Understanding the link between CSR and employee green behaviour

Abstract

This study examines the influence of CSR on employee green behaviour through employee well-being and personal environmental norms. Furthermore, it examines the moderating role of hotel environmental strategy on these relationships. The proposed model was validated using of 988 hotels' employees. The findings revealed that CSR is a key driver of employee green behaviour. Employee well-being and personal environmental norms partially mediate this relationship. Personal environmental norms is a key driver of green behaviour. Furthermore, the findings indicate that hotel environmental strategy moderates these relationships. The findings of this study enrich our knowledge about the social outcomes of CSR. A key practical implications are justified and explained.

Keywords,

1. Introduction

"Without the internal stakeholder's consensus and achievement of the work, whatever and however you raise your voice on CSR to externals, it is all a castle in the air" (Opoku-Dakwa et al., 2018, p. 580).

Corporate social responsibility (CSR) reflects the initiatives that a company performs to positively influence on society and contribute to its welfare. The main aim of CSR activities is to maximise the companies positive influences and to minimise its negative influences on society (Pomering & Johnson, 2009; Su & Swanson, 2019; Luu, 2020). Over the past few years, a number of studies (Bolton & Mattila, 2015; Chi et al., 2019; D'Acunto et al., 2020; Ertuna, Karatas-Ozkan, & Yamak, 2019; Farooq & Salam, 2020; Hatipoglu et al., 2019; Hendersen, 2007; Iyer & Jarvis, 2019; Kim et al., 2020; Lee et al., 2013; Rhou & Singal, 2020; Volgger & Huang, 2019) have examined CSR in the tourism and hospitality context.

While corporate social responsibility plays a critical role in social and environmental tourism research (Caruana et al., 2014; Chi et al., 2019; Kim et al., 2020), CSR in the tourism studies is lacking and under-researched (Farooq & Salam, 2020; Opoku-Dakwa et al., 2018), and lags behind corporate social responsibility studies (Randle et al., 2019). Moreover, CSR studies in contexts other than hospitality and tourism context tend not to apply to hospitality and tourism context (Wells et al., 2016). Therefore, further study is needed to examine and understand the critical role of CSR in the hospitality and tourism context. "Stakeholders who may be affected by corporate actions, including employees, customers, partners, the public" (Raub & Martin-Rios, 2019, p. 2) are the core target for behaviour change in CSR activities (Han et al., 2020), however, prior research about CSR in tourism and hospitality industry has paid more attention to institutional level such as standards and laws and macro level factors, while neglecting micro level such as employees (Chun et al., 2013; Rhou, & Singal, 2020). Despite numerous studies about CSR have investigated the micro level in the tourism and hospitality context, employee

behaviour continues unexplored (e.g., Chou, 2014; Ertuna et al., 2019; Han et al., 2020; Hatipoglu et al., 2019). Green behavior involves engaging in environment-friendly behaviors to perform work in a friendly environment. Green behavior is among those several strategies that are followed by organizations to enhance their environmental performance and achieve sustainable targets.

Numerous studies have paid attention to employee well-being in the organisational literature (e.g., Ariza-Montes et al., 2019; Caesens, et al., 2017; Hsu et al., 2019; Radic et al., 2020; Sharma et al., 2016), with some research (Kim et al., 2018; Su et al., 2017; Su & Swanson, 2019) indicating that CSR play an important role in improving employee well-being. Thus, understanding the role of CSR in enhancing employee well-being and its effect on their green behavior is important for hospitality industry. Hence, the questions that arise in this research are the following.

(1) What is the direct effect of CSR on employee green behaviour?
(2) To what extent do employee well-being and personal environmental norms mediate the relationship between CSR and green behaviour?
(3) To what extent does hotels environmental strategy moderate the link between CSR and green behaviour?

Table 1 demonstrates the contributions of our research in comparison with selective prior studies. Our research is the first to examine the direct and indirect link between CSR and employee green behaviour in the UAE hospitality industry. In doing so, this study examines the mediating role of employee-wellbeing on the link between CSR and employee green behaviour. Moreover, our research is the first to investigate the moderating influence of hotel environmental strategy on these relationships. The present study provides theoretical contributions to CSR, employee well-being, and green behaviour in the tourism and hospitality context in different ways. Prior researchers have called for additional exploration of the employee-company relationship role as an influencing mechanism of CSR on its consequences

(De Roeck & Farooq, 2017; Gond et al., 2017; Su & Swanson, 2019). Previous CSR studies with employees have largely focused on attitudinal consequences. For instance, job satisfaction (e.g., Lee et al., 2013), turnover intentions (e.g., Hansen et al., 2011), or organizational citizenship behaviors (e.g., Fu et al., 2014; Lee et al., 2012). Our results validate the notion that firm-based socially responsible initiatives can enrich the relationship between employees and an organization, which acts to mediate the influence of CSR on employee well-being and their green behaviors in the workplace. Findings strengthen our understanding of the prominent role that the employee-company relationship has in explaining the impact of CSR initiatives on employee social outcomes. The mediating findings provide additional clarification to the influence of CSR on the green behaviors of hotel employees by identifying the secondary mediation of employee well-being on this relationship.

