

The Effect of Corporate Social Responsibility on Flight Attendants' Job Outcomes: The Mediating Role of Work Engagement

Shiva Ilkhanizadeh

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Assoc. Prof. Dr. Ali Hakan Ulusoy
Acting Director

I certify that this thesis satisfies the requirements as a thesis for the degree of Doctor of Philosophy in Tourism Management.

Prof. Dr. Hasan Kılıç
Dean, Faculty of Tourism

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Doctor of Philosophy in Tourism Management.

Prof. Dr. Osman M. Karatepe
Supervisor

Examining Committee

1. Prof. Dr. Turgay Avcı

2. Prof. Dr. Beykan Çizel

3. Prof. Dr. Osman M. Karatepe

4. Prof. Dr. M. Mithat Üner

5. Assoc. Prof. Dr. Ali Öztüren

ABSTRACT

The purpose of this thesis is to develop and test a conceptual model that investigates the effect of corporate social responsibility on work engagement, career satisfaction, and employee voice behavior. This model also tests work engagement as a mediator in these relationships. Corporate social responsibility is represented by the ECON, LEG, ETHIC, and PHIL practices. Data were collected from flight attendants with a time lag of two weeks in three waves in an airline company in Turkey. The aforementioned relationships were tested through structural equation modeling.

The results revealed that the indicators of corporate social responsibility were the ECON, LEG, ETHIC, and PHIL practices. The results demonstrated that corporate social responsibility positively influenced career satisfaction and voice behavior directly and indirectly via work engagement. In short, all hypotheses were supported.

The aforesaid findings are discussed and their theoretical and managerial implications are presented. Limitations and future research directions are also given in this thesis.

Keywords: Career satisfaction, Corporate social responsibility, Flight attendants, Voice behavior, Work engagement

ÖZ

Bu tezin amacı, işletmelerin kurumsal sosyal sorumluluk anlayışının işe angaje olma, kariyer tatimini ve pozitif ses çıkartma davranışı üzerindeki etkilerini araştıran kavramsal bir modeli geliştirip test etmektir. Model, ayrıca işe angaje olmanın aracı rolünü de test etmektedir. Kurumsal sosyal sorumluluk anlayışı ekonomik, yasal, etik ve iyilikseverlik değişkenlerinden oluşmaktadır. Veri Türkiye’de faaliyet gösteren bir havayolu işletmesindeki kabin görevlilerinden üç dalgada iki haftalık zaman diliminde toplanmıştır. Yukarıda ifade edilen ilişkiler, yapısal eşitlik modellemesiyle test edilmiştir.

Çalışmanın bulguları, ekonomik, yasal, etik ve iyilikseverlik değişkenlerinin kurumsal sosyal sorumluluk anlayışını temsil ettiğini göstermiştir. Bulgular, sosyal sorumluluk anlayışının kariyer tatmini ile pozitif ses çıkartma davranışını doğrudan ve işe angaje olma değişkeni vasıtasıyla etkilediğini ortaya koymuştur. Kısaca, modeldeki tüm hipotezler desteklenmiştir.

Yukarıda verilen bulgular tartışılmış ve teorik ve yönetsel belirlemeler üzerinde durulmuştur. Tezde, çalışmanın sınırları ve gelecek araştırmalara yönelik belirlemelere yer verilmiştir.

Anahtar Kelimeler: İşe angaje olma, Kariyer tatmini, Kurumsal sosyal sorumluluk anlayışı, Pozitif ses çıkartma davranışı, Kabin görevlileri

DEDICATION

Dedicated to my beloved little

angel, JUANNA

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LIST OF ABBREVIATIONS

AVE	Average variance extracted
CR	Composite reliability
CFA	Confirmatory factor analysis
CFI	Comparative fit index
CS	Career satisfaction
CSR	Corporate social responsibility
ECON	Economic
ETHIC	Ethical
LCAA	Low-cost airline company
LEG	Legal
LISREL	Linear structural relations
PHIL	Philanthropic
PNFI	Parsimony-normed fit index
RMSEA	Root mean square error of approximation
SET	Social exchange theory
SPSS	Statistical package for the social science
SRMR	Standardized root mean square residual
WENG	Work engagement

Chapter 1

INTRODUCTION

The current chapter explains the deductive reasoning and presents the objectives of the study as well as its contribution to the hospitality research. Corporate social responsibility (CSR), work engagement (WENG), and job outcomes such as career satisfaction (CS) and employee voice behavior are the main variables in the current thesis. The sampling technique, data collection, instrumentation, and statistical analysis are discussed in the present chapter. This chapter also highlights plan of the thesis.

1.1 Research Philosophy

1.1.1 CSR

The CSR topic is gaining an increasing importance day by day. This is not surprising because today's consumers are more educated and conscious about the company's social responsibility initiatives. Additionally, today's employees are more educated and trained and are more interested in observing what the organization tries to do for the society, environment, and individuals in and outside the company.

CSR includes the actions that defend and advance both the well-being of the entire society and the interest of the organization (Davis & Blomstrom, 1975). In technical terms, CSR refers to “context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of ECON, social

and environmental performance” (Aguinis, 2011, p. 855). There is a positive relationship between CSR and organizational/motivational variables such as employee performance (Jones, 2010), organizational trust and job satisfaction (Lee, Kim, Lee, & Lee, 2012), and attractiveness to prospective employees (Greening & Turban, 2000; Turban & Greening, 1997).

According to social performance model by Carroll (1979), CSR has four different dimensions which are titled as ECON, LEG, ETHIC, and PHIL. It appears that the indicators of CSR are ECON, LEG, ETHIC, and PHIL. The commitment of a company to its stakeholders is the ECON dimension (e.g., to be profitable) whereas the LEG dimension is the company’s required LEG fulfillments. The actions by the company as a member of society, excluding the LEG boundaries, refer to the ETHIC dimension and the PHIL dimension deals with companies’ deliberate activities to develop the welfare (e.g., donations and volunteerism) (Carroll, 1979).

CSR is not only important for the manufacturing companies but also for the service companies such as airline, hospitality, banking, insurance, and casino settings (e.g., Lee, Chang, & Lee, 2017; Lee et al., 2012; Lee, Kim, Moon, & Yoon, 2017; Pérez & del Bosque, 2017; Supanti, Butcher, & Fredline, 2015). Though limited, there are studies showing that employees’ favorable perceptions of CSR initiatives enhance their WENG (e.g., Chaudhary, 2016). As stated by Schaufeli, Salanova, González-Romá, and Bakker (2002), WENG which consists of three dimensions such as vigor, dedication, and absorption motivates individuals to perform at higher levels. Individuals’ favorable perceptions of CSR initiatives can also influence various job outcomes directly and indirectly through WENG since WENG is an important

motivational variable affecting various job outcomes such as job satisfaction, CS, and job performance (e.g., Babakus, Yavas, & Karatepe, 2017; Bakker & Demerouti, 2008; Karatepe, 2012; Karatepe & Olugbade, 2016).

This thesis uses social exchange theory (SET) (Cropanzano & Mitchell, 2005; Saks, 2006) and proposes a conceptual model that focuses on WENG as a mediator of the impact of CSR on the two critical consequences of employees. CS and employee voice behavior are the job outcomes examined in this thesis. CS refers to employees' satisfaction with different types of career progress and achievement in an organization (Parasuraman, Purohit, Godshalk, & Beutell, 1996), while employee voice behavior is defined as "...making innovative suggestions for change and recommending modifications to standard procedures even when others disagree" (Van Dyne & LePine, 1998, p. 109). Flight attendants in a main low-cost airline company (LCAA) in Turkey participated in this research. That is, data obtained from these employees were utilized to test the previously stated associations.

1.1.2 Deductive Approach

As can be inferred from the discussion given above, this thesis adopts a deductive approach. In simple terms, deductive approach is about the development of a theoretical model and test of the relationships among study variables using empirical observation(s) (Gill & Johnson, 2002). Specifically, the researcher selects the variables that pertain to the research questions/purpose of the study and the relationships among the study constructs are developed based on (a) theoretical framework(s) and empirical evidence in the current literature. The relationships are gauged through data collected from the relevant parties. This can be primary and/or

secondary data. Based on the findings, the relevant study comes up with implications for theory and practice.

In view of the above information, this thesis uses SET (e.g., Cropanzano & Mitchell, 2005) and evidence in the current literature to develop the relationships among CSR, WENG, CS, and employee voice behavior. Data obtained from flight attendants are used to test these relationships.

1.2 Theoretical Underpinning

SET is widely utilized in the WENG-related studies (e.g., Karatepe, 2013a; Saks, 2006). Theorists believe that social exchange includes a series of relations that produce commitment despite the diverse models of social exchange (Emerson, 1976). The social exchange theoretical framework suggests the mechanism of individuals' dependency on rewarding behavior from the others (Emerson, 1976). Based on this theory, social life is an exchange of rewards and sources, either tangible or intangible (Homans, 1961; Zafirovski, 2005). This is supported by the idea that "all relationships have give and take" (Kaynak & Marandu, 2006, p. 229).

According to SET, employees seek a trusting and high-quality relationship with the employer. However, to achieve this, both the employer and employees should adhere to certain rules of exchange (Cropanzano & Mitchell, 2005). When employees perceive that the organization invests in CSR activities, they feel obliged to repay the organization through positive outcomes such as WENG, CS, and employee voice behavior. In short, investment in CSR or human resource practices make employees feel obliged to repay the organization via various outcomes (e.g., Saks, 2006; Karatepe 2013a, b).

1.3 Purpose and Rationale

1.3.1 Purpose

This thesis proposes a conceptual model that investigates WENG as a partial mediator between CSR (as manifested by ECON, LEG, ETHIC, and PHIL dimensions) and CS and voice behavior. Broadly speaking, the thesis examines: (i) the impacts of the ECON, LEG, ETHIC, and PHIL practices as the indicators of CSR on WENG, CS, and voice behavior; (ii) the impact of WENG on CS and voice behavior; and (iii) WENG as a partial mediator in these associations.

1.3.2 Rationale

This thesis expands the existing knowledge base by investigating the abovementioned relationships in the following ways. First, empirical studies that have measured CSR based on shareholders' or customers' perceptions have made contributions to the understanding of CSR (e.g., Aguinis & Glavas, 2012; Panagopoulos, Rapp, & Vlachos, 2016; Park & Levy, 2014). However, there is also a need to understand current employees' perceptions of CSR initiatives. Empirical research about CSR based on current employees' perceptions is not abundant (e.g., Aguinis & Glavas, 2012; Lee et al., 2012; Raub & Blunschi, 2013). Therefore, this thesis tests the CSR initiatives using current employees' perceptions or insights.

Second, various studies call for more research regarding the intermediate linkage between CSR and job outcomes (Aguinis & Glavas, 2012; Glavas, 2016). When employees have favorable perceptions of CSR initiatives, do they report positive job outcomes directly or are they motivated to report job outcomes? By testing WENG as a partial mediator, this thesis aims to respond to such a call in the relevant writings.

Third, an examination of the literature on CSR in the airline industry shows that very little is known about the antecedents and outcomes of CSR. This can be found in a number of empirical studies whose focus has been on the aviation industry (e.g., Karaman & Akman, 2017; Lee et al., 2017). Therefore, this thesis uses data collected from flight attendants in three waves (i.e., using a time delay of two weeks between each wave) in a major LCAA in Turkey.

