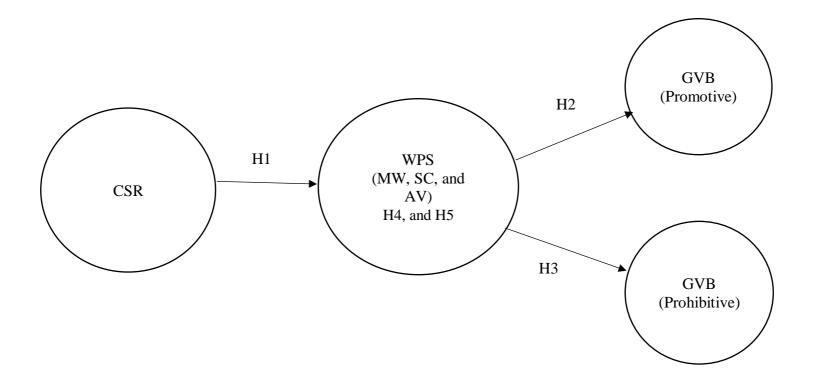
Figure 1: Conceptual Model

## 3.2 Hypothesis

### 3.2.1 Corporate Social Responsibility and Workplace Spirituality

Rahmawati et al., (2019) investigated the relationship between CSR and WPS in Balinese tourism. They conclude that there is a significant link between spirituality and CSR. Based on Ashmos and Duchon's (2000) research, WPS includes three dimensions, namely, MW, SC, and AV. Outcomes of a study by Hackman and Oldham (1976) indicated that there is a positive relationship between hotel employees' perceived MW and the CSR initiatives offered in the organization. In another study, results showed that CSR initiatives meet frontline employees' MW needs in the service industry (Kim, Kim, Lacey, & Suh, 2018). CSR initiatives strengthen the harmony between organizational values and employees' personal values (Srisuphaolarn & Assarut, 2019), thus, employees feel aligned with organizational values. D'Aprile and Talò (2015), stated that CSR actions by firm's professionals, develop employees' SC. Employees' perceived MW, AV, and SC result in development of WPS.

CSR can be related to stakeholder theory, which debates that firms should effort in line with the well-being of other interested parties in addition to owners and investors like employees, clients, suppliers, society, and the natural environment (Barnett, 2007). A fair treatment of a firm toward all different types of its stakeholders improves the perceived personal organizational fit by employees and employees perceive a similarity between their own and the firms' values (Bouraoui et al., 2019). Accordingly, CSR boosts employees' alignment with organizational values; engaging in a valuable job increases the employees' sense of meaningfulness, and CSR encourages employees to care for others in the organization (coworkers) and improve the SC. Employees' positive attitudes such as AV, MW, and SC develop WPS.

Previous studies examined spiritual leadership (Afsar, Badir, & Kiani, 2016), transformational leadership (McKee, Driscoll, Kelloway, & Kelley, 2011; Majeed, Nor, & Mustamil, 2017), ethical climate (Haldorai, Kim, Chang, & Li, 2019), leaders' humility (Naseer, Syed, Nauman, Fatima, Jameel, & Riaz, 2020), mindfulness meditation (Petchsawang & McLean, 2017), corporate philanthropy (Ke, Qiu, Jiang, 2015) as predictors for WPS. In spite of the mentioned literature and the theory which supports their relationship, no research has investigated the CSR as a predictor of WPS until now.

Thus, according to the previous studies, and stakeholders theory we developed the following hypothesis:

H1. CSR positively influences hotel employees' WPS.