Insert Table 1 about here

Our manuscript is structured into four sections. The literature review about the study variables is demonstrated and a conceptual framework was developed. The utilised methodology is indicated and the study results are demonstrated. The last section demonstrates the discussion and implications.

2. Theory and hypotheses development

2.1. CSR in hospitality and tourism context

Prior studies revealed that there is no universally accepted definition of CSR among researchers, despite the fact that the concept of CSR created more than four decades ago (Chan & Wyatt, 2007; Kim et al., 2018). Bowen (1953, p.6) defined CSR as "the obligations of businessmen to pursue those policies, make those decisions, or follow those lines of action which are desirable in terms of the objectives and values of our society. Kang et al (2010, p.

73) examined prior studies about CSR and described it as "the activities making companies good citizens who contribute to society's welfare beyond their own self interests." CSR refers to an organisational policies and actions that consider the expectations of stakeholders and the triple bottom line of environmental, social, and economic performance (Aguinis, 2011).

In the hospitality and tourism context, prior research has paid attention to CSR include airlines industry (Park et al., 2017; Ringham & Miles, 2018), heritage tourism (Wells, et al., 2016), leisure (Supanti & Butcher, 2019), eco-tourism (De Grosbois, 2016), destination (Su et al., 2020), and hotels (Abaeian, et al., 2019; Ettinger et al., 2018; Farmaki & Farmakis, 2018). Studies examining the tourism marketing also demonstrated a tremendous shift from economic focused to sustainability (Jamrozy, 2007) and the link between CSR and financial performance has been explored in the hospitality and tourism industry (Sharma & Mishra, 2018). However, the results of these studies are inconsistent and the largest focus has been given to customers and managers perspective (Aramburu & Pescador, 2019; Wells, et al., 2015). A little attention has been paid to employees perspective (Su & Swanson, 2019). Prior research indicated the need for further studies on the CSR implications for employees in the tourism and hospitality context (Park & Levy, 2014; Su & Swanson, 2019). However, despite these different contributions, no research has investigated the effect of CSR on employee well-being and green behaviour as well as the moderating role of hotels environmental strategy on these relationships in the hotels industry in the developing countries. Thus, our study fills this gaps by developing a conceptual model which examines the link between CSR, employee well-being, and suitable behaviour.

According to Mehrabian and Russell (1974), when a person involves in a stimulus (S), internal states are created (O), which formulates responses (R). Hyun et al. (2011) revealed that "stimuli (e.g., object stimuli and social psychological stimuli) develop individuals' cognitive and emotional states, which in turn determine behavioural responses of approach or avoidance"

(p. 695). Our research examines the link between CSR, employee well-being, and employee green behaviour. According to the S-O-R model, this study suggests that CSR (Stimuli) promotes employee well-being (Organism), which in turn results in green behaviour (Response).

2.2. CSR and green behaviour

De Roeck and Farooq (2017) defined employee green behaviour as "employee' engagement in green behaviours, including employees' actions to perform work in an environmentally friendly way (e.g., recycling, rational use of resources, participation in environmental initiatives, setting of more green policies)" (p. 2). Ones and Dilchert (2012) refer green behaviour as "scalable actions and behaviours that employees engage in that are linked with and contribute to or detract from environmental sustainability" (p. 87). Therefore, employee green behaviour comprises initiatives and actions such as saving energy by turning off lights when leaving an office, avoiding waste by correcting documents electronically rather printing them out, utilising resources efficiently by adopting teleconference rather traveling to meetings, and recycling (Norton, et al., 2017; Opoku-Dakwa et al., 2018). Numerous studies examined the main motivations of employee green behaviour including Green organizational climates (Chou, 2014; Zientara & Zamojska, 2018), attitudes and beliefs (Manika et al., 2017), organisational sustainability polices (Norton et al., 2014), environmental specific servant leadership (Luu, 2020), corporate environmental strategy (Norton et al., 2017), demographics factors (Chekima, et al., 2016), green HRM practices (Dumont et al., 2017), environmental knowledge (Pothitou et al., 2016), and CSR (Su & Swanson, 2019; Wells et al., 2016). There is clearly scope to further examine the direct and indirect influence of CSR on employee green behaviour within hospitality industry. Therefore, Our study examines hotels employee well-being and green behaviour as social consequences of CSR and investigates the link between these variables (Figure 1).

Social information processing theory suggests that an individual's social context and environment can help to determine their attitudes and behaviours (Thomas & Griffin, 1989). Based on social information processing theory, it can be conjectured that employees' attitudes and behaviors might be influenced by their evaluation of the work environment. As such, recognized CSR initiatives should affect employees' pro-social behaviors (e.g., De Roeck & Farooq, 2017; De Roeck & Maon, 2016), including hotel employee efforts to benefit the environment or reduce harm to the environment.

