



An examination of the consequences of corporate social responsibility in the airline industry: Work engagement, career satisfaction, and voice behavior



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ARTICLE INFO

Article history:

Received 6 September 2016
Received in revised form
24 October 2016
Accepted 8 November 2016
Available online 19 November 2016

Keywords:

Career satisfaction
Corporate social responsibility
Low-cost carriers
Voice behavior
Work engagement

ABSTRACT

Underpinned by social exchange and social information processing theories, our study proposes and tests a research model that investigates flight attendants' perceptions of corporate social responsibility practices. Data came from flight attendants in a major low-cost carrier at different, successive points in time. The structural equation modeling results reveal that work engagement is the underlying mechanism through which corporate social responsibility, as manifested by the economic, legal, ethical, and philanthropic practices, is linked to flight attendants' career satisfaction and voice behavior. Simply stated, the empirical data support all hypotheses and the research model we have proposed is viable. The results have important implications about flight attendants' perceptions of corporate social responsibility practices and the aforesaid outcomes.

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1. Introduction

Corporate social responsibility (CSR), which refers to “context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis, 2011, p. 855), enables the airline companies to enhance their business performance (e.g., Kuo et al., 2016; Lee and Park, 2016). According to Carroll (1991), there are four indicators of CSR: economic, legal, ethical, and philanthropic. The economic indicator refers to the corporation's economic responsibilities in terms of competitiveness, profitability, and operational efficiency, while the legal indicator refers to the corporation's obligation to adhere to the rules and regulations in the marketplace (Carroll, 1991; Lee et al., 2012). The ethical indicator refers to the corporation's responsibility to recognize and respect ethical norms and be fair in conducting performance beyond its legal obligation and the philanthropic indicator is associated with the corporation's responsibility to be good corporate citizens (e.g., promotion of human welfare) (Carroll,

1991; Lee et al., 2012).

Airline passengers are the external stakeholders of the company and their favorable perceptions of CSR practices contribute to value performance (Lee and Park, 2010) and foster passengers' trust and loyalty (Nikbin et al., 2016). Flight attendants as the internal stakeholders have intense interactions with passengers and spend most of their time handling passenger requests and problems (Karatepe and Talebzadeh, 2016). When flight attendants have favorable perceptions of CSR practices, they share them with passengers and enhance the organizational image. CSR also contributes to customer choice of company and positive financial performance (Aguinis and Glavas, 2012) and enables corporations to gain competitive advantages.

Employees viewing their organization as socially responsible consider themselves engaged in their work (Lee et al., 2014). That is, high levels of CSR result in higher work engagement (WE), which is defined as “... a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002, p. 74). Employees working in an environment where CSR boosts goodwill and morale are motivated to contribute to the organization via voice behavior. Voice behavior refers to “... making innovative suggestions for change and recommending modifications to standard procedures even when others disagree” (Van

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Dyne and LePine, 1998, p. 109). It is a critical behavioral outcome and is one of the significant communication strategies among employees (Kim et al., 2016a). Employees with favorable perceptions of CSR practices display career satisfaction, which highlights the satisfaction an employee obtains from the intrinsic and extrinsic facets of his or her career (Kong et al., 2012). Highly engaged employees also exhibit career satisfaction and voice behavior (Karatepe, 2012; Koyuncu et al., 2013).

1.1. Purpose

In light of this, our study develops and proposes a research model that examines the consequences of CSR among flight attendants. Broadly speaking, the present empirical study tests: (a) the impacts of economic, legal, ethical, and philanthropic practices as the indicators of CSR simultaneously on WE, career satisfaction, and voice behavior; (b) the influence of WE on career satisfaction and voice behavior; and (c) WE as a mediator in the above-mentioned relationships.

Aguinis and Glavas (2012) persuasively discuss that the CSR studies at the individual level of analysis generally focus on psychological theories, whereas the CSR studies at the organizational level generally focus on institutional and stakeholder theories as well as the resource-based view of the firm. The previously mentioned relationships are assessed based on flight attendants' perceptions (the individual level of analysis). Consistent with other recent studies on CSR (Glavas, 2016a; Panagopoulos et al., 2016), our study uses social exchange theory (SET) (Cropanzano and Mitchell, 2005) and social information processing (SIP) theory (Salancik and Pfeffer, 1978) as well as empirical evidence in the extant literature to develop the relationships regarding the consequences of CSR and the mediating role of WE.

1.2. Contribution to existing knowledge

Our study contributes to current knowledge on CSR by addressing [relatively] several underresearched issues. First, it seems that the preponderance of empirical research does not test current employees' responses to or perceptions of CSR practices in the relevant literature. Instead, such studies focus on customers', shareholders', or prospective employees' perceptions of CSR practices (Aguinis and Glavas, 2012; Kim et al., 2016b; Panagopoulos et al., 2016; Park and Levy, 2014). In addition to this gap, little is known about the association between employees' perceptions of CSR practices and their attitudinal and behavioral outcomes in the workplace (Ferreira and de Oliveira, 2014; Glavas and Kelley, 2014; Zhang et al., 2014). The paucity of empirical research about the association between CSR and employee outcomes can be observed in the CSR-related review, recent studies, and meta-analytic inquiries (Aguinis and Glavas, 2012; Kim et al., 2016b; Newman et al., 2015; Panagopoulos et al., 2016).