### 3.2.2 Workplace Spirituality and Employee Green Voice (Promotive and Prohibitive)

Pandey and Gupta (2008) stated that WPS is related to discovering a harmony among ones' self, society, and the environment. There is a meaningful relationship between individuals' spirituality, his environmental awareness and sustainability concerns (Csutora & Zsoka, 2014). WPS donates employees' sprit in different ways, resulting in their attention to the welfare of the community and the environment (Fairholm, 1996). MW enhances the promotive and prohibitive voice of employees (Chen, Wang, & Lee, 2018). WPS improves the sense of connectedness and harmony among the employees and also develops a SC (Ashmos & Duchon, 2000), which in turn encourages employees to go beyond of their personal responsibilities and exhibit prosocial behaviors to protect the society and environment (Boyd & Nowell, 2014). Previous studies showed that WPS results in employees' pro-environmental behavior (Afsar et al., 2016; Fatoki, 2019; Latif & Aziz, 2018; Rezapouraghdam et al., 2018),

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and sustainable behavior (Rezapouraghdam et al., 2019). Accordingly, green voice behavior, which is about proactively making innovative and constructive suggestions for issues, may improve the environmental operations and procedures of the work unit even if opposing opinions exist, is affected by WPS. These behaviors involve two dimensions: prohibitive and promotive voice (Wang et al., 2019). However, although Liang et al., (2012) separated the prohibitive (term used for concerns related to problematic and challenging work behaviors) from promotive (term used for new and novel ideas or recommendations to improve the organization or a group function) very few researchers considered this difference in their studies (Jada & Mukhopadhyay, 2019).

WPS is related to the existence of an employee-friendly environment at the place of work, which raises and supports employees' spirit (Pandey et al., 2009; Rezapouraghdam et al., 2018). Employees' workplace is a social environment. According to SIP theory, employees get cues related to attitudes, desires, requirements and acceptable motives for action (Salancik & Pfeffer, 1978). By considering the nature of their workplace, they puts cues as a part of the puzzle together to develop their attitudes and perceptions, and interpret events (Aryee et al., 2012). Accordingly, WPS sends signals to employees that their organization not only supports employees but also pays attention to the welfare of other stakeholders (environment and community). Such perception motivates employees to display proactive behavior that contributes to the well-being of the organization and community (e.g., green voice behavior). Therefore, employees' perceived WPS motivates them to display proactive behaviors to donate the welfare of the organization and community (e.g., green voice behavior).

Thus, according to the past studies, and SIP theory following hypotheses were developed in the present study:

H2. WPS, as manifested by (MW, SC, and AV), will increase hotel employees' promotive green voice.

H3. WPS, as manifested by (MW, SC, and AV), will increase hotel employees' prohibitive green voice.

### 3.2.3 Workplace Spirituality as a Mediator

Hotels are an important and vital part of tourism industry, major consumers of energy and water, and therefore they cause more damage to the environment than other servicing companies (Punitha, Rasdi, 2013; Rezapouraghdam et al., 2019). CSR strategies play a key role in minimizing the damages caused by hotel companies to the environment, society, and culture, increasing their positive effects (Gürlek & Tuna, 2019). Every socially responsible corporation with the purpose of enhancing environmental awareness has to encourage its staff to join in sustainable and green behaviors to reach its' environmental purposes (Zientara & Zamojska, 2018). According to De Roeck and Farooq (2018), employees' green actions contains participation in green movements, such as measurements taken in a green manner (e.g., recycling, responsible management of resources, support the environmental movements, determining more sustainable strategies). Employees' voice behavior is important and critical (Song et al., 2019) because it helps an organization to optimize developments and promote efficiency (Gollan & Wilkinson, 2007; Janssen & Gao, 2015). Employees' voice behavior involves two dimensions of prohibitive and promotive voice and it is important to realize that how firms could motivate their employees to use their voices (promotive and prohibitive) (Wang et al., 2019).