1.4 Methodology

1.4.1 Respondents

This thesis used judgmental sampling. As Judd, Smith, and Kidder (1991) state, using the relevant criteria for selecting the relevant individuals for the study enables the researcher to come up with a conclusion that the sample seems to be the typical of the population. Accordingly, data came from flight or cabin attendants in a major LCAA in Turkey.

There are three reasons about why flight attendants have been chosen as the study sample. First, flight attendants spend much time with passengers because they have boundary-spanning roles (Karatepe & Talebzadeh, 2016; Yeh, 2014). Second, they are the ambassadors for the company image and possess a critical role in the company's brand promise (Erkmen & Hancer, 2015; Yeh, 2014). Third, flight attendants are important sources of information about the company (Chen & Kao, 2014).

The sampling strategy used in this thesis is similar to other empirical studies conducted in the aviation industry. For instance, Karatepe and Talebzadeh (2016) used a judgmental sample of flight attendants in the aviation industry in Iran.

Likewise, Karatepe and Vatankhah (2014) as well as Karatepe and Eslamlou (2017) used a judgmental sample of flight attendants in the Iranian aviation industry.

1.4.2 Data Collection

The researcher used a letter to contact management of the airline company. This letter was about the objectives of the study and request for permission to collect data from flight attendants. The researcher got the permission. However, the researcher was informed that the cabin training manager would coordinate the data collection process. Each flight attendant filled out the questionnaire, sealed it in an envelope, and then submitted to the purser during the communication meeting. The cabin training manager received the sealed envelopes from the purser.

The researcher used three different questionnaires for data collection. This was done to reduce the likelihood of common method bias (Karatepe, 2013b; Karatepe & Talebzadeh, 2016; Podsakoff, MacKenzie, Podsakoff, & Lee, 2003). Specifically, data were collected from flight attendants two weeks apart. The number of waves used was three. In addition, each questionnaire included such information as: “Management of your company supports our research and your participation in this study.” and “There are no right or wrong answers in this questionnaire.” The sealed envelopes guaranteed anonymity and confidentiality. Matching one questionnaire (Time 1) with the other one (Time 2) was carried out via an identification code. These practices also enabled the researcher to check and decrease the likelihood of common method bias (Bouzari & Karatepe, 2017; Podsakoff et al., 2003; Safavi & Karatepe, 2017).

1.4.3 Instrumentation

The Time 1 questionnaire was comprised of the CSR items. This questionnaire also included questions about demographics. The Time 2 questionnaire included the WENG items. The Time 3 questionnaire included the CS and voice behavior items. The back-translation technique was used for the three types of the questionnaires (e.g., Karatepe & Talebzadeh, 2016). All questionnaires were checked using three pilot samples of five flight attendants. This was done for the understandability of the items. As a result, no changes were made in the questionnaires. Table 1 presents the measures, number of items, scale range, and sources.

Table 1: Measures, number of items, scale range, and sources

Construct	Scale range	Source
<i>Indicators of corporate social responsibility</i>		
Economic (7 items)	1 – 5	Lee et al. (2012)
Legal (7 items)	1 – 5	Lee et al. (2012)
Ethical (5 items)	1 – 5	Lee et al. (2012)
Philanthropic (5 items)	1 – 5	Lee et al. (2012)
<i>Mediator</i>		
Work engagement (9 items)	0 – 6	Schaufeli, Bakker, and Salanova (2006)
<i>Outcomes</i>		
Career satisfaction (5 items)	1 – 5	Greenhaus, Parasuraman, and Wormley (1990)
Voice behavior (5 items)	1 – 7	Van Dyne and LePine (1998)
<i>Control variables</i>		
Gender	0 = male and 1 = female	
Organizational tenure	less than 1 year; 1-15 years; 6-10 years; 11-15 years	

Notes: Indicators of corporate social responsibility: 1 – 5 (strongly disagree *to* strongly agree); career satisfaction: 1 – 5 (strongly disagree *to* strongly agree); work engagement: 0 – 6 (never *to* always); and voice behavior: 1 – 7 (strongly disagree *to* strongly agree).

1.4.4 Statistical Analysis

Frequencies were used to report the subject profile. Summary statistics and correlations were given.

Consistent with similar empirical studies in the current literature (e.g., Chua, Lee, & Han, 2017; Jung & Yoon, 2015; Karatepe, 2013a, b; Karatepe & Talebzadeh, 2016), this thesis used Anderson and Gerbing's (1988) two-step approach. The first step consisted of test of the measurement model. The seven-factor measurement model was tested through confirmatory factor analysis (CFA) to address issues of convergent and discriminant validity (Chua et al., 2017; Fornell & Larcker, 1981; Jung & Yoon, 2015). Each latent construct' internal consistency reliability was measured using composite reliability (e.g., Karatepe & Talebzadeh, 2016).

The second step consisted of test of the associations with structural equation modeling. A comparison between the partially mediated model and the fully mediated model was made based on the $\Delta\chi^2$ test. All mediating effects were tested via the Sobel test. Before these tests, normality of the data was checked through the skewness test (Kline, 2011).

The measurement and partially mediated (structural) models were assessed based on the following fit statistics: overall χ^2 measure (χ^2/df), comparative fit index (CFI), parsimony normed fit index (PNFI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR) (Hair, Black, Babin, & Anderson, 2010; Karatepe & Olugbade, 2016; Karatepe & Talebzadeh, 2016). The analyses were employed with the Statistical Package for the Social Science (SPSS) and Linear Structural Relations (LISREL) 8.30 (Joreskog & Sorbom, 1996).

1.5 Plan of the Thesis

In the introduction chapter, deductive approach that guides this thesis is explained. The purpose of the empirical study and its contribution to current hospitality knowledge are also delineated. The current chapter explains the methodology of the study. Broadly speaking, the sampling strategy is defined and its data collection is explained. This is followed by the measures used in the study. Then significant information about data analysis is given.

The title of the second chapter is literature review. In this chapter, detailed information about CSR is provided. By studying the relevant literature, the potential consequences of CSR are explained. The theoretical framework (SET) used in this study is also highlighted. The outcome variables that are used in this thesis are explained in detail.

In the third chapter, the conceptual model is depicted. The hypothesized relationships which are developed and proposed in light of SET and empirical evidence in the current literature are shown in chapter three. There are five hypotheses that are related to direct effects. There are two hypotheses which are related to partial mediating effects.

The fourth chapter is associated with the methodology of the thesis. Specifically, deductive approach is highlighted again. The sampling technique and data collection are explained. Then the instrumentation is explained. This chapter also explains the statistical analysis to be used.

The fifth chapter delineates the results. Respondents' profile is presented. The measurement model is tested through CFA for issues of convergent and discriminant validity as well as internal consistency reliability. The partially mediated model is tested through structural equation modeling.

In the sixth chapter, the findings are discussed. Then theoretical implications and implications for business practice are discussed. Methodological concerns and future research directions are also highlighted in this chapter. The last chapter is seven and includes the concluding comments.

Chapter 2

LITERATURE REVIEW

The second chapter delineates discussions of several theoretical frameworks to understand the nature of CSR and its relationship to various outcomes. The theoretical framework studied in this thesis is SET. These are followed by an analysis of studies about CSR in the current literature as well as in the hospitality, tourism, and airline writings. Then the potential outcomes (i.e., WENG, CS, and voice behavior) of CSR considered in this thesis are discussed.

2.1 Stakeholder Theory

Clients, personnel, shareholders and investors, contractors and suppliers, and communities comprise the term ‘stakeholder’. CSR has been studied a lot from the stakeholder theory’s point of view (Carroll & Shabana, 2010). Freeman’s (1984) earlier work has enabled the researchers to focus on new external stakeholders. These stakeholders can be LEG claims on the organization or public’s interest in the organization’s contribution to the ECON growth (Jonker & Foster, 2002). In simple terms, stakeholder theory questions the traditional understanding of ‘one company aims to maximize the benefits of its shareholders’ and aims to “...encourage managers to engage with the external world in determining a strategic direction and how it could be implemented successfully” (Jonker & Foster, 2002, p. 189).

Stakeholder theory can also be understood in light of instrumental and normative ways. Specifically, according to instrumental stakeholder theory, the corporation is a

tool for the generation of revenue and wealth. CSR is considered to help managers promote and achieve ECON objectives and achieve (Jamali, 2008). Normative stakeholder theory is related to moral obligations and ETHIC requirements (Jamali, 2008). Whether it is instrumental or normative stakeholder theory, using stakeholder theory in CSR-related studies has enhanced the understanding of the stakeholder view of CSR (e.g., Groves & LaRocca, 2011).

2.2 Social Exchange Theory

SET is a theoretical framework that explains the norm of reciprocity. SET presents a framework that might show how individuals are dependent on rewarding behaviors from others (Emerson, 1976). Furthermore, there is widespread use of SET to study the approaches and perceptions in different studies (e.g., Lee, Kim, & Kang, 2003; Ryan & Kinder, 1996).

As SET proposes, there is a need for feelings of relational cohesion (Cook & Rice, 2003). Such feelings of cohesion go beyond the economic interests of the relevant parties. That is, SET requires a trusting and high-quality relationship between the two parties (e.g., the employer and employees). If the two parties do not trust each other and/or there is lack of high-quality relationship, social exchanges cannot occur (Cropanzano & Mitchell, 2005; Karatepe, 2011, 2013a).

This thesis uses WENG as a partial mediator between CSR and CS and voice behavior. The extant literature shows that various studies have used SET as a theoretical framework in their WENG-outcome relationship. For example, Karatepe (2013a) used SET to develop the relationships regarding WENG as a mediator of the effects of high-performance work practices on employees' in- and extra-role

performances. Saks (2006) developed a number of relationships concerning job and organization engagement as the two mediators of the effects of various variables (e.g., job characteristics, rewards and recognition) on job satisfaction, quitting intentions, organizational commitment, and organizational citizenship behaviors. Karatepe and Ngeche (2012) utilized SET to develop the hypotheses associated with the effect of WENG on job performance and quitting intentions. Karatepe (2011) also used SET for developing the hypotheses associated WENG as a mediator of the effect of procedural justice on organizational commitment, and in- and extra-role performances.

2.3 CSR: ECON, LEG, ETHIC, and PHIL

According to the corporate social performance (CSP) model (Carroll, 1979), social responsibility is a four-part concept including corporations' ECON, LEG, ETHIC, and discretionary (or PHIL) responsibilities. In his well-known pyramid of CSR, Carroll (1991) employs the identical components which attach importance to ETHIC management and organizational stakeholders. The moral part of the pyramid is observed as an "obligation to do what is right, just, and fair" (p .42). The combination of these four concepts generates a framework that attempts to explain the responsibilities of a business toward its society (Carroll, 2016).

Despite a variety of explanations and classifications of CSR, Carroll's (1991) exposition with four CSR dimensions has been broadly accepted and is adapted in this study as a vital conceptual model. In general, four dimensions of CSR are as follows: First, a company is committed to producing goods and services for clients to make an adequate profit from the sales of these products. In other words, ECON CSR includes actions that make goods and services and profitable outcomes

throughout the process. This process must be within LEG restrictions that the society outlines which defines the second dimension. Basically, laws and regulations are defined as LEG CSR. Third, ETHIC CSR is beyond the systemized regulations and laws. To be more specific, ETHIC CSR is a firm's activities to accomplish expectations of the stakeholders to be an ETHIC company. Finally, the fourth aspect of CSR is to meet the expectations of the society regarding the welfare or goodwill. In other words, PHIL CSR is related to a firm's voluntary activities such as donating money to charities and involving their staff in humanitarian programs.