Prior research revealed that CSR is a key determinant of employee pro-environmental behaviour (e.g., De Roeck & Farooq, 2017; Han et al., 2018; Su & Swanson, 2019; Wells, et al., 2016). Despite the importance of CSR, Wells et al. (2016) state that there is a lack of research regarding CSR in the tourism and hospitality context. Based on De Roeck and Farooq (2017), our study concurs that "individuals' attitudes and behaviours essentially result from the cognitive processing of informational cues stemming from their (work) environment" (p. 1). According to the theory of social information processing, we argue that "employees adopt what they view as appropriate workplace behaviours by processing the cues they get from the work environment" (Salancik & Pfeffer,1978, p.27). One of these cues are CSR activities that can be performed by hotels. The perceptions of employees about hotels CSR initiatives influence on employee attitudes and behaviours in that workplace, which lead to improving in employees engaging in green behaviour (De Roeck & Farooq, 2017; Luu et al., 2020; Su & Swanson, 2019; Zientara & Zamojska, 2018). In the hospitality and tourism context, a significant link between CSR and green behaviour is supported by Su et al. (2017) and Su and Swanson (2019). Furthermore, other research pointed out that citizenship behaviours (i.e., social and environmental actions) were found to be consequences of CSR (e.g., Han & Hyun, 2019;

Hwang & Lee, 2019; Zientara & Zamojska, 2018). Therefore, the authors suggest the following hypotheses:

Hypothesis 1. CSR positively influences employee green behaviour.

2.3. CSR and employee well-being

Prior research categorised employee well-being into two aspects (Sharma et al., 2016). The first is physical aspect which includes gastrointestinal difficulties, headaches, muscular discomfort, and lightheadedness. The second is mental aspect which includes employee depression, apprehension, anxiety, fatigue, and self-respect. Prior research suggested that employee well-being is a key driver of firm success (Su & Swanson, 2019). Poor well-being influences on employees psychologically and physically, leading to increases in the costs of health insurance and decrease in employee productivity (Danna & Griffin, 1999). Numerous studies pointed out that well-being effects on employee behaviour (Ogbonnaya & Messersmith, 2019; Kim et al., 2018).

In many organizations, a healthy and happy workplace for employees has become a way of living out this commitment to CSR. It has been observed that in many organizations CSR has taken hold internally in day-to-day operations and now organizations are seeing the direct and indirect benefits of its practical implications on the well-being of employees. Kim et al. (2018) in their study conclude that employees who act as good corporate citizens, the company actively engages them in programs that promote the wellbeing and benevolence of employees within their organization. Moreover, Ahmed et al (2020) suggest that a company that supports the initiatives of CSR reveals its investors that it cares for the society, environment, and for employees. According to Kim et al. (2017), positive perceptions of CSR improve the well-being of employees. Many studies have investigated that employee perceptions of firms' CSR

programs communicate employees how to act in the work environment which will result in helpful behaviors (De Roeck & Farooq, 2017).

Danna and Griffin (1999) pointed out that a workplace is a key driver of employee well-being. A firm that implement CSR activities and strategy indicates to their stakeholders that it look after the society, the environment, and its employees (Bavik, 2019.). Prior rsearch by Kim et al. (2017) indicated that CSR has a positive effect on employees work quality of life. Furthermore, Gond et al. (2017) claimed that CSR had a positive influence on employee well-being. In the hospitality and tourism context, a significant and positive association between CSR and employee well-being is supported by Su and Swanson (2019). Thus, the following hypotheses are suggested:

Hypothesis 2. CSR positively influences employee well-being.

2.4. Employee well-being and green behaviour

According to Sharma et al. (2016), employee well-being encompasses both physical and mental aspects. The mental aspects would include employee apprehension, fatigue, depression, self-respect, and anxiety. Physical aspects could be headaches, light-headedness, muscular discomfort, gastrointestinal difficulties, and musculoskeletal ailments. As a gauge of general life satisfaction, well-being is not just an issue for organizational members. Studies have clearly shown that employee well-being may be very important to organization success as well. For example, Danna and Griffin (1999) confirmed that a poor sense of well-being will impact employees physically and psychologically, resulting in increased health insurance costs and lower worker productivity. Employee well-being also impacts employees' attitudes and behaviors (e.g., Ahmed et al., 2020; Kim et al., 2020; Sharma et al., 2016; Su & Swanson,

2019). As such, it is important for organizations to comprehend how their programs effect the well-being of employees.

Prior research by Melnyk et al. (2013) indicated that different workplace issues such as conflict and stress are liked to low level of employee well-being. These issues influence negatively on employee productivity and increase the organisation social costs (Knapp, 2003). Our study used social exchange theory to justify the association between employee well-being and their green behaviour. Social Exchange Theory has been widely utilised in tourism and hospitality industry (Adongo et al., 2019; Altinay & Taheri, 2019; Assiouras, et al., 2019; Paraskevaidis & Andriotis, 2017). This theory is based on the comparison between costs and rewards and how these drivers affect individuals' behaviour. According to this theory, a human can behave in response to the positive or negative outcomes of a social exchange. A significant influence and positive link between employee well-being and their behaviour is supported by Erreygers et al . (2018) and Su and Swanson (2019).