CSR enterprises affect employees' green and pro-social behaviors to decrease the harm and increase the benefits to the environment (De Roeck & Farooq, 2018). CSR creates an ethical climate and employees' perceptions toward CSR, which positively affect their perceptions toward ethical climate (Hansen, Dunford, Alge, & Jackson, 2016). Common attitudes toward ethically right actions and the correct way for handling the ethical issues are defined as ethical climate (Victor & Cullen 1987). An ethical climate is generated when workers accept that there are behavioral patterns or ethical reasoning that have been set in the firm and they are the expected standards in the decision-making process (Martin & Cullen 2006). The other-focused climate is about prioritizing the welfares and interests of other people (like firm's affiliates and the community at large) during ethical decisions (Arnaud 2010; Arnaud & Schminke 2012). Contrariwise, a self-focused climate is about ordering the self-interests and tend to maximize self-welfare during ethical decision making (Arnaud 2010; Arnaud & Schminke 2012). Consequently, CSR could affect and raise employees' perceptions toward other-focused climate (Wang et al., 2019). According to ethical climate theory, CSR encourages employees' promotive and prohibitive voices (Wang et al., 2019).

When employees are employed in a workplace, where CSR increases their welfare, then they are encouraged to contribute to the firm with such activity as voice behavior (Ilkhanizadeh & Karatepe, 2017). Voice can bring positive consequences, but it is hard to deliver because of its challenging nature (Liang et al., 2012). Former works have shown that workers tend to voice out when they notice that speaking is a low-risk and useful behavior (Morrison 2011). CSR can reduce the observed risks by workers regarding speaking up (Wang et al., 2019). Thus, promotive and prohibitive voices will be improved (Morrison 2011; Liang et al. 2012). CSR sends signals that the organization value employees' recommendations and suggestions, encouraging the

employees to exhibit two types of their voices (Wang et al., 2019). It is essential to understand how CSR boosts employees' voices, since it assists to understand how firms can practice employee's voice encouragement (Chamberlin, Newton, & Lepine, 2017).

On one hand, CSR initiatives predict WPS and have a positive effect on employees' promotive and prohibitive voice behavior, on the other hand, WPS predicts GVB (promotive and prohibitive); accordingly, WPS tends to play a mediator role between CSR and GVB (promotive and prohibitive). Previous studies placed WPS as mediator in the association of various predictors and outcomes (Haldorai et al., 2019; Ke et al., 2015; Majeed, Nor, & Mustamil, 2017; Naseer et al., 2020; Petchsawang & McLean, 2017). Various studies considered some dimensions of WPS as a mediator among CSR and job outcomes. For example, Raub and Blunschi (2014) mentioned that MW could mediate the relationship between CSR and organizational outcomes. Another research by research by Supanti and Butcher (2019), showed that CSR has a positive effect on employees' desirable behaviors by mediator role of MW. However, no study has considered WPS as a mediator of the association between CSR and GVB (promotive and prohibitive).

Previous research has asserted the relevance of WPS to ethical climate (Nair & Sivakumar, 2018; Haldorai et al., 2019). Accordingly, WPS may mediate the association among CSR and GVB (promotive and prohibitive) through ethical climate it creates. Based on the literature and ethical climate theory, CSR encourages employees' voice behavior (promotive and prohibitive) and WPS which is a likely outcome of CSR leads to prosocial behaviors. Thus, we can hypothesize that WPS has

a likely mediating role in the association between CSR and GVB (promotive and prohibitive).

Despite the aforementioned literature and theories which strengthen this association, to date, no study has tested this relationships and the following proposed hypotheses: H4. WPS, as manifested by (MW, SC, and AV), mediates the positive effect of CSR on hotel employees' promotive GVB.

H5. WPS, as manifested by (MW, SC, and AV), mediates the positive effect of CSR on hotel employees' prohibitive GVB.

# Chapter 4

# METHODOLOGY

This part delivers detailed information about how the study was conducted. The main contents of this chapter are related to the research design and the research questions used in the thesis. Moreover, the samples of the research along with data collection procedures are available in this section. Finally, the data analysis will be described at the end of the chapter.

## 4.1 Deductive Reasoning

Deductive reasoning is related to theory-testing method that begins with confirmed theory and then attempts to examine if the theory fits a particular instance or not (Hyde, 2000). Deductions are tested via an empirical study to see if the proposed theory is supported or not (Graziano & Raulin, 1993). Therefore, the present dissertation uses SIP theory (Salancik & Pfeffer, 1978), stakeholders theory (Freeman, 1984), and the ethical climate theory (Victor & Cullen 1987, 1988) as the main theoretical frameworks along with suggestions adopted from the past works of the literature, and other studies for hypothesis development and understanding the relations among the variables.