CSR is mainly important to the achievement of business requirements. The reason is that CSR can eventually shape the enthusiasm of clients to pay for goods. In addition, customer satisfaction (Luo & Bhattacharya, 2006), consumer-company identification (Lii & Lee, 2012), and the societal status of companies are directly associated with firm performance (Chen & Slotnick, 2015). This is why both producers and managers have an extra focus on CSR in latest years. In addition, the literature shows an increasing interest in the psychology of CSR. This aspect investigates how employees identify and then react to implementing of CSR or irresponsibility (e.g., Greening & Turban, 2000; Turban & Greening, 1997).

In addition to the growing amount of companies applying CSR, it has been regarded as an important concept in the literature (e.g., Lee et., 2012). The different studies on CSR seem to be present due to different groups of stakeholders. According to Perrini (2005), stakeholders can be classified in eight groups. That is, employees, stockholders, clients, suppliers, financial allies, public authorities, community, and environment. While focus of the main body of studies is customers as the external

stakeholders, there is less concentration on employees as the internal stakeholders of a company (e.g., Raub & Blunski, 2013). Recently, considering organizational behavior and human resource management, there is a rising interest in the internal stakeholders, especially the employees (Aguinis & Glavas, 2012).

There is an increasing attempt among managers to implement CSR in their companies. The findings imply that companies boost their CSR in order to improve employees' output, set apart themselves from their rivals, and reduce employees' dissatisfaction (Flammer & Luo, 2017). Furthermore, studies have verified that CSR has a positive effect on firm performance by developing firm reputation (Brammer & Millington, 2005), increasing customer satisfaction (Luo & Bhattacharya, 2006), and elevating employee motivation (Gupta, 2017). However, studies suggest that those employees' perceptions of a company's values, morals, and social responsibilities have a noteworthy role in determining employees' judgment about the attractiveness of a company (Greening & Turban, 2000). Empirical evidence confirms that positive CSR perceptions are completely related to employees' perceived company's attractiveness (Greening & Turban, 2000; Turban & Greening, 1997). Additionally, employees' perceived CSR is positively associated with the organizational identification, trust, commitment, intention to stay, and organizational citizenship behaviors. That is, evidence also shows that CSR leads to positive outcomes.

Specifically, Kim, Rhou, Uysal, and Kwon (2017) showed that hotel employees' favorable perceptions of CSR influenced quality of working life, organizational commitment, and organizational citizenship behaviors, which in turn bolstered overall job performance. Lee, Song, Lee, Lee, and Bernhard (2013) indicated that LEG CSR positively influenced casino employees' organizational trust that in turn

led to job satisfaction and customer orientation. Kim, Song, and Lee (2016) documented that organizational commitment fully mediated the impact of CSR on quitting intentions among casino employees.

Lee et al.'s (2012) study in the restaurant setting showed that ECON and PHIL CSR increased organizational trust that in turn resulted in organizational commitment and reduced quitting intentions, while ETHIC CSR enhanced organizational trust that in turn led to higher organizational commitment. In addition, Rhou, Singal, and Koh (2016) reported that CSR awareness acted as a moderator between social performance and financial performance in the restaurant setting. Raub and Blunschi (2013) illustrated that task significance was a full mediator between CSR awareness and voice behavior among hotel employees.

Today, CSR has an increasing share in the business standards by which many firms are responsible for their impact on society. In addition, CSR has developed to be more applicable in hospitality companies such as hotels because of more attention given to the sustainable tourism activities and increasing awareness regarding the important issues such as global warming and destruction of natural resources (Park & Levy, 2014). Particularly, hotels have adopted considerable capital in applying CSR activities.

Airlines as one of the main parts (i.e., transportation) of tourism industry deserve additional study on the subject of CSR (Inoue & Lee, 2011). Beside the rapid expansion of the global economy, the number of airline passengers has been increasing recently. This may also be due to the availability of low-cost airline services. This implies that the airline industry develops into a key transport service

sector. In spite of this, the CSR literature focusing on airline services or the aviation industry is still limited (Tsai & Hsu, 2008; Wang, Wu, & Sun, 2015). It is also observed that job outcomes of CSR (i.e., CS and voice behavior) used in this thesis have not been tested so far in the air transport management literature.

As discussed above, this thesis uses the ECON, LEG, ETHIC, and PHIL practices as the indicators of CSR. This classification or representation of CSR by these dimensions is consistent with the literature on CSR (Carroll, 1991, 1998; Lee et al., 2012).

2.3.1 ECON

Societies allow businesses to be created and to sustain and in return businesses are economically responsible to their society as a primary condition. The ECON systems all over the world are aware of the fundamental importance of profitability of businesses to the society. From a society's point of view, businesses are institutions which produce and market goods and services needed by the society. Such businesses add value to these goods and services and make profits to survive in the competitive marketplace.

Whilst considering the ECON responsibilities, businesses utilize several notions that are bound to financial efficiency (e.g., policies, operations, revenues, cost efficiency, investments, and marketing). In addition, a bunch of professional notions attends to the long-run financial success of the organization (Carroll, 2016). The companies which are not financially or economically successful have to use several defensive strategies such as retrenchment or divestiture. As a result, the ECON responsibility is a fundamental demand that must be fulfilled in a competitive business world (Carroll, 2016).

2.3.2 ETHIC

Beyond the expectations by laws and regulations, society requires firms to meet an ETHIC manner. Fulfilling ETHIC responsibilities by the organizations means that they will adopt the relevant norms, rules, standards, and activities that are anticipated by the society, even if there is no LEG obligation (Carroll, 2016). As an aspect of ETHIC expectations, businesses are expected to be receptive to the “spirit” of the law. Another aspect for businesses is to operate in a fair manner even if there is a gap in the law or if path of actions is not that clear.

Carroll (2016) emphasizes several expectations related to ETHIC responsibilities. For example, businesses should perform by considering ETHIC norms which are accepted by the stakeholders. Businesses should make sure that ETHIC deeds go beyond the borders of laws and regulations. These expectations are among the ones which help a company to act as a good corporate citizen.

2.3.3 LEG

Businesses are authorized as ECON entities by the society. At the same time society establishes basic regulations under which firms are expected to work. These basic regulations consist of laws which reflect society’s anticipation of “codified ethics”. By the use of law, societies declare the aspects of fair business operations as customized by policymakers. Businesses are required to meet the terms of these laws and regulations.

As stated by Carroll (2016), LEG responsibilities include the following: acting as a corporate citizen where the operation is done in light of the laws in the country; and being committed to LEG responsibilities for the stakeholders.

2.3.4 PHIL

Any types of charitable actions go under the corporate philanthropy concept. According to Carroll (2016), corporate philanthropy is associated with businesses' charitable or discretionary actions. Philanthropy activities are not a responsibility for a business. However, it is a public requirement in today's world. Even though these activities are voluntary in nature, there is a desire from businesses to contribute to social activities. PHIL responsibility which is thought of as good "corporate citizenship" has been one of the fundamental factors of CSR, both historically and currently.

2.4 WENG

As organizations try to boost the talent of their human capital, WENG has turn out to be an essential concept. This is not surprising because WENG is a motivational variable that boosts a number of outcomes (e.g., Karatepe, 2013a; Karatepe & Talebzadeh, 2016). As mentioned earlier, vigor, dedication, and absorption are the dimensions of WENG. When employees are vigorous, they have full energy while working (Schaufeli et al., 2002). When employees feel dedicated, they possess a sense of enthusiasm and pride while working (Schaufeli et al., 2002). Absorption refers to employees' full concentration on their work (Schaufeli et al., 2002). For example, employees are so concentrated on their work that they do not understand how time flies.

It seems that there is evidence about the antecedents and outcomes of WENG. Karatepe (2013a) indicated that WENG was a full mediator between high-performance work practices and in- and extra-role performances among hotel customer-contact employees. Karatepe (2012) also found that WENG fully mediated

the effects of supervisor and coworker support on CS, in-role performance, service recovery performance, and creative performance among hotel service workers. Karatepe and Olugbade's (2016) work showed that high-performance work practices influenced absence intentions, SRP, and creative performance only via WENG among hotel employees.

In addition, Chen and Kao (2012) showed that flight attendants' WENG boosted their task performance and extra-role customer service as well as overall job performance. Similarly, Yeh (2012) showed that WENG was a motivational variable that fostered flight attendants' service performance. It was documented that servant leadership increased flight attendants' WENG through psychological capital (Karatepe & Talebzadeh, 2016). The same study further showed that WENG partly mediated the linkage between psychological capital and life satisfaction and SRP. In a recent study of flight attendants, Karatepe and Eslamlou (2017) demonstrated that WENG was a full mediator between job crafting and quitting intentions, while WENG did not have any bearing on SRP.

The aforementioned studies have shed important light on the understanding of the factors affecting WENG and the potential consequences of WENG among hotel workers and flight attendants. However, an examination of the relevant literature shows that little is known about the relationship of WENG to CS and voice behavior (Karatepe, 2012; Koyuncu, Burke, Fiksenbaum, & Tekin, 2013). Limited evidence is also observed about the relationship of CSR to WENG (e.g., Galavas & Piderit, 2009; Gupta, 2017). Therefore, this thesis takes into account two critical outcomes, which are 'CS' and 'voice behavior'. This does not mean that the other organizational variables or job outcomes are less important than CS and voice

behavior. These outcomes are used because of the lack of empirical research in the relevant literature.

2.5 Job Outcomes

The last section of the literature review focuses on CS and voice behavior as the two consequences of WENG. It is theoretically and empirically supported that an employee with positive perceptions of CSR shows more CS.

As discussed in the preceding parts, employees who perceive that management invests heavily on the indicators of CSR (i.e., ECON, LEG, ETHIC, and PHIL practices) display WENG at higher levels and therefore display positive outcomes such as higher CS and voice behavior. This actually occurs due to a trusting and high-quality relationship between the employer and employees. Accordingly employees respond to CSR practices by being more engaged in their work and showing positive job outcomes. This is congruent with SET (Cropanzano & Mitchell, 2005).

2.5.1 CS

CS refers to employees' satisfaction with various features of career development and achievement in an organization (Parasuraman et al., 1996). In other words, CS is obtained from the intrinsic and extrinsic aspects of the job and consists of promotion opportunities, pay and advancement (Greenhaus et al., 1990). When people work in a supportive place and get support from managers and coworkers, there is a high chance of having CS (Karatepe & Uludag, 2008).

A study on hotel industry by Deery and Jago (2015) indicates that it is not easy to retain talented employees who are likely to have CS unless management has career

advancement opportunities in place. These results highlight the importance of CS as an organizationally valued job (Karatepe, 2012).

2.5.2 Voice Behavior

Voice behavior refers to the spoken exchange of thoughts, propositions or ideas with the aim of improving organization's performance (Morrison, 2011). This definition is consistent with a number of other recent studies (e.g., Koyuncu et al., 2013; Raub & Blunschi, 2013). From the employees' point of view, voice behavior can be explained as pioneering recommendations to modify an organization and suggesting changes to typical procedures even if others disagree (Van Dyne & LePine, 1998). Voice behavior is not necessarily an extra-role performance (Van Dyne & LePine, 1998). It can be expected from an employee where management invests the development of human resources.

For organizational effectiveness, a main source of useful ideas is the employees. Therefore, employees need to express themselves to generate valid and useful recommendations in the process of decision-making (Koyuncu et al., 2013). Employees' voice behavior could be to managers or to other employees and coworkers or even to customers. Voice behavior enhances the decision-making process, recognizes possible problems, offers answers to problems, lessens organizational mistakes and accidents, and fosters teamwork.

