

# **The impacts of corporate social responsibility on organization citizenship behavior and task performance in hospitality: A sequential mediation model**

## **Introduction**

Corporate social responsibility (CSR) in the hospitality sector is attracting the attention of researchers and practitioners for reasons that include increasing pollution problems, resource depletion, and food safety (Farrington, Curran, Gori, O'Gorman, & Queenan, 2017; Jones, 2016; Wells Gregory-Smith, Taheri, Manika, & McCowlen, 2016). CSR refers to the organizational actions and policies to achieve financial, social and environmental sustainable development (Aguinis & Glavas, 2012; Akremi, Gond, Swaen, Roeck, & Igalens, 2018). Hospitality firms should practice CSR to protect the environment and show concern for the well-being of communities to support the sustainable development of the economy, society, and environment (Nyahunzvi, 2013). Considerable evidence indicates that CSR has a positive impact on hotel competitive advantage (Farrington et al., 2017; Luo & Bhattacharya, 2006; Serra-Cantalops, Peña-Miranda, Ramón-Cardona, & Martorell-Cunill, 2017; Su, Swanson, Hsu, & Chen, 2017). Luxury-oriented hotel groups such as Six Senses, Four Seasons, and Banyan Tree are benefiting from serving healthy foods, adopting green practices and other eco-friendly behaviors, and showing concern for helping local communities.

However, past research tends to emphasize the effects of CSR on organizational performance at a macro level (Aguinis & Glavas, 2012; Kim, Kim, & Mattila, 2017; Serra-Cantalops et al., 2017). There remains a need to analyze social responsibility at a micro level,

especially employee-level outcomes including positive individual behaviors and performance (Flammer & Luo, 2016; Supanti & Butcher, 2018). Organizational citizenship behavior (OCB) and task performance are the most important individual outcomes emphasized in this research stream (Lee, Park, & Koo, 2015). OCB is defined as employee discretionary efforts in service beyond formal job descriptions to facilitate hospitality customer satisfaction (Alfes, Shantz, Truss, & Soane, 2013; Özduran & Tanova, 2017), and task performance refers to the quality and quantity recognized by a hotel's formal human resource management (HRM) system (Shin, Hur, & Kang, 2016).

The existing literature suggests that CSR positively affects employee attitudes and behaviors (Buli, Martínez, & Matute, 2016; Luu, 2017; Serra-Cantalops, et al., 2017; Shin, et al., 2016). Surprisingly, few researchers explain how and why CSR impacts employee OCB (Oo, Jung, & Park, 2018; Supanti & Butcher, 2018).

In addition, most previous studies focus on the antecedents of OCB, and the relationship between OCB and employee performance remains unclear in the hospitality sector. There are two contrary views about OCB. The positive view suggests that OCB benefits performance based on the relational perspective (Messersmith et al., 2011; Podsakoff et al., 2009; Riketta, 2005); The opposite perspective argues that OCB brings pressure and conflicts to employees leading to negative performance according to resource conservation theory (Bolino et al., 2010; Spector & Fox, 2010; Yam et al., 2017). Therefore, it is valuable to further explore the relationship between OCB and performance.

To illustrate the effects of CSR on employee OCB and task performance, it is proposed that CSR influences employee organizational behavior and task performance in hospitality

through organizational identification based on social identity theory. CSR impacts OCB and task performance emphasizing implicit belongingness and the psychological connection between the firm and employee, building organizational identification where “the individual defines him or herself in terms of their membership in a particular organization” (Mael & Ashforth, 1992; Tajfel & Turner, 1986).

This analysis sets out to contribute to CSR research in hospitality in three ways. First, the effects of CSR on employee OCB and task performance are analyzed to expand CSR research at the micro level. Second, the influence mechanisms as to how CSR affects employee task performance are explored. Third, this research examines the relationship between OCB and individual performance. Using social identity theory, a sequential mediation model is developed and tested to uncover how CSR impacts employee attitudes (organizational identification) toward behavior (OCB) leading to task performance. This conceptual model is as follows:

[Insert Figure 1 about here]

## **Literature review and hypotheses**

The literature review focuses on CSR and its impacts on employee OCB and task performance through organizational identification, and the relationship between OCB and task performance.

### *CSR and organizational identification*

CSR refers to organizational actions and policies to achieve financial, social and environmental sustainable development (Aguinis & Glavas, 2012; Akremit et al., 2018). This means that companies not only highlight shareholder benefits, but also consider stakeholder expectations

(including employees, customers, communities, governance etc.) when making strategic decisions. Employees develop perceptions of how their organizations try to support sustainable development, including the concerns demonstrated by companies for local communities, the natural environment, employee and customer care, and shareholder relationships and involvement.

Much of the existing research evaluates the impacts of CSR on organizational outcomes (Jones, Willness, & Madey, 2014). More research is being conducted that examines CSR's contribution to firms' competitive advantage and long-term performance in hospitality, including environmental and community benefits (Levy & Park, 2011; Gu, Ryan, Li, & Wei, 2013; Tsai, Hsu, Chen, Lin, & Chen, 2010), reputation, customer satisfaction and loyalty (Font, Walmsley, Cogotti, McCombes, & Häusler, 2012; Gao & Mattila, 2014; Levy & Park, 2011; Martinez & Bosque, 2013), business performance (Aminudin, 2013; Calveras, 2015; Kujawski, 2015; McGehee, Wattanakamolchai, Perdue, & Calvert, 2009; Serra-Cantalops et al., 2017; Zhu, Sun, & Leung, 2014). Besides the impacts on organizations, the effects of CSR on individual employee outcomes are thought also to be significant (Aguinis & Glavas, 2012).