This thesis investigates the following relationships: (1) the relationship between CSR and WPS; (2) the impact of WPS on employees' GVB (promotive and prohibitive); and (3) the role of WPS as a mediator between CSR and employees' GVB (promotive

and prohibitive). Five-star hotels' frontline employees and their immediate supervisors in Northern Cyprus were considered as the sample of the present study.

## 4.2 Procedure and Sampling

Frontline workers employed in the five * hotels in Northern Cyprus were selected using judgmental sampling method, it is a non-probability selection method where the qualified samples are nominated, representing the interest in the best way (Churchill, 1995).

Due to the novel Coronavirus (COVID-19) epidemic situation all around the world, we employed online data collection method. Online data collection practice was implemented in many studies before in the literature (Chang & Busser, 2019; Paterson et al., 2014). Online data collection has several advantages (e.g. lower cost, technology improvement, easy data entry, etc.) (Granello & Wheaton, 2004); and it is much more sustainable than using papers.

While doing data collection for this research, 23 five-star hotels were exists in Northern Cyprus. Six of them accepted our invitation to participate in the study. In collaboration with human resource management of the hotels, the email addresses of 213 full-time employees were obtained. Survey participants were then received the link of Time I questionnaires (evaluating CSR) coded with a unique 3-digit identification number in their emails. One hundred eighty six completed responses returned to the researchers who sent back the second link of Time II questionnaires (measuring WPS) after a one week time lag to the same individuals who participated in the first phase of the study. At this stage, 142 completed questionnaires were sent back to the researchers. Finally, separate links including coded questionnaires

measuring employees' green voice behavior were sent to 34 supervisors who have already provided the email addresses of their employees. The response rate for the survey was 67%. The employees and the supervisors' surveys were matched at the end based on the assigned identification code.

To reduce common method variance, data collection were done by using a one-week time lag. Clicking the link, employees were firstly informed that their answers will be used only for academic purposes, there is no correct or incorrect answer and their answers would remain fully anonymous (Podsakoff et al., 2003). They were also informed that their participation is voluntary but encouraged and their managers fully endorsed participation. In order to decrease same method biases, tourism and hospitality scholars took the advantage of time separation in the process of their data collection (Karatepe et al., 2020).

## 4.3 Measurement

Since our study was carried out in Northern Cyprus, the back-translation method was applied (McGorry, 2000). Regarding this method, the questionnaires were prepared in English and turned into Turkish through the abovementioned method. A sample of ten CCE and five supervisors used for pilot study to ensure that there is not difficulty in understanding measurement scales. The results of pilot study showed that all the measurement scales were clear and understandable, so no changes were needed to apply in the survey. The Time I questionnaire was used to measure employees' perceptions toward CSR. CSR was measured by five single questions based on Su and Swanson's (2019) study. Responses to items in CSR were rated on a seven-point scale (1 = strongly disagree to 7 = strongly agree). The Time II questionnaire was designed to measure WPS. Totally twelve items were used to measure WPS based on research

by Milliman et al. (2018). To measure each dimension of WPS (MW, SC, and AV), we used four questions. Items were rated on a seven-point scale (1 = strongly disagree to 7 = strongly agree). Supervisors used a 10-item scale to evaluate their employees' GVB (promotive and prohibitive). These items were taken from the study conducted by Liang et al. (2012). Each of these behaviors was measured with five items. Each item was rated on 1 = strongly disagree and to 5 = strongly agree.

## 4.4 Data Analysis

Frequency analysis was used for the presentation of respondents' profile. The measurement model was assessed with confirmatory factor analysis (Anderson & Gerbing, 1988). Confirmatory factor analysis enabled us to report evidence of convergent validity (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988). Discriminant validity was tested with the results regarding the correlations of the variables (Yavas, Karatepe, Babakus, & Avci, 2004). Coefficient alpha was used to report the reliability of each scale. This was followed by the test of the associations with structural equation modeling. The Sobel test was used for the confirmation of the mediating effects.