Chapter 3

HYPOTHESIZED RELATIONSHIPS

In the present chapter, the conceptual model delineated hypotheses. SET is the guidance for development of the hypothesized relationships. Recent and past writings also guide development of hypotheses. There are seven hypotheses for this study. Five of them include direct effects, while two of them include mediating effects. Each of them is discussed and presented in the present chapter.

3.1 Conceptual Model

Figure 1 portrays the conceptual model. CSR is represented by the ECON, LEG, ETHIC, and PHIL practices or dimensions. This is consistent with a number of studies (Lee et al., 2012; Lee et al., 2017; Supanti et al., 2015). The first hypothesis refers to the direct effect of CSR on WENG. That is, the ECON, LEG, ETHIC, and PHIL practices as the indicators of CSR jointly influence WENG. This is also valid for flight attendants' job outcomes. The ECON, LEG, ETHIC, and PHIL practices as the indicators of CSR jointly affect flight attendants CS and voice behavior. These relationships refer to hypotheses 2 and 3. The fourth hypothesis is related to the direct effect of WENG on CS, while the fifth hypothesis is associated with the direct impact of WENG on voice behavior.

The aforementioned relationships suggest that WENG partially mediates the influence of CSR on CS and voice behavior. These refer to the sixth and seventh hypotheses. The study relationships are developed using SET as a theoretical

framework and empirical evidence in the current literature. To be consistent with other studies, gender and organizational tenure are used as the control variables (e.g., Glavas & Kelley, 2014; Korschun, Bhattacharya, & Swain, 2014).

3.2 Hypotheses

3.2.1 Direct Effects

As a strategic perspective, CSR is a critical tool to realize the process of gaining competitive advantage by getting involved in socially responsible behaviors. The supporters of CSR claim that companies involved in strategic CSR offer a communal good in combination with their business strategy (Baron, 2001). Latest studies claim that firms conduct CSR as a means of employee governance to upsurge employee engagement and respond to any possible adverse behaviors (cf. Flammer & Luo, 2017).

The fairness of managers and the company helps employees comprehend the firm's CSR engagement (Aguilera, Rupp, Williams, & Ganapathi 2007). Such employees question whether the firm's approaches fit the individuals. If the answer is positive, employees assume themselves to be fitted to the organization and adjust their future actions accordingly. Many empirical studies claim that implementing employee-related CSR programs helps a company to be seen as a fair organization which is more attractive to high quality employees. These programs also enable the company to elevate engagement and commitment of the workforce to organization's values and standards and keep talented employees (Albinger & Freeman, 2000; Greening & Turban, 2000; Turban & Greening, 1997).

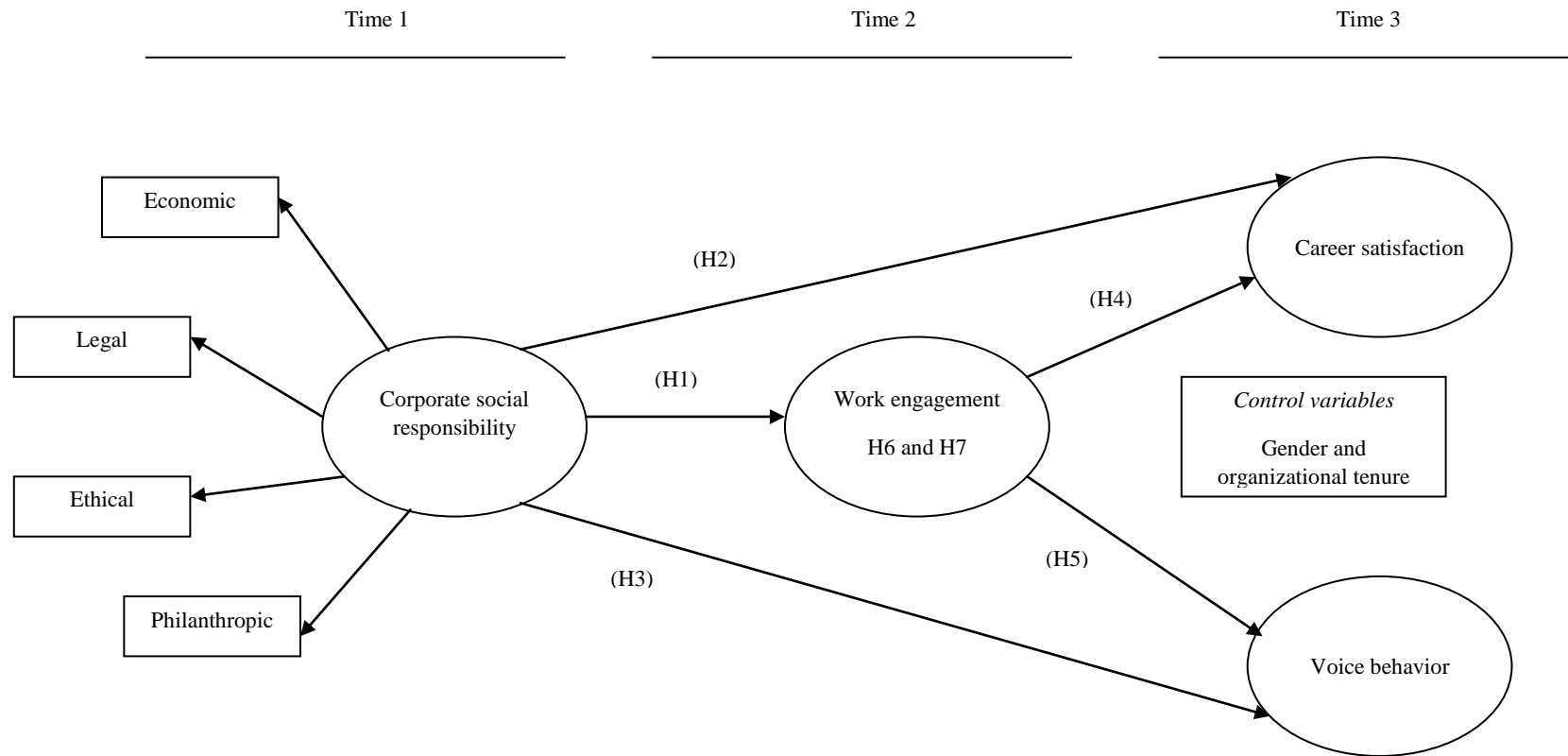


Figure 1: Conceptual model

SET theory guides us to develop the relationship between CSR and WENG. According to SET, flight attendants feel obliged to repay the organization when they perceive that management invests in various CSR initiatives such as ECON, LEG, ETHIC, and PHIL practices. Investing in human resources, helping the poor, paying attention to business conduct, and trying to increase productivity without sacrificing social responsibility practices make flight attendants focus more on their work-related responsibilities and duties. That is, they feel energetic and dedicated and are immersed in their work. In short, they repay the organization through high levels of WENG (cf. Karatepe, 2013a; Saks, 2006).

There are limited writings about the direct effect of CSR on WENG. For example, Glavas and Piderit (2009) showed that corporate citizenship of the company had a significant influence on employees' WENG. Ferreira and de Oliveira (2014) showed that employees were engaged in their work due to CSR initiatives. Gupta's (2017) recent empirical investigation also provided support for the positive relationship between CSR and employee engagement. In light of SET and limited evidence, this thesis advocates the following hypothesis:

H1. CSR, as manifested by the ECON, LEG, ETHIC, and PHIL practices, positively influences flight attendants' WENG.

CSR also influences various outcomes. For example, Newman, Nielsen, and Miao (2015) reported that CSR toward social and non-social stakeholders fostered job performance and organizational citizenship behaviors. Kim et al. (2016) showed that CSR negatively influenced quitting intentions through job satisfaction. Raub and Blunschi (2013) demonstrated that CSR awareness increased job satisfaction via task significance. They also showed that CSR awareness increased voice behavior

directly and indirectly through task significance. Aguinis and Glavas's (2012) review on CSR indicated that CSR was related to financial performance, consumer loyalty, organizational identification, and organizational citizenship behaviors. An examination of the relevant literature appeared to show no empirical evidence about the joint effects of the ECON, LEG, ETHIC, and PHIL practices as the indicators of CSR on CS.

As SET proposes, flight attendants are more satisfied with their career in the organization and display higher voice behavior because they perceive that the organization invests in a number of CSR initiatives. For example, management trains its employees to develop their technical and behavioral skills. Management tries to enhance its corporate image by helping the poor and fulfilling its social responsibility, meeting the LEG requirements in every aspect of its operation, and creating a work environment where individuals can share ideas and make recommendations for solutions of problems. Under these circumstances, flight attendants repay the organization through heightened CS and voice behavior at higher levels. In light of SET and limited evidence, this thesis advocates the following hypotheses:

H2. CSR, as manifested by the ECON, LEG, ETHIC, and PHIL practices, positively influences flight attendants' CS.

H3. CSR, as manifested by the ECON, LEG, ETHIC, and PHIL practices, positively influences flight attendants' voice behavior.

SET can also be used as a theoretical framework to develop the relationship between WENG and CS and voice behavior (Cropanzano & Mitchell, 2005; Karatepe, 2013a;

Saks, 2006). Broadly speaking, flight attendants are active, feel enthusiastic, and have full focus on their job as a result of commitment to the exchange rules by the employer and flight attendants. This results in a trusting and high-quality relationship between the two parties (Karatepe, 2013b). Consequently, flight attendants show more CS and make suggestions about improving quality of the work life and express their ideas to enhance service delivery process.

There are plenty of empirical studies that focus on the outcomes (e.g., job satisfaction, absence intentions, job performance, and organizational commitment) of WENG (e.g., Bakker & Demerouti, 2008; Chen & Kao, 2012; Karatepe, 2013a; Karatepe & Olugbade, 2016; Karatepe & Talebzadeh, 2016). Although it seems that WENG results in higher CS and voice behavior, empirical evidence about the linkage between WENG and CS and voice behavior is not abundant. For instance, Karatepe (2012) showed that WENG positively affected employees' CS. Koyuncu, Burke, and Fiksenbaum (2007) reported a similar finding regarding the relationship between the two variables. Koyuncu et al. (2013) also highlighted a positive linkage between WENG and voice behavior. In light of SET and limited evidence, this thesis advocates the following hypotheses:

H4. Flight attendants' perceptions of WENG positively influence their CS.

H5. Flight attendants' perceptions of WENG positively influence their voice behavior.

3.2.2 Mediating Effects

It appears that there are several writings that test the intermediate linkage between CSR and job outcomes. For example, Lee et al. (2012) indicated that the ECON and

PHIL CSR practices were linked to organizational commitment and turnover intentions via organizational trust, while ETHIC CSR was linked to organizational commitment and turnover intentions via job satisfaction. Glavas and Kelley (2014) reported that work meaningfulness partially mediated the impact of CSR on attitudinal consequences such as job satisfaction. Kim et al. (2016) demonstrated that organizational commitment was a full mediator between CSR and quitting intentions. The abovementioned studies have enhanced our understanding about the intermediate mechanism through which CSR is associated with various outcomes. However, it seems that no empirical study has investigated WENG as a mediator of the effect of CSR on flight attendants' CS and voice behavior.

The previously stated hypothesized relationships refer to WENG as a partial mediator between CSR and CS and voice behavior. Specifically, flight attendants who perceive that management is involved heavily in a number of CSR initiatives (i.e., ECON, LEG, ETHIC, and PHIL practices) are more engaged in their work. They possess full energy, are enthusiastic, and are immersed in their work (cf. Gupta, 2017). Such flight attendants in turn are more satisfied with their career in the organization and report high levels of voice behaviors (cf. Karatepe, 2012; Koyuncu et al., 2013). Accordingly, this thesis advocates the following hypotheses:

H6. WENG partially mediates the impact of CSR on flight attendants' CS.