It is worthwhile to investigate how CSR influences employee motivation, attitudes, and behavior, since they are regarded as companies' most important internal stakeholders and are people who can make significant contributions to realizing corporate CSR goals (Akremi et al., 2018; Shin et al., 2016).

Organizational identification refers to belongingness to an organization and the emotional attachment to membership based on social identity theory (Ashforth & Mael, 1989; Tajfel & Turner, 1986). Organizational identification includes cognition and affection. Cognition means

belonging to an organization and the sharing of benefits among employees and the organization. Affection reflects the emotions attached to membership including pride and acknowledgement by the group (Smidts, 2001).

Based on social identity theory, employees tend to identify individual characteristics through classification, including interests, values, and abilities. Belonging is the typical identification that reflects the membership and psychological connection with the organization (Dukerich et al., 2002; Mael & Ashforth, 1992). Hotels that purport to value CSR should make strong efforts to protect the environment, reduce waste and pollution, and care for customers and communities. These demonstrable efforts provide classification characteristics for employees and make them feel proud to be part of the hotel group and they tend to respond favorably to CSR in hotels (Morgeson et al., 2013).

CSR can enhance employee organizational identification (Martínez et al., 2014; Shin et al., 2016) and there are two reasons for this. First, CSR expresses the value attached to sustainable development by hospitality companies and this can enhance employee belongingness (Font et al., 2012; Park & Levy, 2014; Martínez & Bosque, 2013). Second, CSR includes an emphasis on benefiting employees; this improves the affective connection between organizations and employees (Aminudin, 2013; Calveras, 2015; Martínez et al., 2014; Zhu et al., 2014). Therefore, the first hypothesis is proposed as follows:

**H1.** There is a positive relationship between CSR and organizational identification.

#### *Organizational identification and individual outcomes*

Organizational identification, as the psychological connection between the firm and employee,

has a significant and positive influence on employee behaviors in hospitality (Buil et al., 2016; Kim et al., 2017; Luu, 2017; Raub & Blunschi, 2014; Rothausen et al., 2017; Shin et al., 2016). OCB and task performance are the most important individual outcomes reflecting employee behavior and discretionary actions. OCB refers to employee discretionary actions not rewarded or required in organizations' formal management regulations. Task performance is defined as work quality and quantity required by job descriptions and perceived by employees (Farh, Podsakoff, & Organ, 2007; Shin et al., 2016).

Organizational identification links CSR and employee behavior, and includes OCB in hospitality (Shin et al., 2016). According to social identity theory, individuals tend to categorize themselves into groups and share benefits from this association (Ashforth & Mael, 1989). Identification and affection attachment with hotels can become part of an individual's identity and encourage employees to share their organizations' successes or failures (Shin et al., 2016). Employees influenced by organizational values and norms, when there is a mutual reciprocity relationship between employees and hotels, are more likely to behave in ways expected and supported by the organizations such as helping organizational members, complying with informal hotel rules, assisting guests beyond job descriptions, and demonstrating other discretionary behaviors (Lee, Park, & Koo, 2015). Thus, it is proposed that organizational identification fosters employee OCB.

## **H2a.** Organizational identification is positively related to OCB.

Close relationships between employees and hotels are the key antecedent to improving task performance (Astakhova & Porter, 2014; Riketta, 2005). Organizational identification

emphasizes the cognition and affection connections between employees and their organizations. When employees perceive they belong to the membership and are bound to the organization, their behaviors tend to be affected by group norms. In addition, the affective connections, including pride of belonging and acknowledged feelings between organizations and individuals, have impacts on the positive emotions and actions of employees at work (Conroy, Becker, & Menges, 2016). When employees have strong identification, they feel like "insiders", share benefits with their hotels, and have greater willingness to invest in work leading to enhanced task performance (Karanikamurray, Duncan-Pontes, & Griffiths, 2005; Walumbwa & Hartnell, 2009). Therefore, organizational identification could motivate employees to put more effort into work and improving task performance. Thus, the following hypothesis is proposed:

**H2b.** Organizational identification is positively related to employee task performance.

#### *The mediation effects of organizational identification*

It is acknowledged that CSR has a significant impact on OCB and task performance in hospitality, and there are indirect impacts on employee outcomes (Astakhova & Porter, 2015; Flammer & Luo, 2016; Fu, Ye, & Law, 2014; Kim et al., 2017; Özduran & Tanova, 2017; Raub & Blunschi, 2014). But, how does CSR impact OCB and task performance in hospitality? Based on social identity theory, organizational identification plays a mediating role between CSR and employee outcomes. High-quality customer service in hotels requires staffs who are deeply engaged in their jobs with positive attitudes, and who do things beyond formal job descriptions. This depends on there being cohesion between employees and hotels and organizational identification can be the source of cohesion connecting members (Astakhova &

Porter, 2015; Riketta et al., 2005; Lee et al., 2015). Evidence shows that organizational identification facilitates work engagement leading to task performance and discretionary behaviors (Martínez, Pérez, & Bosque, 2014; Riketta, 2005).