Previous studies have investigated the impact of well-being of employees on green behavior (Erreygers et al., 2019; Su & Swanson, 2019). Employees having high level of well-being put greater thought and effort into their work (Day & Randell, 2014). Social exchange theory is one of the most influential paradigms to understand workplace behavior and is mostly applied to employee behavior study. The theory focuses on cost and reward and explores how human behaviors and decisions are initiated by these determinations. An individual regulates a specific behavior in reaction to positive or negative results of social exchange based on this theory. The basic aspect of this theory is that when employees feel that the organization supports and values them they are likely to return the favor by necessary work outcomes such as proactive or extra-role behaviors (Lavelle et al., 2009). Under the influence of SET, the efforts of employees to take initiatives can be demonstrated as a result of their high-quality relationships with organization (Chiaburu et al., 2013). When these relationships become standard in the

workplace, and sustain a sense of support, then employees are expected to engage in behaviors that indicate their commitment to the well-being of organization such as green behaviour (Su & Swanson, 2019). Danna and Griffin (1999) conclude that behavioral intentions are direct consequence of well-being. Moreover, Su and Swanson (2019) in their study conclude that the more positive the well-being of employees the more likely workers will engage in green behaviors at workplace. Organizations should encourage employee's environmentally positive behavior by improving well-being of employees. Previous studies have directed that well-being affects behaviors of employees (Ponting, 2020). For this purpose in this study, we propose that employees who feel committed to their organization and have greater well-being as they perceive that their organization supports and values their efforts will likely to contribute their organization as a give-and-take process by engaging them in proactive and green behaviours.

Hwang and Hyun (2012) pointed out that employee well-being is a key driver of behaviour intentions in the restaurants industry. Prior study revealed that employee quality of life has a positive influence on organisational citizenship behaviour (Kim et al., 2017). The present study suggests that high level of employee well-being will help employees to behave in ways that benefit hotels. As the present study suggested, CSR activities is a key driver of employees well-being. Su & Swanson (2019) pointed out that high level of employee well-being can improve employee social and environmental behaviour. Thus, CSR has an indirect influence on employee green behaviour through employee well-being. Therefore, we suggest the following hypotheses:

Hypothesis 3. Employee well-being positively influences green behaviour.
Hypothesis 4. Employee well-being mediates the association between CSR and green behaviour.

2.5. Personal environmental norms and green behaviour

The value-belief-norm theory has been widely used to explain the impact of personal environmental norms on green behaviour (Stern, 2000). Personal norms can be depicted as the sentiment of having an individual commitment to satisfy one's self-desires in affecting individual unselfish conduct (Schwartz, 1977). Personal norms determine how people act in terms of various types of environmental behaviour. Prior research indicated that personal norms play a critical role in improving the green behaviour as the green behaviour follows normative claims on green beliefs and values other than self-interest (Chou, 2014). People who acknowledge a development's fundamental qualities, accept that esteemed items are compromised, and accept that their activities can help re-establish those qualities experience a commitment (individual standard) for favourable to development activity that gets an inclination offer support (Stern et al., 1999). To the best of the authors knowledge the link between CSR and personal environmental norms has not been investigated yet. We suggest that corporate social responsivity has a positive impact on personal environmental norms.

Further, Stern (2000) suggested that personal norms play a critical role in explaining environmental behaviour leads to social changes. Previous studies supported the links between personal norms and green behaviour (Chou, 2014). Several researchers who apply the VBN theory find it effective for predicting environmental behaviour (Chou, 2014; Oreg & Katz-Gerro, 2006). Research also shows that environmental concerns/beliefs influence environmental behaviour (Casey & Scott, 2006). Further, Stern et al. (1999) note that personal norms rather than social norms are central to this model as environmental behaviour leads to social change. Such behaviour represents actions that are not considered normal if the social norms regarding environmentalism have not developed yet. The literature supports the relationships between personal norms and personal environmental acts (Fransson & Gärling, 1999). Nevertheless, Scherbaum et al. (2008) find that personal environmental norms can predict employees' energy-conservation behaviour and behavioural intentions in the workplace.

In support of this notion, Kiatkawsin and Han (2017) found a significant link between personal norms and green behaviour. Therefore, the following hypotheses are suggested:

Hypothesis 5. Personal environmental norms positively influences green behaviour.
Hypothesis 6. CSR positively influences personal environmental norms.
Hypothesis 7. Personal environmental norms mediate the association between CSR and green behaviour.