H7. WENG partially mediates the impact of CSR on flight attendants' voice behavior.

Chapter 4

METHODOLOGY

This chapter presents the methodology of the thesis. In this chapter, deductive approach that guides the study is discussed. Deductive approach is followed by the sample and procedure. After providing information about the sample (e.g., judgmental sampling) and procedure (e.g., how data were collected and common method bias was controlled), and the measures (e.g., CSR, WENG) used in the thesis are given. The chapter concludes with detailed information about data analysis.

4.1 Deductive Reasoning

As discussed in chapter one, this thesis adopts deductive approach. Graziano and Raulin (1993) state, the researcher utilizes a theoretical framework where he or she can test the relationships among the constructs selected. They further state that the deductions are empirically gauged. Based on the findings, hypotheses receive support from the empirical data or they are not supported by the empirical data.

In light of the information above, the researcher identifies or chooses the constructs that serve the purpose of the study and/or are related to the research questions. Then the researcher develops a model that includes the relationships among the study variables. The relevant theoretical underpinning(s) as well as past and recent writings are used for development of the relationships among various constructs. The relationships are tested using primary and/or secondary data with the relevant statistical techniques. The findings enable the researcher to discuss implications for

theory and offer recommendations for managers in the industry. The findings also highlight the need for future research that arise from limitations of the empirical investigation.

In light of deductive reasoning, this thesis proposes a conceptual model that focuses on the effect of CSR, as manifested by ECON, LEG, ETHIC, and PHIL dimensions, on CS and voice behavior. The conceptual model also focuses on WENG as a partial mediator in these relationships. As underscored in the preceding parts, the aforementioned relationships are developed in light of SET as well as prior and recent writings. Such relationships were tested with data collected from flight attendants in a main LCAA in Turkey. The relevant statistical techniques such as frequencies, CFA, and structural equation modeling were used. Theoretical and managerial implications were discussed based on the findings of the thesis. Methodological concerns were discussed and their future research implications were offered.

4.2 Sample

Judgmental sampling was utilized to identify the sample. Judgmental sampling is used because it is a useful tool when there are some criteria to be utilized in specifying a sample (cf. Karatepe, 2013a, b; Karatepe & Vatankhah, 2014). This thesis collected data from flight attendants employed in a major LCAA in Turkey.

Three reasons for selection of these respondents are of note. First, flight attendants possess intense interactions with passengers and spend much time serving these passengers (Karatepe & Talebzadeh, 2016; Yeh, 2014). Second, flight attendants represent the airline company's image and contribute to the company's brand

promise (Erkmen & Hancer, 2015; Yeh, 2014). Third, they provide significant information to the company about passengers' needs, expectations, and problems (Chen & Kao, 2014). It should be highlighted that using flight attendants in the fields of internal marketing and/or service marketing and management is not new (cf. Chen & Kao, 2012; Karatepe & Eslamlou, 2017; Karatepe & Talebzadeh, 2016; Karatepe & Vatankhah, 2014; Ng, Sambasivan, & Zubaidah, 2011).

Ground staff members and air traffic controllers also do an important job in the aviation industry (cf. Karatepe & Choubtarash, 2014; Kuo, Jou, & Lin, 2012). However, this thesis pays special attention to the role of flight attendants they play in delivery of service quality, passenger satisfaction, and passenger loyalty due to their boundary-spanning roles.

4.3 Procedure

To be able to collect data from flight attendants in the aviation industry in Turkey, the researcher contacted management of a major LCAA via a letter. The letter explained what the study was about and requested permission for collecting data from flight attendants. Although management accepted to take part in the research, it did not let the researcher have direct contact with flight attendants. Instead, the cabin training manager was assigned to coordinate the process. Specifically, each flight attendant was requested to self-administer the questionnaire, seal it in an envelope, and then hand it to the purser in the course of the communication meeting. The cabin training manager received the envelopes from the purser and then submitted them to the researcher.

As stated by Podsakoff et al. (2003), method biases give rise to measurement errors. If measurement errors are not controlled in an empirical inquiry, the results concerning the relationships among study variable may be questionable. This requires the use of procedural solutions and/or statistical remedies to common method bias. Therefore, data were collected in three waves (i.e., using a time delay of two weeks between each wave) to reduce the potential risk of common method bias. As mentioned in chapter one, each questionnaire consisted of such information as: “Management of your company supports our research and your participation in this study.” and “There are no right or wrong answers in this questionnaire.”

In addition, the presence of envelopes to be sealed by each participant guaranteed anonymity and confidentiality. Matching one questionnaire (Time 2) with the other one (Time 3) was done through an identification code. Items about the subject profile (i.e., age, gender) were put in the last page of the Time 1 questionnaire. What has been done to diminish the potential threat of common method bias is concordant with the guidelines given by Podsakoff et al. (2003) and past and recent writings (e.g., Bouzari & Karatepe, 2017; Karatepe & Choubtarasah, 2014; Safavi & Karatepe, 2017).

4.4 Measurement

The relevant studies in the literature were used to assess the study constructs. This is consistent with other studies in the literature (e.g., Chen & Kao, 2012, 2014; Karatepe, 2013a, b; Karatepe & Vatankhah, 2014; Kim et al., 2016). The Time 1 questionnaire included the CSR items and items about the subject profile (e.g., age, education). The Time 2 questionnaire was comprised of the WENG items. The Time 3 questionnaire contained the CS and voice behavior items.

4.4.1 CSR

CSR was measured with items adapted from Lee et al. (2012). CSR was manifested by ECON, LEG, ETHIC, and PHIL dimensions. The ECON dimension was operationalized via seven items. The LEG dimension was measured with seven items. Items for the ECON and LEG dimensions were given in chapter five.

The ETHIC dimension was assessed with five items. The PHIL dimension was also measured with five items. Items for the ETHIC and PHIL dimensions were given in chapter five. Responses (i.e., ECON, LEG, ETHIC, and PHIL) were rated through a five-point scale (5 = strongly agree) to (1 = strongly disagree).

4.4.2 WENG

The Utrecht WENG (shortened version) scale is frequently used to measure WENG (e.g., Harju, Hakanen, & Schaufeli, 2016; Karatepe & Eslamlou, 2017; Xanthopoulou, Bakker, Deemerouti, & Schaufeli, 2007). It included nine items. Items for WENG were given in chapter five. Responses were scored based on a seven-point scale (6 = always to 0 = never).

4.4.3 CS

Flight attendants' CS was assessed with five items borrowed from Greenhaus et al. (1990). This scale is frequently preferred in the extant literature (e.g., Aryee & Chay, 1994; Karatepe & Olugbade, 2017). Items for CS were given in chapter five. Responses consisted of options that ranged from 5 (strongly agree) to 1 (strongly disagree).

4.4.4 Voice Behavior

Five items adapted from Van Dyne and LePine (1998) were utilized to measure employee voice behavior. Similar items were also used in Raub and Blunschi's

(2013) study conducted with hotel employees. Items for voice behavior were given in chapter five. Responses to the items in voice behavior consisted of options that ranged from 7 (strongly agree) to 1 (strongly disagree).

4.4.5 Back-Translation Method and Pilot Studies

The back-translation technique was utilized for the three types of the questionnaires. Broadly speaking, the three types of questionnaires were first prepared in English and then translated into Turkish via the back-translation technique (McGorry, 2000). The cross-linguistic comparability of the questionnaire was also checked through one faculty member of a university in Northern Cyprus who was fluent in both Turkish and English (Yavas, Karatepe, Avci, & Tekinkus, 2003). This was done because the intentions was related to the generation of meaning "...which was as similar as possible to the original English version" (Yavas et al., 2003, p. 259).

The three types of questionnaires were also assessed with three different pilot samples of flight attendants. Specifically, five different flight attendants participated in the Time 1, Time 2, and Time 3 questionnaires for the understandability of the items. The results suggested no changes in these questionnaires.

4.5 Statistical Analysis

4.5.1 Respondents' Profile

Frequencies were calculated to report the participants' profile. That is, frequencies were computed to display the subject profile (e.g., age and marital status).

4.5.2 The Measurement and Structural (Partially Mediated) Models

Congruent with a number of empirical works in the relevant literature (e.g., Chua et al., 2017; Jung & Yoon, 2015; Karatepe & Choubtarash, 2014), this thesis adopted Anderson and Gerbing's (1988) two-step approach. The first step included test of

the seven-factor measurement model via CFA (Anderson & Gerbing, 1988; Hair et al., 2010). Convergent validity was tested through model fit statistics, standardized loadings (≥ 0.50), and average variance extracted (AVE) by each latent variable (Anderson & Gerbing, 1988; Fornell & Larcker, 1981; Hair et al., 2010). The cut-off level for AVE is 0.50 (Fornell & Larcker, 1981).

Model fit statistics used in the assessment of the seven-factor measurement model is as follows: χ^2/df , CFI, PNFI, SRMR, and RMSEA (Hair et al., 2010; Karatepe & Olugbade, 2016; Karatepe & Talebzadeh, 2016). The χ^2/df ratio between 2 and 5 refers to a good fit (Marsh & Hocevar, 1985). In simple terms, CFI gauges fit relative to other models (Tabachnick & Fidell, 1996). The cut-off level for CFI is 0.90 (Bentler & Bonett, 1980).

SRMR is associated with "...the average differences between the sample variances and covariances and the estimated population variance and covariances" (Tabachnick & Fidell, 1996, p. 752). The SRMR is expected to be below 0.10 (e.g., Hair et al., 2010). RMSEA is associated with an analysis of residuals (Kelloway, 1998). The RMSEA is expected to be below 0.08 (Hooper et al., 2008). PNFI enables the researcher to compare one model with another model (Hair et al., 2010). 0.50 appears to be the threshold for PNFI (Bouzari & Karatepe, 2017; Hair et al., 2010; Hooper et al., 2008).

Discriminant validity is tested with Fornell and Larcker's (1981) criterion. That is, AVE should be greater than the squared correlation between the relevant two variables. If not, Anderson and Gerbing's (1988) criterion is used. This is done by comparing one-factor model with a two-factor model using the χ^2 difference test to

see whether the finding is significant. If it is significant or if there is support for a two-factor model, discriminant validity is achieved.

Internal consistency reliability is tested with composite reliability via standardized loadings and their error variances. The cut-off level for composite reliability for a latent variable is 0.60 (Bagozzi & Yi, 1988).

In the second step, the relationships in the structural model were subjected to structural equation modeling. Before this analysis, the skewness test was employed for providing evidence about normality of the data. The findings should be below 3.00 (Kline, 2011). A comparison between the partially mediated model and the fully mediated model is made based on the $\Delta\chi^2$ test. Then the relationships are tested using structural equation modeling. The aforementioned model fit statistics was also used to assess the fit of the partially mediated model to the data. The mediating effects were calculated using the Sobel test.

4.5.3 Summary Statistics and Correlations

Summary statistics (e.g., means) were computed. Pearson product-moment correlation analysis was employed for displaying the findings about correlations among the observed variables.

4.5.4 Software Used to Analyze Data

SPSS was used to analyze the data that contained the observed variables. LISREL 8.30 was used to analyze the data that included the observed and latent variables (Joreskog & Sorbom, 1996).