In addition, organizational identification could be impacted by organizational practices. CSR is an important employee management strategy in hospitality (Kim et al., 2017), focusing on hotels' efforts toward the achievement of economic, social, and environment sustainability. Hotel staff form perceptions of their companies' initiatives in CSR and to what extent their companies emphasize stakeholder benefits and caring about future generations (Akremi et al., 2018). CSR provides self-categorization opportunities that make employees feel different. Moreover, caring for staff promotes affective relationships between staff and organizations that make employees feel greater pride and meaning in membership, so that CSR can facilitate OCB through strengthen the psychological relation (Oo et al., 2018). With stronger organizational identification, employees display helping behavior and high involvement levels in tasks (Lee, et al., 2015). Therefore, it is hypothesized that employee perceptions of CSR have impacts on OCB and task performance through organizational identification. Two hypotheses are as follows:

**H3a.** Organizational identification mediates the relationship between CSR and OCB.

**H3b.** Organizational identification mediates the relationship between CSR and task performance.

#### *OCB and task performance*

OCB is characterized as discretionary behavior beyond formal job responsibilities contributing

to organizational benefits. Previous research suggests there is a positive relationship between OCB and task performance. Based on social exchange theory, OCB is viewed as repayment to the organization for employee care (Podsakoff, Whiting, Podsakoff, & Blume, 2009). OCB promotes cooperation and teamwork in hotels, which motivates quick responses to customer requirements and improves service quality leading to greater customer satisfaction and loyalty that are important to hotel companies (Messersmith, Patel, Lepak & Gould-Williams, 2011).

However, there is a doubt about the positive relationship between the OCB and task performance. Some researchers posit that OCB has negative effects on employee performance (Bolino, Klotz, Turnley, & Harvey, 2013; Spector & Fox, 2010; Yam, Klotz, He, & Reynolds, 2017), such as counterproductive behavior in hotels (Jung & Yoon, 2012). When OCB is excessive, hotel staff may feel pressure to conform. In these situations, OCB may not be driven by internal motivation, but rather the employees feel forced to go the extra mile beyond their job responsibilities. OCB could cause stress, work-life conflict, burnout, and deviance at work in service (Jung & Yoon, 2012; Yam et al., 2017), implying that too high of an OCB requirement can dissipate workplace energy leading to negative impacts on employee task performance. Therefore, the proposed hypothesis is as follows:

**H4.** There is an inverted U-shape relationship between OCB and task performance.

#### *The sequential mediation effects of organizational identification and OCB*

According to the discussion above, there is an underlying assumption that CSR does not directly impact employee task performance. It is proposed that CSR influences task performance through organizational identification and then OCB. CSR provides employees

with organizational norms and a sense of membership which encourages organizational identification. This then affects employee OCB and consequently improves task performance. Therefore, it is predicted that organizational identification and OCB form a sequential mediation chain from CSR to employee task performance.

**H5.** CSR is positively related to task performance through organizational identification and OCB subsequently.

### **Methodology**

A survey was conducted of hotel employees in China. Thereafter, linear regression examined the proposed theoretical model in hospitality industry (Huertasvaldivia, Llorensmontes & Ruizmoreno, 2018). In addition, hierarchical polynomial regression analysis was used in examining the relationship between OCB and task performance (Le, Oh, Robbins, Ilies, Holland, & Westrick, 2011). The standardized values of OCB were applied to avoid the multicollinearity problem.

### *Measures*

Five-point Likert scales were used to measure CSR, organizational identification, OCB, and work performance ranging from “strongly disagree” (1) to “strongly agree” (5). The scales used for these four variables are described in the following:

*CSR.* The 17-item scale for CSR from Wu, Kwan, Yim, Chiu, & He (2015) was applied. The values measured included concerns about government, customers, society, and employees. Representative items were, “Our company participates in activities aimed to protect and improve the quality of the natural environment”; “Our company invests to create a better life

for future generations”; “Our company provides full and accurate information about its products or services to customers”; and “The management of our company is concerned about employees’ needs and wants.” The scale showed good reliability with a Cronbach’s  $\alpha$  of 0.94.

*Organizational identification.* The measure of organizational identification was from Mael and Ashforth’s (1992) scale with six items. The items included, “I am very interested in what others think about (name of company)”; “When someone praises this company, it feels like a personal compliment”; and “This company’s successes are my successes.” The Cronbach’s  $\alpha$  was 0.89.

*OCB.* OCB was measured with a 9-item scale adapted from Farh et al. (2007), Zhang and Luo (2015). The items included, “Does not take unnecessary time off work”; “Attendance at work is above average”, and “Makes innovative suggestions to improve the department.” The Cronbach’s  $\alpha$  was 0.88.

*Task performance.* The measures for task performance focused on task quality, efficiency, and quantity with a 3-item scale adapted from Farh, Dobbins and Cheng (2010). The items were, “High quality, low errors, and high accuracy in main job responsibilities”, “High efficiency, fast execution, and high quantity in main responsibilities”, and “Achieves high goals and in key job responsibilities.” The Cronbach’s  $\alpha$  was 0.82.

*Control variables.* The researchers controlled for demographic factors (age, gender, education level position and tenure, and company ownership) related to employees’ task performance (Liu et al., 2016).