2.6. The moderating role of hotels environmental strategy

Prior study by Ramus and Steger (2000) defined corporate environmental strategy as the knowledge and awareness of employees about the strategy and method of their firm concerning the sustainable business-natural environment. Hotels environmental strategy refers to a hotel's strategy that includes environmental sustainability, developing environmental program-oriented standards, natural environment and an annual environmental report, considering environmental issues while making buying decisions, and adopting a system of environmental management (Norton et al., 2017; Ramus & Steger, 2000). To the best of the authors knowledge, the moderating influence of hotel environmental strategy on the links between personal environmental norms and employee well-being have not been investigated yet.

Developing a corporate environmental strategy can be justified by employees as a form of organisational encouragement, endorsement, and support of environmental values which in turns leads to enhancing the level of employees engagement in green behaviour (Das et al., 2019; Norton et al., 2017). Kim et al (2019) pointed out that corporate environmental strategy is a key driver of employee environmental behaviours and a firm environmental performance. According to Social learning theory, developing corporate environmental strategy is significantly critical for a firm, as it makes employees to feel proud about their firm contributions towards the society, which supports employee commitment and sustainable behaviour, leading to enhancing a firm environmental performance (Dumont, Shen, Deng,

2017; Kim et al., 2019). Furthermore, Norton et al. (2017) indicated that employees'
knowledge and awareness about the firm corporate environmental strategy is positively related
to employee environmental behaviour. Our study extends this study by suggesting that hotels
environmental strategy moderates the relationship between CSR and employee green
behaviour. Therefore, we suggest the following hypotheses:

Hypothesis 8. Hotel environmental strategy moderates the relationship between CSR and
employee green behaviour.

Hypothesis 9. Hotel environmental strategy moderates the relationship between personal
environmental norms and employee green behaviour.

Hypothesis 10: Hotels environmental strategy moderates the relationship between employee
well-being and employee green behaviour.

3. Research Method

3.1. Sample and data collection

Our study used a quantitative approach to test the link between CSR and employee green
behavior consistent with the prior studies that examine this relationship. The empirical data
were collected during September – December 2019 through a survey questionnaire. Target
respondents for this study included hotel employees working in United Arab Emirate (UAE).
54 out of 82 certified environmental hotels agreed to take part in the present research. The
Ministry of Tourism in UAE provided us with each hotel information and contacts. Utilizing a
quota sampling approach, data were collected using a self-administered survey distributed to
hotels employees in four cities in UAE. Quotas were imposed for sociodemographic
characteristics (i.e., gender, age, education) based on national population statistics (United
Arab Emirates National Bureau of Statistics, 2019), to ensure the representativeness of the
sample (Ridderstaat et al., 2016; Zheng et al., 2019). Working with the managers at each hotel,
the researchers distributed the questionnaires to employees. No identifying information was
asked of the potential respondents, and they were provided with a blank envelop in which to

place their completed questionnaire. The sealed envelope was then placed in a secure box which was collected by one of the researchers several days after initiating the data collection process at a participating hotel. The survey was kept anonymous to eliminate managers being able to know how a specific staff member responded. For the equal distribution of the obtained samples between the hotels, we distribute twenty questionnaires to each hotel. Excluding non-response (92) from employees leads to the final sample of 988 employees (response rate 91.48%). Among the hotels employees (61.45% male), average age was 36.28 years (SD = 4.25), and 58.40% were between 30 and 39. Most of the employees had a university degree (73.81%) and 61.10% had been with a deluxe hotel for less than 10 years. Most of the respondents were ordinary employees (52.36%).

We used two-wave data collection to gather the data from the employees so as to decrease the common method bias issue. Respondents were notified about the aim of the research with the assurance of confidentiality and anonymity of the answers. The back translation approach was utilized in order to convert the questionnaire into the local language (Arabic) and then translated into English by language experts. Once the permission from the HR manager has been given, we provide employees with the survey and were asked to complete the self-administered questionnaires.

The present study utilized the two-wave data collection during September–December 2019. The temporal disconnection among the collected data of dependent, mediator, and independent constructs could decrease the potential of common method bias issue (MacKenzie & Podsakoff, 2012). Furthermore, prior research indicated that testing the mediating effect needs at least two survey waves (Cole & Maxwell, 2003). In the first wave, we invited the employees to offer data about the CSR. Three months later, the second-wave was performed to collect data about employee well-being, personal environmental norms, hotels environmental strategy, and green behavior. This method decrease the potential of common method bias that may

happen if respondents reported on both the CSR, employee well-being, and their green behavior (Luu, 2020).