Chapter 5

RESULTS

The findings of the study are given in chapter five. Respondents' profile is given using frequencies. The measurement model is tested with CFA. The partially mediated model or structural model is tested with structural equation modeling. The Sobel test is used to understand whether WENG is a mediator between CSR and CS and voice behavior.

5.1 Respondents' Profile

Respondents' profile is presented in Table 2. The age breakdown is as follows: 98 respondents were between the ages of 18 and 27 and 166 were between the ages of 28 and 37. The rest were older than 37 years. Thirty-one percent of the respondents were male and 69% of the respondents were female. Nineteen percent of the respondents had high school education. Twenty-eight percent of the respondents had two-year college degrees, while 52% of the respondents had a university degree. The rest had graduate degrees.

Seventy-six percent of the participants in the sample had a length of stay, which was below five years. The remaining respondents had a length of stay, which was longer than five years. In addition, 64% of the respondents were not married.

Table 2: Subject profile ($n = 299$)

	Frequency	Percent
<i>Age</i>		
18-27	98	32.8
28-37	166	55.5
38-47	35	11.7
Total	299	100.0
<i>Gender</i>		
Male	93	31.1
Female	206	68.9
Total	299	100.0
<i>Education</i>		
High school	56	18.7
Two-year college degree	83	27.8
Four-year college degree	154	51.5
Graduate degree	6	2.0
Total	299	100.0
<i>Organizational tenure</i>		
Less than 1 year	45	15.1
1-5	183	61.2
6-10	62	20.7
11-15	9	3.0
Total	299	100.0
<i>Marital status</i>		
Single or divorced	191	63.9
Married	108	36.1
Total	299	100.0

5.2 The Measurement Model

The results emerging from CFA for the seven-factor measurement model are presented in Table 3. All scale items were subjected to CFA. The results suggested deletion of several items because of low loadings (< 0.50) and correlation measurement errors. The items discarded were given in Table 3. Consequently, there was acceptable fit for the seven-factor measurement model ($\chi^2 = 1176.56$ $df = 503$; $\chi^2 / df = 2.34$; CFI = 0.92; PNFI = 0.78; RMSEA = 0.067; SRMR = 0.058). That is, the result for CFI was larger than 0.90, while the result for PNFI was greater than 0.50 (Bentler & Bonett, 1980; Hair et al., 2010).

Table 3: Scale items and CFA results`

Items	Standardized loading	t-value	AVE	CR
<i>Economic CSR</i>			0.65	0.88
This airline company has a procedure in place to respond to every passenger complaint	0.75	14.69		
This airline company continually improves the quality of its services	0.90	19.47		
This airline company uses passenger satisfaction as an indicator of its business performance	0.79	15.89		
This airline company has been successful at maximizing its profits	-	-		
This airline company strives to lower its operating costs	-	-		
This airline company closely monitors flight attendants' productivity	0.77	15.28		
Top management of this airline company establishes long-term strategies for its business	-	-		
<i>Legal CSR</i>			0.69	0.92
The managers of this airline company are informed about relevant environmental laws	0.72	14.16		
All products delivered by this airline company meet legal standards	0.85	18.20		
This airline company's contractual obligations are always honored	0.88	19.22		
The managers of this airline company try to comply with the law	0.91	20.14		
This airline company seeks to comply with all laws regulating hiring and employee benefits	0.77	15.58		
This airline company has programs that encourage the diversity of its workplace in terms of age, gender, or race	-	-		
Internal policies of this airline company prevent discrimination in employees' compensation and promotion	-	-		
<i>Ethical CSR</i>			0.63	0.89
This airline company has a comprehensive code of conduct	0.80	16.37		
Members of this airline company follow professional standards	0.76	15.28		
Top managers monitor the potential negative impacts of the company's activities on the community	0.83	17.57		
This airline company is recognized as a trustworthy company	0.74	14.80		
Fairness toward employees is an integral part of this airline company's employee evaluation process	0.82	16.98		
<i>Philanthropic CSR</i>			0.59	0.87
This airline company tries to improve the image of its services	0.88	19.16		
This airline company tries to improve perception of its business conduct	0.90	19.64		
This airline company tries to improve its corporate image	0.85	18.16		
This airline company tries to help the poor	0.57	10.57		
This airline company tries to fulfill its social responsibility	0.56	10.16		

Table 3: Continued

Items	Standardized loading	<i>t</i> -value	AVE	CR
<i>Work engagement</i>			0.59	0.91
At my work, I feel bursting with energy	0.74	14.64		
At my job, I feel strong and vigorous	0.79	15.94		
I am enthusiastic about my job	0.88	18.72		
My job inspires me	0.85	17.87		
When I get up in the morning, I feel like going to work	0.76	15.22		
I feel happy when I am working intensely	-	-		
I am proud of the work that I do	0.69	13.08		
I am immersed in my work	0.64	12.02		
I get carried away when I am working	-	-		
<i>Career satisfaction</i>			0.55	0.86
I am satisfied with the success I have achieved in my career	0.72	13.67		
I am satisfied with the progress I have made toward meeting my goals for income	0.79	15.39		
I am satisfied with the progress I have made toward meeting my overall career goals	0.78	15.30		
I am satisfied with the progress I have made toward meeting my goals for advancement	0.75	14.44		
I am satisfied with the progress I have made toward meeting my goals for the development of new skills	0.66	12.05		
<i>Voice behavior</i>			0.64	0.84
I develop and make recommendations concerning issues that affect this airline company	0.87	17.49		
I speak up and encourage others in this airline company to get involved in issues that affect the company	0.95	19.90		
I communicate my opinions about work issues to others in this airline company even if others in the company disagree with me	0.53	9.57		
I get involved in issues that affect the quality of work life here in this airline company	-	-		
I speak up in this airline company with ideas for new projects or changes in procedures	-	-		
Model fit statistics:				
$\chi^2 = 1176.56$, $df = 503$; $\chi^2 / df = 2.34$; CFI = 0.92; PNFI = 0.78; RMSEA = 0.067; SRMR = 0.058				

Notes: All loadings are significant at the 0.01 level. AVE = Average variance extracted; CR = Composite reliability; CFI = Comparative fit index; PNFI = Parsimony normed fit index; RMSEA = Root mean square error of approximation; SRMR = Standardized root mean square residual. - Dropped during confirmatory factor analysis.

The result for RMSEA fell below 0.08 (Hair et al., 2010; Hooper et al., 2008), while the result for SRMR was below 0.10 (Hair et al., 2010). The χ^2 / df ratio was below 3.00 (Marsh & Hocevar, 1985). The result associated with CFA showed that each standardized loading was larger than 0.50. These loadings were significant. As reported in Table 3, each AVE was greater than 0.50. That is, AVE for the ECON CSR, LEG CSR, ETHIC CSR, PHIL CSR, WENG, CS; and voice behavior was 0.65, 0.69, 0.63, 0.59, 0.59, 0.55, and 0.64, respectively. Overall, the results revealed that convergent validity for the seven-factor measurement model was supported (Hair et al., 2010).

The results further demonstrated that discriminant validity was supported based on Anderson and Gerbing's (1988) and Fornell and Larcker's (1981) criteria. Broadly speaking, the squared correlation between the related variables was lower than the AVEs of these variables. For example, the squared correlation between the ECON CSR and WENG was 0.34. The AVEs for the ECON CSR and WENG was 0.65 and 0.59, respectively. As a result, discriminant validity was supported.

On the other hand, the AVEs were lower than the squared correlations between the ECON and ETHIC, LEG and ETHIC, LEG and PHIL, and ETHIC and PHIL indicators of CSR. Therefore, Anderson and Gerbing's (1988) criterion was used for testing discriminant validity for these constructs. The $\Delta\chi^2$ test showed a significant finding for each pair of construct (i.e., ECON and ETHIC $\chi^2 = 83.93$, $p < 0.01$; LEG and ETHIC $\chi^2 = 92.08$, $p < 0.01$; LEG and PHIL $\chi^2 = 210.95$, $p < 0.01$; ETHIC and PHIL $\chi^2 = 28.69$, $p < 0.01$). Consequently, discriminant validity for the seven-factor measurement model was supported (Anderson & Gerbing, 1988; Fornell & Larcker, 1981; Hair et al., 2010).

The results for the internal consistency reliability were satisfactory. Specifically composite reliability for the ECON CSR, LEG CSR, ETHIC CSR, PHIL CSR, WENG, CS; and voice behavior was 0.88, 0.92, 0.89, 0.87, 0.91, 0.86, and 0.84, respectively. These results were greater than 0.60 and therefore provided support for the internal consistency reliabilities of the measures (Bagozzi & Yi, 1988).

Table 4 depicts the finding concerning mean, standard deviations, and correlations of observed variables. The results showed that the correlations among the study variables were significant. Gender and organizational tenure, as the two control variables, had no significant associations with the study variables.

Table 4: Means, standard deviations, and correlations of observed variables

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1. Gender	0.69	0.46	-								
2. Organizational tenure	2.12	0.68	-0.012	-							
3. Economic CSR	3.45	0.90	-0.021	0.012	-						
4. Legal CSR	3.61	0.86	-0.047	0.001	0.734**	-					
5. Ethical CSR	3.58	0.83	-0.037	-0.054	0.789**	0.831**	-				
6. Philanthropic CSR	3.51	0.81	-0.004	-0.062	0.667**	0.776**	0.825**	-			
7. Work engagement	4.50	0.99	-0.054	-0.060	0.538**	0.575**	0.536**	0.510**	-		
8. Career satisfaction	3.52	0.79	-0.056	-0.039	0.492**	0.536**	0.563**	0.527**	0.541**	-	
9. Voice behavior	4.61	1.25	-0.079	-0.084	0.266**	0.415**	0.316**	0.419**	0.442**	0.417**	-

Notes: Gender (0 = male and 1 = female) and organizational tenure (four categories: less than 1 year, 1-5 years, 6-10 years, and 11-15 years) were used as the control variables in our study. SD = Standard deviation
 ** $p < 0.01$

5.3 The Structural Model

Before testing the hypothesized relationships, normality of the data was checked with the skewness test. The result for the ECON CSR, LEG CSR, ETHIC CSR, PHIL CSR, WENG, CS, and voice behavior was -0.654, -0.950, -0.788, -0.901, -1.131, -1.024, and -0.425, respectively. Since these results were lower than 3.00, it seemed that there was evidence for normality of the data (Kline, 2011).

A comparison between the partially mediated model ($\chi^2 = 478.41$, $df = 175$) and the fully mediated model ($\chi^2 = 524.02$, $df = 177$) was made using the $\Delta\chi^2$ test. The result was significant ($\Delta\chi^2 = 45.61$, $\Delta df = 2$, $p < 0.01$). As a result, it appeared that the partially mediated model fit the data better than the fully mediated model. The fit statistics for the partially mediated model was as follows: $\chi^2 = 478.41$ $df = 175$; $\chi^2 / df = 2.73$; CFI = 0.93; PNFI = 0.75; RMSEA = 0.076; SRMR = 0.062. Specifically, the result for CFI was higher than 0.90 and the result for PNFI was greater than 0.50 (Bentler & Bonett, 1980; Hair et al., 2010). The result for RMSEA fell below 0.08 (Hair et al., 2010; Hooper et al., 2008). The result for SRMR was less than 0.10 (Hair et al., 2010). The χ^2 / df ratio was below 3.00 (Marsh & Hocevar, 1985).