### *Sample and procedures*

Questionnaires were sent to 400 employees of hospitality companies in Shenzhen, Guangzhou, Hangzhou, and Wuhan from November 2017 to January 2018. WeChat, Email, and QQ were used in collecting the data. A total of 310 responses were received. Of these, 296 valid

questionnaires were retained after excluding 14 forms missing key variables or having obvious tendencies in answers (e.g., the same answers for more than eight consecutive questions). Hospitality employees from China were chosen for three reasons. First, the Chinese tourism industry is rapidly developing in recent decades and making a significant contribution to better living standards and economic transformation. Second, service quality and employee behavior are important in the hospitality sector. Third, the hospitality sector faces significant challenges in social responsibility and sustainable development.

The respondents included 53.6% males and 46.4% females. On average, they were 25 years old, had 2.7 years' tenure, and 278 (93.9%) had college degrees or above. There were 178 front-line employees, accounting for 60.1% of the total sample.

## **Results**

### *Confirmatory factor analysis*

CFA results with LISREL 8.70 showed that the four-factor model (CSR, organizational identity, OCB, and work performance) fit the data better than alternative models. For instance, the four-factor model ( $\chi^2/df = 2.65 < 3$ ; NFI = 0.96; NNFI = 0.98; CFI = 0.98; IFI = 0.98; RMSEA = 0.075) yielded a better fit than a three-factor model formed by combining organizational citizenship and work performance into one factor.

[Insert Table 1 about here]

### *Descriptive statistics*

The means, standardized deviations, correlations, and reliability statistics for the key variables are presented in Table 2. The variables all possessed acceptable degrees of internal consistency and reliability.

[Insert Table 2 about here]

### *Hypothesis testing*

Linear regression analysis was applied to test the sequential mediation effect between CSR and task performance (Hitlan, Zárate, Kelly & Desoto, 2015; Shin et al., 2016). Traditional indirect effects analysis and bootstrap standard error based tests were used (Messersmith et al., 2011).

During step 1, examining the relationship between CSR and organizational identification, CSR was positively related to organizational identification (M2:  $\beta = 0.63$ ,  $p < 0.001$ ). Employees' perceived CSR had a positive effect on task performance. These results supported H1.

H2a suggested that organizational identification has positive effects on employee OCB. The result indicated that organizational identification was positively related with OCB (M4:  $\beta = 0.72$ ,  $p < 0.001$ ), supporting H2a.

The mediation testing procedures recommended by Hitlan et al. (2015) and Shin et al. (2016) were followed to test Hypotheses 3a. First, CSR and OCB were regressed after demographic variables were controlled (M5:  $\beta = 0.73$ ,  $p < 0.001$ ) (Table 3). Second, controlling CSR, the relationship between organizational identification and OCB was tested. As shown in Model 6, the effect of CSR on OCB was significant (M6:  $\beta = 0.34$ ,  $p < 0.001$ ). After controlling for organizational identification in Model 6 (Table 3), the effect of CSR on OCB was weaker. In addition, the bootstrap test confirmed that the mediation effect of organizational identification between CSR and OCB was significant (M6: 0.14, 0.33,  $p < 0.05$ ). Therefore, there is a significant and indirect relationship between CSR and OCB, and the effect of CSR on OCB was partially mediated by organizational identification. H3a was supported.

[Insert Table 3 about here]

Models 7 to 10 (Table 4) tested the relationship between CSR and task performance, and the mediation effect of organizational identification. The results showed that CSR and organizational identification have a positive association relationship with task performance respectively (M8:  $\beta = 0.34$ ,  $p < 0.001$ ), supporting H2b.

After entering the mediator, the effect of CSR on employee task performance decreased (M10:  $\beta = 0.45$ ,  $p < 0.001$ ) compared to Model 9 (M10:  $\beta = 0.59$ ,  $p < 0.001$ ). The mediation effect of organizational identification between CSR and task performance was significant. The bootstrap results indicated that CSR affects task performance partially through organizational identification (M10:0.06,0.29). H3b was supported.

To test the relationship between OCB and task performance, the procedures suggested by Haans, Pieters & He (2016) and Su et al., (2017).were followed. The first step was to regress task performance on OCB. The results yielded a significant positive effect of OCB on task performance (M11:  $\beta = 0.63$ ,  $p < 0.001$ ).

In addition, after controlling for the effect of first-order OCB, the effect of task performance on the square of OCB was tested. There was a negative relationship between the second-order OCB and task performance, providing evidence that there is an inverted U-shaped relationship between OCB and task performance. H4 was supported.

The sequential mediation effects of organizational identification and OCB between CSR and employee task performance were examined according to the methods of Shin et al. (2015). After controlling for the demographic variables, CSR, and organizational identification, the relationship between OCB and task performance was tested. As shown in Model 14, the effect of CSR on OCB decreased but remained significant (M14:  $\beta = 0.23$ ,  $p < 0.001$ ) compared to

Model 9 (M9:  $\beta = 0.59$ ,  $p < 0.001$ ). The effect of organizational identification on task performance was weaker and non-significant (M14:  $\beta = 0.07$ , n.s.) compared to Model 8 (M8:  $\beta = 0.54$ ,  $p < 0.001$ ). Furthermore, the bootstrapping procedure provided evidence that OCB mediates the effects of CSR and organizational identity on task performance (M14: 0.29, 0.69,  $p < 0.05$ ). The sequential mediated model stated in H5 was supported.

[Insert Table 4 about here]

## **Discussion and conclusions**

The purpose of this research was to explore how CSR influences individual employee outcomes, more precisely OCB and task performance. The results suggested that CSR has positive effects on OCB behaviors and task performance through organizational identification. The curvilinear relationship between OCB and task performance was tested. Generally, OCB is positively associated with task performance. However, excessive OCB can have negative effects on task performance. In addition, organizational identification and OCB play a sequential mediation role between CSR and task performance.