3.2. Measures

Valid and reliable scales were adopted from prior studies to measures our study variables. The present study is consistent with Dahlsrud (2008) in recognizing that there are five dimensions of corporate social responsibility, which we measured with a single question for each dimension. Thus, corporate social responsibility was measured with five items utilised from different studies (e.g., Dahlsrud, 2008; Su & Swanson, 19; Su et al., 2017). A sample of these items was: "The hotel seems to be environmentally responsible in its operations". Employee well-being was measured with three items using a 5–point scale based on those developed by Sharma et al. (2016) and Su and Swanson (2019). A sample of these items was: "How would you rate your quality of life"?. Personal environmental norms were measured using five items from prior research (Steg et al., 2005). For example, "I feel a personal obligation to do whatever I can to prevent environmental degradation," or "I feel obliged to bear the environment and nature in mind in my daily behaviour." Employee green behaviour was measured using five items utilised from previous research (De Roeck & Farooq, 2017). Finally, hotel environmental strategy was measured with five items adapted from Ramus and Steger's (2000) and Norton et al (2017). A sample of these items was: "I adequately complete assigned duties in environmentally friendly ways". Five academic marketing experts evaluated the content validity of the study measures before the variables were further tested through additional interviews with 20 employees who work in some environmental hotels in UAE (personally interviewed) to ensure that the wording of the questionnaire was understandable, with an effective semantic design and to assess the quality of the content and the measures reliability.

4. Data Analysis and Results

To test the study hypotheses, we employed AMOS 22.0 software. The reliability and validity of the study variables were evaluated by developing the measurement model. Moreover, the structure model is used to test the links between the study variables (Hair et al., 2015). For the normality test, Skewness and kurtosis were calculated and the results indicated no issue related to the normality (George & Mallery, 2010).

We control for common method bias issue in different ways. According to Lindell and Whitney (2001), we used a marker variable (MV). In our study we used an item measuring economic confidence which is not linked to the present study constructs: "How much confidence do you have in your national economy today?". The associations between the MV and the study constructs ranged from -0.20 to 0.09 and none of these correlations were significant. Furthermore, attention has been paid to the administrating and designing the questionnaire. Questions have been mixed and different types of scales have been used. Therefore, participants will not be able to combine related items.

4.1. Measurement model

Table 2 demonstrates that all study items are loaded to their corresponding constructs significantly at 0.01. Composite reliability value of the study constructs are greater than the cut off value 0.70 indicating that the stud constructs are reliable. We calculated the average variance extracted (AVE) of the study constructs. The AVE values of all variables are above 0.50 which is consistent with Fornell and Larcker's (1981) recommendations (Table 2). Therefore, the results support the convergent validity. We compared the AVEs value to the relevant squared between-variable correlations. The results indicated that the AVEs value are higher than the relevant squared between-variable correlations (Table 3). Thus, discriminant

validity was supported. Furthermore, we used the heterotrait-monotrait ratio (HTMT) (Henseler et al., 2016) to assess the discriminant validity of our study variables. The HTMT values among study constructs were all below 0.85, which confirms the discriminant validity of the variables. Moreover, based on Bagozzi et al (1991) recommendations, we assessed the issue of the multi-collinearity by using the VIFs for the variables, which were less than 3 (Table 2). The overall measurement model exhibited a good fit ($\chi2$ = 1290.738, df = 693, p < .001, $\chi2$ /df = 1.863, RMSEA = 0.082, GFI = 0.904, CFI = 0.957, IFI = 0.930, TLI = 0.932).

Insert Tables 2 & 3 about here

4.2. Structure model

After evaluating the measurement model, a structural model was stablished to test the hypotheses. The present study model explains 8.9 % of the variance in employee well-being and 73.2% of the variance in employee green behaviour, which demonstrates that this construct has a high driving power. The findings of testing the hypotheses from H1 to H10 utilising AMOS-SEM approach are demonstrated in Table 4. The results of the CFA with maximum-likelihood estimation technique indicate the satisfactory fit of this conceptual framework to the data ($\chi2$ = 1461.904, df = 794, p < .001, $\chi2$ /df = 1.842, RMSEA = 0.081, GFI = 0.893, CFI = 0.965, IFI = 0.971, TLI = 0.976) indicating that model fit in the our study was suitable.

Table 4 shows that all the hypotheses suggested in our study were supported. First, the association between the CSR and green behaviour was assessed. As suggested, the link was significant (β = 0.57, p<0.001), supporting hypothesis 1. In addition, the results revealed that CSR positively related to employee well-being (β = 0.13, p<0.01), supporting hypothesis 2. Furthermore, the results revealed that employee well-being has a positive influence on green behaviour (β = 0.39, p<0.001), supporting hypothesis 3. Moreover, personal environmental

18

norms have a positive influence on green behaviour (β = 0.48, p<0.001), supporting hypothesis 5. CSR is related to personal environmental norms ((β = 0.19, p<0.001), Therefore, the findings support H1, H2, H3, H5and H6. Table 5 demonstrates information on the direct, indirect, and total effects between the study variables. Of the two drivers, corporate social responsibility had the greatest direct effect. CSR also had the greatest total effect on employee green behaviour.