The unstandardized path estimates for the relationships among the study variables were given in Table 5. The results showed that hypothesis 1 was supported because CSR exerted a positive impact on WENG ($\beta_{21} = 0.61$, $t = 9.48$). Hypotheses 2 and 3 were also supported since CSR was positively related to CS ($\beta_{31} = 0.47$, $t = 6.37$) and voice behavior ($\beta_{41} = 0.13$, $t = 1.79$).

The empirical data supported hypothesis 4 because WENG positively influenced CS ($\beta_{32} = 0.30, t = 4.26$). The empirical data also supported hypothesis 5 since WENG positively affected voice behavior ($\beta_{42} = 0.40, t = 5.05$). As for the mediating effects, the Sobel test results revealed that WENG partially mediated the influence of CSR on CS and voice behavior. That is, the indirect influence of CSR on CS via WENG was 3.95 (z -value). The indirect influence of CSR on voice behavior via WENG was 4.49 (z -value). Consequently, hypotheses 6 and 7 were supported.

CSR was also significantly represented by the ECON CSR ($\lambda = 0.74$), LEG CSR ($\lambda = 0.76, t = 19.57$), ETHIC CSR ($\lambda = 0.78, t = 21.61$), and PHIL CSR ($\lambda = 0.70, t = 18.61$). The results explained 1% of the variance in CSR, 38% in WENG, 49% in CS, and 25% in voice behavior. The control variables were not significantly associated with the variables belonging to hypotheses. The results revealed that the control variables did not act as statistical confounds.

Table 5: Structural model test results

Research hypotheses		Path estimate (unstandardized)	t-value
H1	Corporate social responsibility → Work engagement (β_{21})	0.61	9.48
H2	Corporate social responsibility → Career satisfaction (β_{31})	0.47	6.37
H3	Corporate social responsibility → Voice behavior (β_{41})	0.13	1.79
H4	Work engagement → Career satisfaction (β_{32})	0.30	4.26
H5	Work engagement → Voice behavior (β_{42})	0.40	5.05
		z-value	
H6	Corporate social responsibility → Work engagement → Career satisfaction	3.95	
H7	Corporate social responsibility → Work engagement → Voice behavior	4.49	
		λ	t-value
Economic ← Corporate social responsibility	0.74	*	
Legal ← Corporate social responsibility	0.76	19.57	
Ethical ← Corporate social responsibility	0.78	21.61	
Philanthropic ← Corporate social responsibility	0.70	18.61	
R² for			
Corporate social responsibility	0.01		
Work engagement	0.38		
Career satisfaction	0.49		
Voice behavior	0.25		

Model fit statistics

$\chi^2 = 478.41$ $df = 175$; $\chi^2 / df = 2.73$; CFI = 0.93; PNFI = 0.75; RMSEA = 0.076; SRMR = 0.062

Notes: CFI = Comparative fit index; PNFI = Parsimony normed fit index; RMSEA = Root mean square error of approximation; SRMR = Standardized root mean square residual. *T*- values: one-tailed test $t > 1.65$, $p < 0.05$; and $t > 2.33$, $p < 0.01$. **T*-values are shown in parentheses except for the loading of the economic CSR that was initially fixed to 1.00 to set the metric for the underlying corporate social responsibility variable.

Chapter 6

DISCUSSION

The current chapter depicts a discussion of the results regarding the effect of CSR on flight attendants' CS and voice behavior and WENG as a mediator between CSR and these job outcomes. This chapter also depicts theoretical implications based on the study findings. This is followed by managerial practices. Methodological concerns and avenues for future studies are at the end of this chapter.

6.1 Key Findings and Theoretical Implications

This thesis proposed a conceptual model that examined the impact of CSR on the consequences such as CS and voice behavior among flight attendants. The conceptual model also investigated WENG as a partial mediator between CSR and CS and voice behavior. Data were collected from flight attendants with a two-week time lag in three waves in a major LCAA in Turkey. All hypothesized relationships were supported by the data. That is, the hypotheses concerning the direct and mediating effects received empirical support from the data.

The results suggest that CSR is represented by ECON, LEG, ETHIC, and PHIL practices. When the company invests in human resources, pays attention to passenger complaints and manages them through various procedures, has a comprehensive code of conduct, and focuses on its business conduct, flight attendants possess favorable perceptions of CSR, as manifested by ECON, LEG, ETHIC, and PHIL practices. The abovementioned indicators representing CSR are

in line with the studies in the current literature (Lee et al., 2012; Lee et al., 2017; Supanti et al., 2015). This is an important addition to the current knowledge base because what is known about CSR initiatives of the companies, especially in the aviation industry is scarce (e.g., Aguinis & Glavas, 2012; Lee et al., 2012; Raub & Blunschi, 2013).

The results given in this thesis suggest that WENG is a motivational outcome of CSR based on flight attendants' perceptions. That is, flight attendants' perceptions of CSR initiatives make them become more engaged in their work. They are more energetic and enthusiastic and are more immersed in their work. Having such flight attendants is important because although not measured in this thesis, high levels of WENG give rise to high levels of performance outcomes (Karatepe & Talebzadeh, 2016). When management of the company invests in CSR practices, flight attendants perceive that management does something significant and meaningful for the employees, company and society. They feel obliged to repay the organization. That is, they respond to these initiatives or practices through high levels of WENG. This is in line with SET (Cropanzano & Mitchell, 2005).

As mentioned before, empirical evidence pertaining to the joint effects of ECON, LEG, ETHIC, and PHIL practices on WENG in the current literature is scarce. Therefore, this thesis adds to current knowledge about the relationship between CSR and WENG in the aviation industry (cf. Ferreira & de Oliveira, 2014; Gupta, 2017).

The results further suggest that CSR fosters flight attendants' CS and voice behavior. Flight attendants are more satisfied with their current career and find the opportunity to speak up with new ideas for service improvement and communicate their ideas to

others despite any potential disagreements. The finding regarding the effect of CSR on voice behavior is congruent with Raub and Blunschi's (2013) empirical study. However, this thesis differs from their study in a way that it tests the effects of ECON, LEG, ETHIC, and PHIL practices as the indicators of CSR simultaneously on voice behavior. Though the current literature shows evidence about the effect of CSR on several job outcomes such as job satisfaction and turnover intentions (e.g., Glavas & Kelley, 2014; Newman et al., 2015), this study appears to be the first one examining the effects of ECON, LEG, ETHIC, and PHIL practices as the indicators of CSR simultaneously on CS.

The findings reported above are also congruent with SET (Cropanzano & Mitchell, 2005). That is, flight attendants with favorable perceptions of CSR respond through high levels of CS and voice behavior. Investment in various CSR practices makes flight attendants trust in organization and feel happy. Such flight attendants respond to these investments in CSR practices by reporting that they possess CS at elevated levels and contribute to the company through their voice behavior.

Again consistent with SET (Cropanzano & Mitchell, 2005), flight attendants are more engaged in their work "...because of the continuation of favorable reciprocal exchanges" (Saks, 2006, p. 607). Flight attendants with high WENG are more satisfied with their career in the organization and display positive voice behaviors. These positive outcomes are associated with the presence of trusting and high quality relationships between the organization and flight attendants (cf. Karatepe, 2013a, b; Saks, 2006). The findings about the effect of WENG on CS and voice behavior are also in line with Karatepe's (2012) and Koyuncu et al.'s (2013) works.

The abovementioned findings clearly reveal that WENG is a partial mediator between CSR and CS and voice behavior. This contributes to the understanding about the underlying mechanism through which CSR influences various job outcomes (Aguinis & Glavas, 2012; Glavas, 2016). In short, the results reported in this chapter enhance the understanding about the outcomes of CSR and the mediating mechanism that links CSR to job outcomes. The results also enhance the understanding about CSR based on flight attendants' perceptions.

6.2 Managerial Implications

This thesis offers several useful recommendations for managerial practice by using the findings reported above. First, having a successful complaint mechanism contributes to the image of the airline company. When passengers perceive that each complaint receives an acceptable solution and is taken seriously, they contribute to the company through positive word-of-mouth communication. To achieve this, management should make continuous investment in training, empowering, and rewarding its flight attendants. Without these investments, management cannot guarantee a successful complaint handling process (cf. Babakus et al., 2017). In addition, management should always respond to each comment about passengers' experiences and/or problems. This will enable management to give positive messages to passengers about the company's care about service quality and passenger satisfaction. Overall, procedures implemented successfully positively influence the image of the airline company (Park & Park, 2016).

Management should make sure that the current flight attendants do understand the LEG, ETHIC, and PHIL practices of the company. This can be done via the maintenance of a strong organizational culture (cf. Kim et al., 2016). In such an

organizational culture, flight attendants would understand why and how the company is involved in CSR practices and learn how these practices contribute to the society and other relevant parties. This is critical because flight attendants who do not understand why the company invests in the environment, uses code of ethics, tries to improve its business conduct, and pays attention to the employee well-being cannot make contributions to the CSR initiatives of the company.

Second, management should highlight the importance of CSR during the hiring process. That is, the candidates should be explained the CSR practices of the company. The ones who show minimum or no interest in the CSR initiatives of the company should not be preferred. Otherwise, management cannot expect these individuals to make contributions to such activities (e.g., ECON, ETHIC). Management should also use the WENG scale to find out whether the candidates do really possess higher WENG (cf. Karatepe, 2013a; Karatepe & Eslamlou, 2017).

Third, employee voice behavior is a critical communication tool for obtaining useful feedback about passengers' needs and problems and flight attendants' novel ideas for service improvement (cf. Raub & Blunschi, 2013). This is not surprising because flight attendants spend a great deal of time with passengers handling plenty of requests and problems. Therefore, flight attendants should always be encouraged to give feedback and ideas for service improvement in the organization.

Fourth, training programs should develop flight attendants' technical and behavioral skills. These training programs should contribute to the succession in their career in the organization. Otherwise, it would be difficult to motivate these flight attendants to perform at higher levels and display voice behaviors.

6.3 Limitations and Future Research Directions

This thesis makes a number of useful additions to the current knowledge base by investigating the impact of CSR on flight attendants' CS and voice behavior and WENG as a mediator of the impact of CSR on CS and voice behavior. Despite such contributions, some limitations are of note. These limitations highlight directions for future studies. First, this thesis tests CS and voice behavior as the two critical outcomes of CSR. Testing them is important. However, in future studies testing other critical outcomes of CSR such as service-sales ambidexterity and counterproductive work behaviors among flight attendants would enhance the understanding about CSR and its outcomes (e.g., Bouzari & Karatepe, 2017).

Second, WENG is an important motivational variable. In this thesis, it was used as a mediator that linked CSR to flight attendants' CS and voice behavior. In future studies using other potential mediating variables such as psychological contract breach, met expectations, or career adaptability would be useful (Kim, Karatepe, & Lee, 2017; Safavi & Karatepe, 2017). For example, the availability of CSR practices would increase flight attendants' perceptions of psychological contract breach that would in turn lead to job outcomes (Kim et al., 2017). Likewise, the availability of CSR practices would increase flight attendants' career adaptability which would in turn result in job outcomes (Safavi & Karatepe, 2017).

Third, to add to the current knowledge base, future studies can collect data from flight attendants in different types of airline companies and test the relationships depicted in this study's conceptual model. For example, data can be collected from flight attendants employed in full-service airline companies and low-cost airline

companies. The relationships among study variables can be tested and any potential differences can be observed.

Chapter 7

CONCLUSION

This thesis aimed to make several contributions to the current knowledge base by investigating the outcomes of CSR. First, it proposed a conceptual model that investigated the effect of CSR, as manifested by ECON, LEG, ETHIC, and PHIL practices, on CS and voice behavior. The conceptual model also examined WENG as a partial mediator between CSR and CS and voice behavior. SET was used as a theoretical framework in this thesis. Data collected from flight attendants in three waves (i.e., two weeks) in a major LCAA in Turkey were used to test these relationships. Using data from flight attendants is important because evidence about CSR based on flight attendants' perceptions is scarce.