### *Theoretical implications*

This research explored the micro level effects of CSR in hospitality. However, most of the existing related literature focuses on the impacts of CSR on organizational performance to respond to calls for stakeholder benefits and sustainability (Aguinis et al., 2012; Akremi et al., 2018; Calveras, 2015; Chen et al., 2015). It is valuable to explore the relationship between CSR and individual outcomes since employees are important internal stakeholders in the firm

(Farrington et al., 2017; Flammer et al., 2016). Employee OCB can be viewed as the discretionary behavior beyond formal requirements and individual performance recognized by formal job requirements in workplaces (Buil et al., 2016). This research examines the relationships between CSR, organizational identity, OCB and individual performance, and offers robust evidence about the impacts of CSR on employee attitudes, behavior and task performance and enriches the corporate social responsibility researches at a micro level.

This investigation sheds more light on how CSR impacts individual performance. On a foundation of social identity theory, it provides evidence that CSR enhances organizational identification leading to OCB and task performance. The research results suggest that CSR increases organizational identification leading to OCB and consequently task performance. Consistent with social identity theory, this supports the view that organizational identification is an important basis for positive organizational behavior, more precisely, OCB going beyond the formal organizational requirements (Lee, et al., 2015; Shin et al., 2016). This research offers an illustration of the impacts of CSR on OCB and consequently performance. Unlike formal organizational management systems, CSR reflects company values and norms that demonstrate uniqueness to employees and build affective connections between the organization and its employee, which promote enhanced OCB. CSR may communicate a coherent, stable organizational image that enhances corporate attractiveness, while also contributing to sustainable development.

This research provides a comprehensive understanding about the effect of OCB. It tests the U-shape curvilinear relationship between the OCB and task performance and provides an integrative view about the effects of OCB. Considering psychological commitment and

identification, OCB can facilitate enhanced performance. However, this positive perspective ignores the implicit requirements of OCB. These discretionary behaviors consume the limited vigor and energy in the workplace, and this may have a negative impact on performance. The studies to date hold contrasting views, while there is a lack of an integrated understanding about the effects of OCB based on different theories. Therefore, OCB has positive impacts on employee performance, while excess OCB brings pressure and negative impacts on employee performance. The positive perspective is supported by *guanxi*, which is a cultural value in Chinese firms where employees feel they must engage in OCB to be moral and avoid punishment. In addition, the results are consistent with resource conservation theory that too much OCB has negative effects on individual performance (Bolino et al., 2010; Spector & Fox, 2010; Yam et al., 2017).

#### *Managerial implications*

CSR can be used as an informal HRM strategy. CSR can align the individual and organization through organization identity (Flammer et al., 2017), having positive impacts on employee OCB and consequently task performance in the hospitality sector. As an effective accompaniment to formal HRM policy, CSR shows that hospitality companies care about their employees, guests, local communities, the environment, and other stakeholders. This enhances job meaning and the value perceived by individual employees. Employees develop pride in belonging to these hospitality companies and share the benefits with their colleagues. They reciprocate to their organizations with higher levels of initiative in work. And positive employee attitudes and behavior stimulate greater guest satisfaction and loyalty, which are key

antecedents of organizational performance. It is valuable for hotels to adopt CSR to build respected employer brands and motivate employee performance. Therefore, it is worthwhile to utilize CSR in hospitality for enhancing a company's respectability as managers and to instigate greater work initiative.

Hotel managers should view staff as important stakeholders and share CSR information with them. Managers need to pay attention to employee's perceptions of their companies' commitments to CSR, since employee perceived CSR has significant impacts on employee attitudes, behavior and performance. Differences may exist in how organizations implement CSR and how staff perceive CSR. It is important that hospitality practice social responsibility and advertise organizational efforts in CSR. Internally, staff training and education should be used to enhance employee understanding of corporate CSR policies and initiatives. This strengthens employees' organizational identification and improves capabilities to achieve goals, which is especially important in hospitality where there tends to be high staff turnover and low organizational commitment.

Hotel managers should be concerned about maintaining OCB at certain specific levels. There is evidence of an inverted U-shaped relationship between OCB and task performance in the service industries. This paper suggests that "too much OCB is not a good thing" in hospitality. Therefore, hotel managers should improve job requirements and descriptions to avoid functional ambiguity and encourage OCB based on task performance accomplishment.

In hospitality, OCB has positive impacts on new employee's socialization, responding to customer demands quickly and collaboration in reception. However, the effects of OCB are limited. The current research implies that excessive OCB makes employees feel compelled to

demonstrate behaviors beyond the in-role task, and experience fatigue and pressure. It is desirable for hospitality managers to encourage OCB at a proper level through more specific job descriptions so that employees clearly understand their task responsibility and can distinguish in-role and extra-role requirements. In addition, managers should aim to create a climate and culture highlighting the internal motivation of OCB to avoid the potential negative impacts.

#### *Limitations and future research directions*

It is acknowledged that there are several shortcomings in this analysis. First, the research focus was on employee perceptions of CSR and the ensuing outcomes. The cross-sectional design is limited in explaining the causality relationship between CSR and individual outcomes. In the future, longitudinal research is needed to explore the causality relationship between CSR and OCB.