The following fit indices were used: "$\chi^2/df$, comparative fit index (CFI), parsimony normed fit index (PNFI), standardized root mean square residual (SRMR), and root mean square error of approximation (RMSEA)".

# Chapter 5

# RESULTS

## 5.1 Subject Profile

Before starting the analysis of data, Shapiro Wilk test was used for the normality of the data. The findings indicated that each p-value was > 0.05, providing evidence of normal distribution of the data.

Sixty-eight (48%) participants were between the ages of 18-27 (Table 1), while 63 (52%) were older than 28 years. Seventy-three (51%) participants were male and 69 (49%) were female. Thirty-five (25%) participants reported having four-year college degrees, while five (45) had graduate degrees. Ninety-one (64%) participants had two-year college degrees.

The majority of the employees had worked for the organization from 1 to 5 years. Twenty-four percent of the employees did not have organizational tenure longer than 1 year.

Table 1: Subject Profile (n = 142)

|  | Frequency | % |
|---|---|---|
| **Age** | | |
| 18-27 | 68 | 47.9 |
| 28-37 | 63 | 44.4 |
| 38-47 | 11 | 7.7 |
| Total | 142 | 100.0 |
| **Gender** | | |
| Male | 73 | 51.4 |
| Female | 69 | 48.6 |
| Total | 142 | 100.0 |
| **Education** | | |
| Secondary and high school | 11 | 7.7 |
| Two-Year College Degree | 91 | 64.1 |
| Four-Year College Degree | 35 | 24.6 |
| Graduate Degree | 5 | 3.5 |
| Total | 142 | 100.0 |
| **Organizational Tenure** | | |
| Less than 1 year | 34 | 23.9 |
| 1-5 | 92 | 64.8 |
| 6-10 | 15 | 10.6 |
| 11-15 | 1 | 0.7 |
| Total | 142 | 100.0 |
| **Marital status** | | |
| Single or divorced | 84 | 59.2 |
| Married | 58 | 40.8 |
| Total | 142 | 100.0 |

## 5.2 Test of the Measurement Model

The findings of confirmatory factor analysis showed that the six-factor measurement model fit the data well ($\chi^2 = 473.66$, $df = 302$, $\chi^2 / df = 1.57$; CFI = 0.95; PNFI = 0.76; RMSEA = 0.063; SRMR = 0.058). The findings also showed that the standardized loadings were significant. The overwhelming majority of the loadings were > 0.70. For example, the loadings for the items in alignment with organizational values ranged from 0.80 to 0.89. Model fit statistics as well as significant loadings provided evidence of convergent validity (Anderson & Gerbing, 1988).

Table 2: Summary Statistics and Correlations of Observed Variables

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|
| 1. Gender | - | | | | | | | |
| 2. Organizational tenure | -0.135 | - | | | | | | |
| 3. Corporate social responsibility | -0.111 | 0.144 | - | | | | | |
| 4. Meaningful work | -0.056 | 0.113 | $0.657^{**}$ | - | | | | |
| 5. Sense of community | -0.104 | $0.176^{*}$ | $0.595^{**}$ | $0.640^{**}$ | - | | | |
| 6. Alignment with organizational values | -0.106 | 0.148 | $0.727^{**}$ | $0.750^{**}$ | $0.722^{**}$ | - | | |
| 7. Promotive behavior | -0.033 | $0.186^{*}$ | $0.399^{**}$ | $0.334^{**}$ | $0.325^{**}$ | $0.353^{**}$ | - | |
| 8. Prohibitive behavior | -0.079 | 0.141 | $0.453^{**}$ | $0.417^{**}$ | $0.372^{**}$ | $0.445^{**}$ | $0.721^{**}$ | - |
| Mean | 0.49 | 1.88 | 5.94 | 5.89 | 5.84 | 5.63 | 4.04 | 4.16 |
| Standard deviation | 0.50 | 0.60 | 1.08 | 1.00 | 1.13 | 1.17 | 0.92 | 0.78 |