Insert Tables 4 & 5 about here

Our study employed the bootstrapping approach in AMOS 22.0 to examine the mediating role of employee well-being and personal environmental norms. We used 95% as a confidence level and 2000 as a bootstrap samples. We developed confidence intervals and p value for the indirect effects based on the recommendation by Ledermann et al. (2011). Table 6 indicates the results of the mediating role of employee well-being and personal environmental norms on the link between CSR and green behaviour. Our results revealed that both employee well-being and personal environmental norms mediate the link between CSR and green behaviour, supporting hypotheses 4 and 7. Furthermore, we used the recommendation by Baron and Kenny (1986) for testing the mediating effect of employee well-being and personal environmental norms. The results indicated that the direct and indirect influence were statistically significant for both constructs. Thus, employee well-being and personal environmental norms are partially mediating the link between CSR and employee green behaviour.

To test the moderating role of hotel environmental strategy, a two-group model was utilised because it could determine whether environmental strategy moderates the effect of CSR on employee green behaviour. Chin et al (2003) formula has been utilized in order to assess the variances in path coefficients between subgroup. The results demonstrate that environmental strategy plays a moderating role in the link between CSR and employee green behaviour while, environmental strategy doesn't moderate the links between employee well-being, personal

environmental norms, and green behaviour. (Table 7). The association between CSR and employee green behaviour is stronger for high environmental strategy group. The results confirm that hotel environmental strategy exists and is part of the process of shaping the green behaviour of employees in the hotels industry.

Insert Tables 6 & 7 about here

5. Discussion and conclusions

5.1. Conclusion

In this study, a model has been developed and tested in which corporate social responsibility has a positive effect on employee green behaviour through the mediating role of employee well-being. Furthermore, hotel environmental strategy moderates the association between CSR and green behaviour. In line with our hypotheses, the results revealed that CSR had a positive effect on employee green behaviour. The notion of a positive link between CSR and green behaviour is consistent with previous studies results (e.g., De Roeck & Farooq, 2017; Luu et al., 2020; Su & Swanson, 2019; Zientara & Zamojska, 2018). Our findings expands prior studies on the link between CSR and green behaviour (e.g., Hwang & Lee, 2019; Yang et al., 2019) by indicating that the initiatives that a company performs towards the society lead to improving in employees engaging in green behaviour.

The findings also indicate that corporate social responsibility is a key driver of employee well-being. Therefore, employee well-being can be driven by corporate social responsibility. Our findings revealed that employee well-being plays a critical role in promoting employees to engage in green behaviour. Therefore, hotels can encourage employees to behave sustainably by enhancing the level of their employee well-being. This finding is consistent with prior

research results that revealed that employee well-being is positively related to environmental behaviour (e.g., Danna & Griffin,1999; Su & Swanson, 2019). Findings also suggest that a more positive sense of well-being is associated with workers being more likely to engage in green behaviors in the workplace. Organizations can thereby encourage environmentally positive employee behaviors in the workplace by improving employee wellbeing. This finding adds credence to the proposition that low employee well-being will impact their behavior at a personal level, which can have an adverse effect at the organization level (Danna & Griffin, 1999).

Previous studies indicated that there is a lack regarding investigation of the relationship between employees and firm as a consequences of CSR (De Roeck & Farooq, 2017; Gond et al., 2017; Su & Swanson, 2019). Prior corporate social responsivity research paid more attention to the attitudinal outcomes. For example, turnover intentions (e.g., Kim et al., 2016; Ko et al., 2019), employee satisfaction (e.g., Kim et al., 2020), and organizational citizenship (e.g., Supanti & Butcher, 2019). The present study validates the suggestion that the social and environmental initiatives that a firm performs towards the society lead to enhancing the association between a firm and employees. The present study findings improve our understanding of the critical role that the link between a firm and employees plays in justifying and clarifying the influence of CSR on two critical employee social consequences. Thus, our study provides justification to the effect of CSR on employee green behaviour by examining the mediating role of employee well-being on this link. The results of this study strengthen our understanding of the prominent role that the employee-company relationship has in explaining the impact of CSR initiatives on two important employee social outcomes. The mediating findings provide additional clarification to the influence of CSR on the green behaviors of hotel employees by identifying the secondary mediation of employee well-being on this relationship. Hospitality managers need to consider different aspects of CSR when they plan

communications, strategy management and resource allocation This study suggests that hospitality managers need to pay attention to the environmental issues, stakeholders, community, and ethical dimensions of CSR to increase employee wellbeing. For example, in their communications to employees, hotel managers should focus on the contribution of CSR activity to the community and workforce. Being committed to building a better community and developing campaigns to help the needy, are good not only for the community but also for employee wellbeing.

Our study also indicated that personal environmental norms mediate the link between CSR and employee green behaviour. To our knowledge this is one of the first study to examine the mediating role of personal environmental norms on the link between CSR and green behaviour. The results revealed that personal environmental norms are a more influential driver of employee green behaviour than employee wellbeing. Finally, expanding prior studies investigation of the role of environmental strategy, our study found that hotel environmental strategy moderates the link between CSR and employee green behaviour. The moderating influence of environmental strategy on the link between CSR and employee green behaviour has never been explored. Our findings indicated that the link between CSR and employee green behaviour is contingent upon hotel environmental strategy.