The data were collected from employees in hospitality businesses, and having a single source inevitably leads to common variance. An attempt was made to control for common variance bias through the randomizing of items in the questionnaire and by examining whether the common variance bias was acceptable in this research (Shin et al., 2016). Future researchers should gather data from multiple sources including managers and employees.

Third, this analysis emphasizes the effects of CSR at the individual employee level. Although this micro-level focus of CSR research is valuable, developing a multi-level model incorporating organizational and individual outcomes and bridging the gap between macro and micro research on CSR is an important direction in future.

Finally, this investigation did not consider the impacts of other organizational contexts. For example, leadership and HRM are important antecedents of staff attitudes and behavior. In the future, an expanded conceptual model should be designed to test the interaction effects of CSR and HRM practices.

## **Conclusion**

This research explores how CSR affects employee OCB and task performance in hospitality companies. It demonstrates that CSR impacts OCB and task performance through organizational identification. In addition, organization identification and OCB play a sequential mediation role between CSR and task performance. There is an inverted U-shaped relationship between OCB and task performance. The expanded conceptual model illustrates the value of CSR and the path from practices to attitudes, behavior, and performance. CSR can offer a competitive advantage in hospitality, especially as the global concern grows for sustainable development in economies, society, and the environment. More creative and exhaustive research is needed in CSR in hospitality and tourism in the future.

## **References**

- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility a review and research agenda. *Journal of Management*, 38(4), 932-968.
- Ahmad, I., & Zafar, M. A. (2018). Impact of psychological contract fulfillment on organizational citizenship behavior: mediating role of perceived organizational support. *International Journal of Contemporary Hospitality Management*, 29(3).
- Akremiti, A. E., Gond, J. P., Swaen, V., Roeck, K. D., & Igalens, J. (2018). How do employees perceive corporate responsibility? development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of management*, 2018, 44(2), 619-657.
- Alfes, A. D. Shantz, C. Truss & Soane. (2013). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *International Journal of Human Resource Management*, 24(2), 330-351.

- Aminudin, N. (2013). Corporate social responsibility and employee retention of 'green' hotels. *Procedia - Social and Behavioral Sciences*, 105, 763-771.
- Ashforth, B. E., & Mael, F. (1989). Social identity and the organization. *Academy of Management Review*, 14, 20-39.
- Astakhova, M. N., & Porter, G. (2015). Understanding the work passion–performance relationship: the mediating role of organizational identification and moderating role of fit at work. *Human Relations*, 68(8), 1315-1346.
- Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2015). Collective organizational engagement: linking motivational antecedents, strategic implementation, and firm performance. *Academy of Management Journal*, 58(1), 111-135.
- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542–559.
- Buil, I., Martínez, E., & Matute, J. (2016). From internal brand management to organizational citizenship behaviours: evidence from frontline employees in the hotel industry. *Tourism Management*, 57, 256-271.
- Calveras, A. (2015). Corporate social responsibility strategy in the hotel industry: evidence from the Balearic Islands. *International Journal of Tourism Research*, 17(4), 399–408.
- Chen, M. H., & Lin, C. P. (2015). The impact of corporate charitable giving on hospitality firm performance: doing well by doing good? *International Journal of Hospitality Management*, 47, 25-34.
- Coan, P. (2015). HRM practices used to promote pro-environmental behavior: A UK survey. *International Journal of Human Resource Management*, 26(16), 1-22.
- Conroy, S., Becker, W. J., & Menges, J. (2016). The meaning of my feelings depends on who I am: work-related identifications shape emotion effects in organizations. *Academy of Management Journal*, 60(3), 1071-1093.
- Dukerich, J. M., Golden, B. R., & Shortell, S. M. (2002). Beauty is in the eye of the beholder: the impact of organizational identification, identity, and image on the cooperative behaviors of physicians. *Administrative Science Quarterly*, 47(3), 507-533.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: the role of psychological green climate and employee green values. *Human Resource Management*, 56(4).
- Farh, J., Podsakoff, P. M., & Organ, D. W. (2007). Accounting for organizational citizenship behavior: leader fairness and task scope versus satisfaction. *Journal of Management*, 16(4), 705-721.
- Farh, J., Dobbins, G. H., & Cheng, B. (2010). Cultural relativity in action: a comparison of self-rating made by Chinese and U.S. workers. *Personnel Psychology*, 44(1), 129-147.
- Farrington, T., Curran, R., Gori, K., O'Gorman, K. D., & Queenan, C. J. (2017). Corporate social responsibility: reviewed, rated, revised. *International Journal of Contemporary Hospitality Management*, 29(1), 30-47.
- Flammer, C., & Luo, J. (2016). Corporate social responsibility as an employee governance tool: evidence from a quasi-experiment. *Strategic Management Journal*, 2014(1).
- Font, X., Walmsley, A., Cogotti, S., McCombes, L., & Häusler, N. (2012). Corporate social responsibility: the disclosure–performance gap. *Tourism Management*, 33(6), 1544-1553.
- Fu, H., Ye, H. B. B. Y., & Law, R. (2014). You do well and I do well? the behavioral