**Notes:** $^{*}p < 0.05$, $^{**}p < 0.01$, two-tailed test

Discriminant validity was checked using the correlations of observed variables. The findings in Table 2 indicated that none of the correlations was greater than 0.90. Hence, there was evidence of discriminant validity (Yavas, Karatepe, Babakus, & Avci, 2004). Coefficient alpha for each observed variable was quite high. That is, coefficient alpha for corporate social responsibility, meaningful work, sense of community, alignment with organizational values, primitive behavior, and prohibitive behavior was 0.89, 0.83, 0.88, 0.91, 0.98, and 0.91.

## 5.3 Structural Model Test Results

The fully mediated model ($\chi^2 = 224.01$, df = 156) was compared with the partially mediated model ($\chi^2 = 218.58$, df = 154) using $\chi^2$ difference test. The findings showed that the fully mediated model had a better fit than the partially mediated model ($\Delta\chi^2 = 5.43$, $\Delta df = 2$, $p < 0.05$). Fit statistics for the fully mediated model was very good: ($\chi^2 = 224.01$, $df = 156$, $\chi^2 / df = 1.44$; CFI = 0.97; PNFI = 0.76; RMSEA = 0.056; SRMR = 0.045).

The current thesis used partial aggregation model, which diminished model complexity and number of parameters (cf. Bagozzi & Heatherton, 1994; Ozturk & Karatepe, 2019). Hence, workplace spirituality was manifested by three indicators, which were meaningful work, sense of community, and alignment with organizational values. As given in Table 3, meaningful work ($\lambda = 0.82$, t = 10.46), sense of community ($\lambda = 0.78$), and alignment with organizational values ($\lambda = 0.92$, t = 12.79) were significant indicators of workplace spirituality.

Table 3: Structural Model: Path Estimates

| Hypothesized relationships | | Estimate | *t*-value |
|---|---|---|---|
| H1 | CSR → WPS | 0.82 | 8.04 |
| H2 | WPS → PRB | 0.40 | 4.63 |
| H3 | WPS → PHB | 0.56 | 5.62 |
| | | Indirect effect | z-value |
| H4 | CSR → WPS → PRB | 0.33 | 4.31 |
| H5 | CSR → WPS → PHB | 0.46 | 5.06 |

$R^2$ for:
CSR = 0.05
WS = 0.68
PRB = 0.19
PHB = 0.33

**Notes:** All direct estimates and z-values (Sobel test) are significant ($p < 0.01$). OMF = CSR = Corporate social responsibility; WPS = Workplace spirituality; PRB = Promotive behavior; PHB = Prohibitive behavior.

Hypothesis 1 proposes that corporate social responsibility is positively associated with workplace spirituality. The path estimate regarding the effect of corporate social responsibility on workplace spirituality is positive and significant ($\beta = 0.82$, t = 8.04). Hence, hypothesis 1 is supported. Hypothesis 2 proposes that workplace spirituality is positively associated with promotive behavior. The path estimate regarding the impact of workplace spirituality on promotive behavior is positive and significant ($\beta = 0.40$, t = 4.63). Accordingly, hypothesis 2 is supported. Workplace spirituality significantly and positively influences prohibitive behavior ($\beta = 0.56$, t = 5.62), supporting hypothesis 3.

Results of the Sobel test demonstrate that workplace spirituality fully mediates the positive effect of corporate social responsibility on promotive behavior (z = 4.31). Hence, hypothesis 4 is supported. The Sobel test result also shows that workplace spirituality fully mediates the positive effect of corporate social responsibility on

prohibitive behavior (z = 5.06). Therefore, hypothesis 5 is supported. None of the control variables is significantly related to the study constructs. The findings clarified 5% of the variance in corporate social responsibility, 68% in workplace spirituality, 19% in promotive behavior, and 33% in prohibitive behavior. The significance of the effects did not change when gender and organizational tenure were excluded from the analysis.