The hypothesized relationships shown in the conceptual model received empirical support from the data. Broadly speaking, flight attendants are more engaged in their work because management of the airline company's CSR practices sends positive messages to flight attendants. Flight attendants' observation in ECON, LEG, ETHIC, and PHIL practices of the company enables them to obtain such positive messages.

Flight attendants are more satisfied with their career in the organization and perceive that they work in an environment where they can display voice behaviors. These are

due to the companies' CSR practices (i.e., ECON, LEG, ETHIC, and PHIL) that send positive messages to flight attendants. Flight attendants with positive perceptions of these CSR practices display desirable job outcomes such as CS and voice behavior. In addition, flight attendants who are energetic and dedicated and are immersed in their work display the abovementioned job outcomes. CS and voice behavior are the outcomes reported by flight attendants who possess high levels of WENG.

Flight attendants with positive perceptions of CSR practices are more engaged in their work and therefore are more satisfied with their career in the organization and contribute to the company through their voice behaviors. This statement and the abovementioned findings highlight the conclusion that WENG is a partial mediator between CSR and CS and voice behavior.

Using the findings reported in this thesis, several useful managerial implications are offered. The methodological concerns are presented and their relevant directions for future research are provided.

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APPENDIX

TÜRK HAVAYOLU SEKTÖRÜNDE BİR ALAN ÇALIŞMASI

Sayın Cevaplayıcı,

Bu çalışmanın amacı, kabin/uçuş görevlisi olarak sizin işinizdeki günlük deneyimlerinizi ve bu deneyimlerin iş dışındaki günlük hayatınızı nasıl etkilediğini araştırmaktır. Bu amaç doğrultusunda, sizden bu anketi doldurmanızı rica etmekteyiz.

İşletme yönetimi araştırmamızı ve bu araştırmaya katılımınızı desteklemektedir. Soruların doğru veya yanlış diye bir cevabı yoktur. Araştırma sonunda elde edilen veriler tamamen gizli tutulacaktır. Zaten sizlere kimliğiniz ile ilgili soru sorulmayacaktır. Araştırmaya zaman ayırıp katıldığınız için çok teşekkür ederiz.

Bu araştırma ve/veya anketle ilgili herhangi bir sorunuz olursa, proje yürütücülerinden Shiva Ilkhanizadeh'e 055555 nolu telefonundan veya shiva.ilkhanizadeh@gmail.com elektronik posta adresinden ulaşabilirsiniz.

Katkılarınız için tekrar teşekkür ederiz.

Proje Yürütücüler

Shiva Ilkhanizadeh
Prof. Dr. Osman M. Karatepe

Adres:

Doğu Akdeniz Üniversitesi
Turizm Fakültesi
Gazimağusa, Kuzey Kıbrıs Türk Cumhuriyeti

I. BÖLÜM

Lütfen aşağıdaki soruları size en uygun olan seçeneğe göre işaretleyerek cevaplayınız.

- (1) Hiç katılmıyorum
- (2) Katılmıyorum
- (3) Kararsızım
- (4) Katılıyorum
- (5) Kesinlikle katılıyorum

1. Bu havayolu işletmesi her yolcu şikayetini çözebilecek bir prosedüre sahiptir.	1	2	3	4	5
2. Bu havayolu işletmesi sunulan hizmetin kalitesini sürekli olarak iyileştirmektedir.	1	2	3	4	5
3. Bu havayolu işletmesi yolcu tatminini işletme performansının bir göstergesi olarak kullanır.	1	2	3	4	5
4. Bu havayolu işletmesi işletme karlılığını azamileştirme konusunda başarılıdır.	1	2	3	4	5
5. Bu havayolu işletmesi faaliyet giderlerini düşürmek için uğraşır.	1	2	3	4	5
6. Bu havayolu işletmesi kabin görevlilerinin verimliliğini yakından takip eder.	1	2	3	4	5
7. Bu havayolu işletmesinin üst yönetimi uzun vadeli stratejileri belirler.	1	2	3	4	5
8. Bu havayolu işletmesinin yöneticileri ilgili çevrecilik yasaları konusunda bilgi sahibidirler.	1	2	3	4	5
9. Bu havayolu işletmesinin sunduğu hizmetler yasal standartlara uygundur.	1	2	3	4	5
10. Bu havayolu işletmesi sözleşme sorumluluklarını daima yerine getirir.	1	2	3	4	5
11. Bu havayolu işletmesinin yöneticileri mevcut yasalara uyarlar.	1	2	3	4	5
12. Bu havayolu işletmesi işe alma ve işgören hakları konularını düzenleyen tüm yasalara uymaya çalışır.	1	2	3	4	5
13. Bu havayolu işletmesinde yaş, cinsiyet veya ırk açısından personel çeşitliliğini teşvik eden programlar vardır.	1	2	3	4	5
14. Bu havayolu işletmesinde uygulanan politikalar işgören ücret ve terfi konularında ayrımcılığa yönelik uygulamaları önler.	1	2	3	4	5
15. Bu havayolu işletmesinin kapsamlı davranış kuralları vardır.	1	2	3	4	5
16. Bu havayolu işletmesinin çalışanları mesleki standartlara uyarlar.	1	2	3	4	5
17. Bu havayolu işletmesinin üst yöneticileri faaliyetlerimizin toplum üzerindeki olası olumsuz etkilerini yakından takip ederler.	1	2	3	4	5
18. Bu havayolu işletmesi güvenilir bir şirket olarak bilinir.	1	2	3	4	5
19. Bu havayolu işletmesinde çalışanlara yönelik adil davranma işgören değerlendirme yönteminin ayrılmaz bir parçasıdır.	1	2	3	4	5
20. Bu havayolu işletmesi sunulan hizmetin imajını iyileştirmeye çalışır.	1	2	3	4	5
21. Bu havayolu işletmesi iş yapma kurallarına yönelik algılamayı iyileştirmeye çalışır.	1	2	3	4	5

22. Bu havayolu işletmesi şirket imajını iyileştirmeye çalışır.	1	2	3	4	5
23. Bu havayolu işletmesi muhtaç kimselere yardımcı olmaya çalışır.	1	2	3	4	5
24. Bu havayolu işletmesi sosyal sorumluluğunu yerine getirmeye çalışır.	1	2	3	4	5

II. BÖLÜM

Yaşınız

- 18-27 ()
28-37 ()
38-47 ()

Cinsiyetiniz

- Erkek ()
Kadın ()

En Son Bitirdiğiniz Eğitim Kurumu

- Lise ()
Meslek Yüksek Okulu ()
Yüksek Okul / Fakülte ()
Yüksek Lisans / Doktora ()

Kaç Yıldır Bu Hava Yolu Şirketinde Çalışıyorsunuz?

- 1 yıldan az ()
1-5 ()
6-10 ()
11-15 ()

Medeni Durumunuz

- Bekar veya Boşanmış ()
Evli ()

Teşekkür ederiz.

TÜRK HAVAYOLU SEKTÖRÜNDE BİR ALAN ÇALIŞMASI

Sayın Cevaplayıcı,

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İşletme yönetimi araştırmamızı ve bu araştırmaya katılımınızı desteklemektedir. Soruların doğru veya yanlış diye bir cevabı yoktur. Araştırma sonunda elde edilen veriler tamamen gizli tutulacaktır. Zaten sizlere kimliğiniz ile ilgili soru sorulmayacaktır. Araştırmaya zaman ayırıp katıldığınız için çok teşekkür ederiz.

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Aşağıdaki ifadeler işinizde nasıl hissettiğinizle ilgili ifadelerdir. Lütfen her bir ifadeyi dikkatli bir şekilde okuyup, işinizle ilgili şimdiye kadar hiç böyle hissedip hissetmediğinize karar veriniz. Eğer hiç böyle hissetmediyseniz, '0'ı işaretleyiniz. Eğer böyle hissettiyseniz, ne sıklıkta böyle hissettiğinizi en iyi şekilde tanımlayan sayıyı (1 ile 6) işaretleyiniz.

- (0) Hiçbir zaman
- (1) Neredeyse hiç (yılda birkaç ya da daha az)
- (2) Seyrek olarak (ayda bir ya da daha az)
- (3) Bazen (ayda birkaç)
- (4) Sık sık (Haftada bir)
- (5) Çok sık (haftada birkaç)
- (6) Daima (Her gün)

1. İşimde kendimi enerji dolu hissederim.	0	1	2	3	4	5	6
2. İşeyken kendimi güçlü ve dinç hissederim.	0	1	2	3	4	5	6
3. İşimle ilgili konularda çok hevesliyimdir.	0	1	2	3	4	5	6
4. İşim bana ilham verir.	0	1	2	3	4	5	6
5. Sabah kalktığımda canım işe gitmek ister.	0	1	2	3	4	5	6
6. Yoğun çalıştığımda kendimi mutlu hissederim.	0	1	2	3	4	5	6
7. Yaptığım işten gurur duyarım.	0	1	2	3	4	5	6
8. Çalışırken kendimi işime kaptırırım.	0	1	2	3	4	5	6
9. Çalışırken kendimden geçerim.	0	1	2	3	4	5	6

Teşekkür ederiz.

TÜRK HAVAYOLU SEKTÖRÜNDE BİR ALAN ÇALIŞMASI

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- (4) Katılıyorum
- (5) Kesinlikle katılıyorum

1. Kariyerimde elde ettiğim başarıdan tatminim.	1	2	3	4	5
2. Genel kariyer hedeflerime ulaşmak için gösterdiğim ilerlemeden tatminim.	1	2	3	4	5
3. Finansal olarak hedeflediğim gelire ulaşmak için gösterdiğim ilerlemeden tatminim.	1	2	3	4	5
4. İşimde yükselmek ile ilgili hedeflerime ulaşmak için gösterdiğim ilerlemeden tatminim.	1	2	3	4	5
5. Yeni beceriler kazanmaya yönelik hedeflerime ulaşmak için gösterdiğim ilerlemeden tatminim.	1	2	3	4	5

II. BÖLÜM

Lütfen aşağıdaki soruları size en uygun olan seçeneğe göre işaretleyerek cevaplayınız.

- (1) Hiç katılmıyorum
- (2) Katılmıyorum
- (3) Kısmen katılmıyorum
- (4) Kararsızım
- (5) Kısmen katılıyorum
- (6) Katılıyorum
- (7) Kesinlikle katılıyorum

6. Bu havayolu işletmesini etkileyen konularla ilgili öneriler geliştirip sunarım.	1	2	3	4	5	6	7
7. Bu havayolu işletmesini etkileyen konularla ilgilenmeleri için görüşlerimi açıkça belirterek diğer çalışanları teşvik ederim.	1	2	3	4	5	6	7
8. Bu havayolu işletmesinde diğer çalışanlar benimle aynı fikirde olmasalar bile, kendilerine iş ile ilgili düşüncelerimi aktarırım.	1	2	3	4	5	6	7
9. Bu havayolu işletmesinde çalışma hayatının niteliğini etkileyen konularla ilgilenirim.	1	2	3	4	5	6	7
10. Yeni projeler veya prosedürlerde yapılacak değişiklikler ile ilgili görüşlerimi bu havayolu işletmesinde açıkça belirtirim.	1	2	3	4	5	6	7

Teşekkür ederiz.