- consequences of corporate social responsibility. *International Journal of Hospitality Management*, 40, 62-70.
- Gao, Y., & Mattila, A. S. (2014). Improving consumer satisfaction in green hotels: the roles of perceived warmth, perceived competence, and CSR motive. *International Journal of Hospitality Management*, 42(42), 20-31.
- Gu, H., Ryan, C., Li, B., & Wei, G. (2013). Political connections, guanxi, and adoption of CSR policies in the Chinese hotel industry: is there a link? *Tourism Management*, 34(2), 231-235.
- Haans, R. F. J., Pieters, C., & He, Z. (2016). Thinking about u: theorizing and testing u- and inverted u-shaped relationships in strategy research. *Strategic Management Journal*, 37(7), 1177-1195.
- Heras, M. L., Bosch, M. J., & Raes, A. M. L. (2015). Sequential mediation among family friendly culture and outcomes. *Journal of Business Research*, 68(11), 2366-2373.
- Hitlan, R. T., Zárate, M. A., Kelly, K. M., & Desoto, M. C. (2015). Linguistic ostracism causes prejudice: support for a serial mediation effect. *Journal of Social Psychology*, 156(4), 422.
- Huertasvaldivia, I., Llorensmontes, F. J., & Ruizmoreno, A. (2018). Achieving engagement among hospitality employees: a serial mediation model. *International Journal of Contemporary Hospitality Management*, 30(1), 217-241.
- Jiang, K., Chuang, C. H., & Chiao, Y. C. (2015). Developing collective customer knowledge and service climate: the interaction between service-oriented high-performance work systems and service leadership. *Journal of Applied Psychological*, 100(4), 1089-1106.
- Jones, P. (2016). Sustainability in the hospitality industry: some personal reflections on corporate challenges and research agendas. *International Journal of Contemporary Hospitality Management*, 26(1), 5-17.
- Jung, H. S., & Yoon, H. H. (2012). The effects of emotional intelligence on counterproductive work behaviors and organizational citizen behaviors among food and beverage employees in a deluxe hotel. *International Journal of Hospitality Management*, 31(2), 369-378.
- Kang, K.H., Lee, S. and Huh, C. (2010), "Impacts of positive and negative corporate social responsibility activities on company performance in the hospitality industry", *International Journal of Hospitality Management*, Vol. 29 No. 1, pp. 72-82
- Karanikamurray, M., Duncan, N., Pontes, H. M., & Griffiths, M. D. (2015). Organizational identification, work engagement, and job satisfaction. *Journal of Managerial Psychology*, 30(8), 1-17.
- Kim, Y. H., Kim, M. C., & Mattila, A. S. (2017). Corporate social responsibility and equity-holder risk in the hospitality industry. *Cornell Hospitality Quarterly*, 58(1).
- Kim, S. H., Kim, M. S., Holland, S., & Han, H. S. (2018). Hospitality employees' citizenship behavior: the moderating role of cultural values. *International Journal of Contemporary Hospitality Management*, (5), 00-00.
- Kim, H. L., Rhou, Y., Uysal, M., & Kwon, N. (2017). An examination of the links between corporate social responsibility (CSR) and its internal consequences. *International Journal of Hospitality Management*, 61, 26-34.
- Knight, C., Patterson, M., & Dawson, J. (2017). Building work engagement: a systematic

- review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior*, 38(6), 792-812.
- Kujawski, L. (2015). Corporate social responsibility and employee attitudes: evidence from a study of polish hotel employees. *Journal of Sustainable Tourism*, 23(6), 859-880.
- Le, H., Oh, I. S., Robbins, S. B., Ilies, R., Holland, E., & Westrick, P. (2011). Too much of a good thing: curvilinear relationships between personality traits and job performance. *Journal of Applied Psychology*, 96(1), 113-133.
- Lee, E. S., Park, T. Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: a meta-analytic review. *Psychological Bulletin*, 141(5), 1049.
- Levy, S. E., & Park, S. Y. (2011). An analysis of CSR activities in the lodging industry. *Journal of Hospitality & Tourism Management*, 18(1), 147-154.
- Liu, D., Gong, Y., Zhou, J., & Huang, J. C. (2016). Human resource systems, employee creativity, and firm innovation: the moderating role of firm ownership. *Academy of Management Journal*, 60(3).1164-1188
- Luo, X., & Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. *Journal of Marketing*, 70(4), 1-18.
- Luu, T. T. (2017). CSR and organizational citizenship behavior for the environment in hotel industry: the moderating roles of corporate entrepreneurship and employee attachment style. *International Journal of Contemporary Hospitality Management*, 29(3), 2867-2900.
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: a partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103-123.
- Martínez, P., & Bosque, I. R. D. (2013). CSR and customer loyalty: the roles of trust, customer identification with the company and satisfaction. *International Journal of Hospitality Management*, 35(December 2013), 89-99.
- Martínez, P., Pérez, A., & Bosque, I. R. D. (2014). Exploring the role of CSR in the organizational identity of hospitality companies: a case from the spanish tourism industry. *Journal of Business Ethics*, 124(1), 47-66.
- McGehee, N. G., Wattanakamolchai, S., Perdue, R. R., & Calvert, E. O. (2009). Corporate social responsibility within the U.S. lodging industry: an exploratory study. *Journal of Hospitality & Tourism Research*, 33(3), 417-437.
- Messersmith, J. G., Patel, P. C., Lepak, D. P., & Gould-Williams, J. (2011). Unlocking the black box: exploring the link between high-performance work systems and performance. *Journal of Applied Psychology*, 96(6), 1105-1118.
- Morgeson, F. P., Aguinis, H., Waldman, D. A., & Siegel, D. S. (2013). Extending corporate social responsibility research to the human resource management and organizational behavior domains: a look to the future. *Personnel Psychology*, 66(4), 805-824.
- Nyahunzvi, D. K. (2013). CSR reporting among Zimbabwe's hotel groups: a content analysis. *International Journal of Contemporary Hospitality Management*, 25(4), 595-613.
- Oo, E. Y., Jung, H., & Park, I. J. (2018). Psychological factors linking perceived CSR to OCB: the role of organizational pride, collectivism, and person-organization fit. *Sustainability*, 10(7), 2481.
- Özduran, A., & Tanova, C. (2017). Coaching and employee organizational citizenship