# Chapter 6

# DISCUSSION

This section discusses summary of the results of the present dissertation, which was conducted in five * hotels in Northern Cyprus. Several managerial and theoretical implications provided in this chapter. These implications considered to be beneficial for managers and hoteliers in dealing with environmental problems. Limitations and future study recommendations are presented at the end of this chapter.

## 6.1 Summary of Findings

In this dissertation, we aimed to test the relationship between CSR and GVB (promotive and prohibitive) by studying the mediating role of WPS via a conceptual model. Five * hotels in the Northern Cyprus have been selected for data collection with the judgmental sampling of CCE. The time separation of one week was considered to reduce common method variance risk. The following paragraph provides a summary of the results of this research.

Results of the present study indicate that CSR has a positive effect on WPS which is manifested by (MW, SC, AV), and WPS fully mediates association among CSR and GVB (promotive and prohibitive). It means that when workers notice that their corporation is a socially responsible firm, then they find their job meaningful and they are more aligned with the organization's values, finding themselves as a part of the community, in which they develop the WPS. Our results specify that the employees show GVB (promotive and prohibitive) as an outcome of perceived WPS.

In accordance with stakeholder theory (Freeman, 1984), firms' investment on CSR indicators has a positive effect on the employees' perceived WPS. Again, based on SIP (Salancik & Pfeffer, 1978), the employees' perceived WPS results in their promotive and prohibitive GVB, because existence of an employee-friendly workplace sends signals to the employees that the corporation raises and supports their welfare, and motivates them to display proactive behaviors, contributing to well-being of the corporation and community. Moreover, consistent with the ethical climate theory (Victor & Cullen, 1978), our results indicated that WPS fully mediates positive effects of CSR initiatives on the employees' promotive and prohibitive GVB. Previous studies examined the mediatory effect of WPS on various predictors and outcomes (Haldorai et al., 2019; Ke et al., 2015; Majeed, Nor, & Mustamil, 2017; Naseer et al., 2020; Petchsawang & McLean, 2017). However, none of them has considered WPS as a mediator between CSR and the employees promotive and prohibitive GVB. Our findings add to the existing literature by introducing GVB in hospitality and also providing evidence for the mediating role of WPS between CSR and GVB (Promotive and Prohibitive). Findings of the present study is in line with results of (De Roeck & Farooq, 2018; Su & Swanson, 2019) who reported CSR strategies help the employees to develop green behavior. Moreover, findings of the current research are in balance with results of the previous literature available in hospitality which found the positive effect of WPS on employees' sustainable/pro-environmental behavior (Rezapouraghdam et al., 2018; Rezapouraghdam et al., 2019).

## 6.2 Implications

### 6.2.1 Theoretical Implications

Our study contributed to the CSR, WPS, and voice literature on several points.

As our first theoretical implication, we targeted CCE as internal stakeholders in our study, previous CSR studies have considered the external stakeholders rather than internal stakeholders (Su & Swanson, 2019). Consequently, using ethical climate theory (Victor & Cullen 1987) as the theoretical background, our research has considered the effect of CSR on hotel employees' promotive and prohibitive GVB through mediating role of WPS. We clarified the underlying mechanism that encourages employees to engage in GVB (promotive and prohibitive). Therefore, we realized that WPS fully mediates the association among CSR and GVB. Former works have considered the ethical climate theory as the theoretical anchor to test the association between CSR and employees' promotive and prohibitive voices (Wang et al., 2019). The relationship between CSR and GVB has been considered for the first time in this study. This study contributes to the recent knowledge by using SIP theory (Salancik & Pfeffer, 1978) to examine the association among WPS and GVB (promotive and prohibitive), and the stakeholder theory (Freeman, 1984) in order to state CSR as a predictor of WPS. CSR was considered as the predictor of WPS for the first time in this study. In this case, we stated the importance of CSR and WPS in tourism and hospitality industry once again. As one of the most respectable contributions of this study to the employees' behavioral literature, we introduced the novel term of GVB in this study. We considered the relationship between CSR and GVB for the first time in this study. Tourism industry is the leading sector for economic development in Northern Cyprus is tourism (Rezapouraghdam et al, 2018). In addition to the economic contribution of the growing accommodation and hotel firms in Northern Cyprus, they are the major water and energy consumers and waste producers (Rezapouraghdam et al, 2018). GVB (promotive and prohibitive) is expected to be effective in reducing negative effect of hotel firms on the environment.