5.2. Theoretical contributions

Our paper offers theoretical contributions for the literature on CSR and green behaviour in the hospitality industry. First, our paper contributes to the theory of social information processing by arguing that employee attitudes and behaviour is influenced by CSR initiatives that can be performed by the hotels. Our study found a clear support of the positive association between CSR and employee green behaviour. The present study also adds to the work of green

behaviour by investigating the influence CSR on green behaviour. Thus, our study is the first to use the theory of social information processing in understanding the association between CSR and employee green behaviour in the hospitality industry. The current study also found that CSR positively affects employee green behavior, providing additional support to recent suggestions (De Roeck & Farooq, 2017) that green behavior in the workplace can be driven by the social settings in which employees operate.

Second, to the best of the authors' knowledge, no research has been conducted on well-being and personal environmental norms and their mediating role on the association between CSR and employee green behaviour in UAE hospitality industry. Our findings indicated that employee well-being partially and personal environmental norms mediate the association between CSR and green behaviour. Therefore, the present research offers contributions to the work by generalizing and validating employee well-being and personal environmental norms as mediators on this relationship, both of which were primarily developed and examined in developed nations. Moreover, this study contributes to the existing literature by investigating employees' perceptions of CSR. Despite the importance of CSR perceptions, most of the previous research in this area has focused on company and customer perspectives, while only limited research has examined employees' CSR perceptions (Fu et al., 2014). How employees value and perceive the scope and existence of CSR practices in organizations should be part of the discourse for understanding the importance of CSR with respect to employee wellbeing.

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

the relationship between employees and an organization, which acts to mediate the influence of CSR on employee well-being and their green behaviors in the workplace. The results of our study revealed the important role of employee wellbeing and personal environmental norms in understanding the link between CSR and employee green behaviour in the hospitality context. Finally, our study examined the moderating role of hotel environmental strategy on the association between CSR, well-being, personal environmental norms, and green behaviour. Our findings indicate that environmental strategy plays a moderating role on the link between CSR and employee green behaviour.

5.3. Practical contributions

This paper provides managers and policy makers with several implications in the hospitality industry. First, an approach that can be used by hotels managers to motivate employees to engage in green behaviour is to make sure that employees clearly understand the social responsibility of the hotels towards the society. Our study revealed that investing in corporate social responsibility activities can positively affect employees to engage in green behaviour. Top management should acknowledge the significance of investing in CSR to foster employee green behaviour. The hotels should clearly communicate with their employees and demonstrates their environmental efforts and social well-being. For instance, hotels can communicate their prosocial initiatives by adopting in-house strategies. Hotels should provide their employees with accessible information about the value, variety, and significance of hotels CSR activities. Our study indicated that employee well-being can be improved when hotels' employees are aware about the hotels adherence towards CSR activities. furthermore, managers training programs can implant green orientation in hotels managers. Managers can then translate this orientation into practices through motivating, welcoming, role-modelling green

behaviour, and encouraging green initiatives from their employees, and aid them engaging in green practices.

Second, Our findings indicated that employee well-being can motivate employees to engage in green behaviour. Hotels manager should utilise different approaches to enhance employee well-being. For example, hotels' managers can perform a training programs that can be used to enhance the technical and interpersonal skills of the employees. Hotels can use teamwork and training to establish positive and innovative work environment to improve the employee sense of well-being.

Third, our results indicated that personal environmental norms is a key driver of employee green behaviour. Therefore, training session and formal education improve the level of employee knowledge about the outcomes that flow from a dearth of green behaviour and enable behavioural adjustment that can develop personal environmental norms and internalising green behaviour in general situations. Managers can provide the employees with their actions consequences. For example, managers can inform the employees about their actions consequences, such as high electricity use leads to high electricity bills, and can provide them with training on how to reduce the usage and the benefits for both the employees and the hotels.

Finally, due to the interactive influence of hotel environmental strategy with corporate social responsibility in improving employee green behaviour, hotels managers should announce environmental reports, polices, provide employees with environmental training, and set environmental objectives and strategies to reduce the toxic-chemicals use. Hotels managers should create a thorough environmental strategy and report it in a convincing and harmonic way to foster employee green behaviour. For example, the hotel newsletters can include a positive example of employee green behaviour. Thus, an effective communication and a

thorough environmental strategy strengthen the link between CSR and employee green behaviour.

6. Limitations and directions for future research

Our study is not without caveats. We tested only one outcome (employee green behaviour). However, our theoretical and analytical techniques have the potential to measure other outcomes. Further research should therefore investigate outcomes separately from green behaviour, for example the hotels performance. Our study focused on the employee well-being as a mediator on the association between CSR and green behaviour. Therefore, future research could examine more mediators variables such as organisational identification on this link. The scope of our study is the hotel industry. Future research could apply this model in different services such as travel, restaurants, and airline industry. The study sample was collected from the UAE, and therefore we might not be able to generalise these results to other cultures. Researchers can apply our model in different culture context and can also compare different culture to validate our proposed model in different societies.

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