- behaviours: the role of procedural justice climate. *International Journal of Hospitality Management*, 60, 58-66.
- Park, S. Y., Lee, C. K., & H. Kim. (2017). The influence of corporate social responsibility on travel company employees. *International Journal of Contemporary Hospitality Management*, (3), 00-00.
- Park, S. Y., & Levy, S. E. (2014). Corporate social responsibility: perspectives of hotel frontline employees. *International Journal of Contemporary Hospitality Management*, 26(3), 2-2.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: a meta-analysis. *Journal of Applied Psychology*, 94(1), 122-41.
- Raub, S., Blunschi, S., Parsa, H. G., Segarraoña, M., Jang, S., & Chen, R., et al. (2014). The power of meaningful work: how awareness of CSR initiatives fosters task significance and positive work outcomes in service employees. *Cornell Hospitality Quarterly*, 55(1), 10-18.
- Ricketta, M. (2005). Organizational identification: a meta-analysis. *Journal of Vocational Behavior*, 66(2), 358-384.
- Rothausen, T. J., Henderson, K. E., Arnold, J. K., & Malshe, A. (2017). Should i stay or should i go? identity and well-being in sensemaking about retention and turnover. *Journal of Management*, 43(7), 2357-2385.
- Sawang, S. (2012). Is there an inverted u-shaped relationship between job demands and work engagement: the moderating role of social support? *International Journal of Manpower*, 33(2), 178-186.
- Serra-Cantalops, A., Peña-Miranda, D. D., Ramón-Cardona, J., & Martorell-Cunill, O. (2017). Progress in research on CSR and the hotel industry (2006-2015). *Cornell Hospitality Quarterly*, 59(2), 193896551771926.
- Shen, J., & Benson, J. (2016). When CSR is a social norm: how socially responsible human resource management affects employee work behavior. *Journal of Management*, 20(6), 1723-1746.
- Shen, J., Dumont, J., & Deng, X. (2016). Employees perceptions of green HRM and non-green employee work outcomes: the social identity and stakeholder perspectives. *Group & Organization Management*.
- Shin, I., Hur, W. M., & Kang, S. (2016). Employees' perceptions of corporate social responsibility and job performance: a sequential mediation model. *Sustainability*, 8(5), 493.
- Smidts, A. (2001). The impact of employee communication and perceived external prestige on organizational identification. *Academy of Management Journal*, 44(5), 1051-1062.
- Spector, P. E., & Fox, S. (2010). Counterproductive work behavior and organisational citizenship behavior: are they opposite forms of active behavior? *Applied Psychology*, 59(1), 21-39.
- Su, L., Swanson, S. R., Hsu, M., & Chen, X. (2017). How does perceived corporate social responsibility contribute to green consumer behavior of Chinese tourists: a hotel context. *International Journal of Contemporary Hospitality Management*, 29(12), 3157-3176.
- Supanti, D., & Butcher, K. (2018). Is corporate social responsibility (CSR) participation the

- pathway to foster meaningful work and helping behavior for millennials? *International Journal of Hospitality Management*.
- Tajfel, H., & Turner, J. C. (1986). The social identity theory of intergroup behavior. *Political Psychology*, 13(3), 7--24.
- Tsai, W. H., Hsu, J. L., Chen, C. H., Lin, W. R., & Chen, S. P. (2010). An integrated approach for selecting corporate social responsibility programs and costs evaluation in the international tourist hotel. *International Journal of Hospitality Management*, 29(3), 385-396.
- Walumbwa, F. O., & Hartnell, C. A. (2009). Organizational justice, voluntary learning behavior, and job performance: a test of the mediating effects of identification and leader-member exchange. *Journal of Organizational Behavior*, 30(8), 1103-1126.
- Wells, V. K., Taheri, B., Gregory-Smith, D., & Manika, D. (2016). The role of generativity and attitudes on employees' home and workplace water and energy saving behaviours. *Tourism Management*, 56, 63-74.
- Wells, V.K., Gregory-Smith, D., Taheri, B., Manika, D., & McCowlen, C. (2016). An exploration of CSR development in heritage tourism, *Annals of Tourism Research*, 58, 1-17.
- Wu, L. Z., Kwan, H. K., Yim, H. K., Chiu, R. K., & He, X. (2015). CEO ethical leadership and corporate social responsibility: A moderated mediation model. *Journal of Business Ethics*, 130(4), 819-831.
- Yam, K. C., Klotz, A., He, W., & Reynolds, S. (2017). From good soldiers to psychologically entitled: examining when and why citizenship behavior leads to deviance. *Academy of Management Journal*, 60(1), 373-369.
- Zhu, Y., Sun, L. Y., & Leung, A. S. M. (2014). Corporate social responsibility, firm reputation, and firm performance: the role of ethical leadership. *Asia Pacific Journal of Management*, 31(4), 925-947.