### 6.2.2 Practical Implications

This study contributes with several implications to hotel managers. As mentioned earlier, hotel actions could damage the environment in several ways (Ghaderi et al., 2019). Due to the environmental problems resulted from progressive tourism, the reaction of the organizations to this issue is more significant. Employees play a critical role in this case. Firstly, it was widely discussed in the literature that CSR initiatives have a positive impact on job outcomes and results of our study support that hotels' CSR initiatives predict WPS and WPS predict GVB. CSR enterprises affect employees' green and pro-social behaviors to decrease the harm and increase the benefit to the environment (De Roeck & Farooq, 2018). When employees get their firm as socially and environmentally responsible, they show environmentally responsible behaviors as well (Raineri & Paillé, 2016). Therefore, the hoteliers can choose CSR strategies as an effective tool to encourage their employees to engage in green behavior. CSR initiatives should be perceived by employees, so the managers need to explicitly share the hotels' activities in this regard with their staff. Because when workers notice that their corporation is a socially responsible firm and witness it's environmentally related behaviors, they are motivated to show similar behaviors and they feel more comfortable using their voices against the environmental problems. To date, various studies have considered effects of CSR on employees' voice behavior, but nobody has considered the mediating role of WPS in this relationship. This study highlighted the important role of WPS in predicting GVB. Managers should clarify organizational values for employees to make a link between organizational and employees' self-values, so in this case, they feel aligned with the organizational value. Managers should strengthen the SC and meaningfulness for employees. They should transfer the mentality to the employees that their job is important for the community

and it is meaningful. In this case, they will perceive their workplace spiritual, and in turn, they will feel more comfortable to voice out.

## 6.3 Limitations and Future Study

It is possible to point out various limitations in this study. Firstly, this study was conducted by the sample of CCE in Northern Cyprus hotels. This study used limited number of employees and hotels for data collection. Future research should extend the number and include more hotels and employees in data collection process. This study used only one sector so the model can be tested on other industries. This study was carried out in Northern Cyprus, so future work should be done in other countries. This study targeted five star hotels, future study can target three star and four star hotels.

Secondly, because of the COVID-19 pandemic situation, this study had to collect data in online manner. Future studies might conduct face to face data collection and they might use longer time separation. This study was done by one-week time lag.

Lastly, this study considered the employees' promotive and prohibitive GVB as consequences of CSR. Present study considered GVB as the outcome and future research can explore more dimensions. For example, they might consider WPS as the mediator of CSR and workers' organizational citizenship performance for the environment.

# Chapter 7

# CONCLUSION

This study added to existing knowledge as following. Consequences of CSR were examined by data gathered from CCE in Northern Cyprus through using one -week time separation. The novel term of GVB was introduced. This is important because the economic contribution of hotel firms has led to the ignorance of their environmental damages (Ghaderi, Mirzapour, Henderson, & Richardson, 2019). GVB is expected to be advantageous in reducing the negative environmental effects of hotel firms. Mediating role of WPS was investigated in the association between CSR and GVB. WPS is an important issue to be investigated in tourism and hospitality research.

According to the research results, CSR predicts WPS. It means that firms' CSR initiatives have positive effects on making a spiritual workplace. Again based to the results, WPS enhances employees' GVB and fully mediates the effect of CSR on GVB. In other words, when employees perceive WPS they are motivated to exhibit such proactive behavior as GVB (promotive and prohibitive).

According to the study results, theoretical and practical implications are suggested to hoteliers and managers. This study opens new horizons to many future studies.

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