Despite the existence of several CSR-related studies conducted in the aviation industry, the abovementioned void also seems to be valid in the general air transport management literature. Gauging current employees' perceptions of CSR practices is important because they share the same or at least similar beliefs or values associated with CSR practices (Tsai et al., 2012). If employees are unable to understand the messages emerging from CSR practices, they would not be able to share them with passengers/customers. Informed by this, we obtain data from flight attendants to ascertain their responses given to CSR practices.

Second, as highlighted in Aguinis and Glavas's (2012) review and in recent studies (Brammer et al., 2015; Kim et al., 2016b), there is a lack of understanding about the underlying mechanism that links CSR to employee outcomes. According to Glavas's (2016b) recent

review, the major void lies in the exploration of mediators of the CSR → employee outcome relationship. In short, these studies call for more empirical research pertaining to such void in the extant literature. Accordingly, we treat WE as the underlying mechanism through which CSR is linked to flight attendants' career satisfaction and voice behavior.

Lastly, most of the empirical studies in the current literature have dealt with an examination of CSR practices in developed countries (Newman et al., 2015; Zhu et al., 2016). However, understanding these practices in developing countries or emerging economies is relevant and significant because there may be differences in geographic, economic, and political situations when compared with the ones in developed countries (Zhu et al., 2016). To the best of authors' knowledge, Turkey which has an emerging market economy and is famous for a number of historical, natural, and cultural touristic attractions is not represented by any empirical studies that center on flight attendants' perceptions of CSR practices. With this realization, we use data collected from flight attendants in the aviation industry in Turkey.

2. Theoretical foundations and literature review

2.1. SET and SIP theory

SET proposes that if the two parties such as the organization and employees adhere to certain rules of exchange (i.e., reciprocity), they possess relationships that transform into trusting, loyal, and mutual commitments over time (Cropanzano and Mitchell, 2005; Saks, 2006). When employees establish social exchange relationships with the employer, which "... tend to involve the exchange of socioemotional benefits" and are associated with "... close personal attachments and open-ended obligations" (Cropanzano et al., 2003, p. 161), they are likely to display affective and behavioral outcomes. Management's investment in CSR practices creates an obligation on the part of flight attendants to be highly engaged in their work and contribute to the organizational performance. Such flight attendants also reciprocate with positive attitudinal and behavioral outcomes such as career satisfaction and voice behavior.

The extant literature delineates empirical studies that have linked high-performance work practices or job resources to WE and various employee outcomes using SET as a theoretical framework. For example, Saks (2016) found that job characteristics such as autonomy and feedback from others fostered WE, which in turn led to positive outcomes such as job satisfaction and organizational citizenship behaviors. Karatepe's (2013) study in Iran showed that high-performance work practices as well as work social support made employees become highly embedded in their jobs. Glavas (2016a) reported that CSR practices enhanced employees' perceptions of organizational support.

SIP theory proposes that "... individuals, as adaptive organisms, adapt attitudes, behavior, and beliefs to their social context and to the reality of their own past and present behavior and situation" (Salancik and Pfeffer, 1978, p. 226). Employees work in a social environment. In such an environment, employees obtain cues about attitudes and needs and acceptable reasons for action (Salancik and Pfeffer, 1978). Employees utilize these cues to interpret events in the workplace and develop attitudes and behaviors (Aryee et al., 2012). Investment in a number of CSR practices (e.g., voluntary activity for community, business conduct, and employee relations) sends signals to flight attendants that management of the airline company is highly concerned about CSR. Under these circumstances, flight attendants are highly engaged in their work and exhibit desirable outcomes such as career satisfaction and voice behavior. In empirical terms, Karatepe et al. (2014) indicated that high-performance work practices increased hotel employees'

service recovery and creative performances in Northern Cyprus. The results of a recent study illustrated that employee-customer CSR intrinsic causal meta-attributions were positively related to employee corporate social performance perceptions (Panagopoulos et al., 2016).

2.2. Studies on CSR

A general review of the empirical studies on CSR reveals that there is little empirical evidence pertaining to the association between CSR and employee outcomes. As discussed earlier, the overwhelming majority of the empirical studies have relied on customers', shareholders', or prospective employees' perceptions of CSR practices (e.g., Aguinis and Glavas, 2012; Panagopoulos et al., 2016).

Specifically, Lee and Park (2010) documented that airline companies' CSR practices fostered their value performance. This finding indicates that their participation in CSR practices foster their value performance, which is one of the ultimate goals of any corporations. On the other hand, Kang et al. (2010) recommended that management of airline companies should focus more on the alleviation of negative CSR practices than fostering positive CSR practices to trigger firm value. Cowper-Smith and de Grosbois (2011) found that airline companies focused more on environmental issues than on social or economic issues in their CSR practices. The results of a study conducted in the casino, airline, hotel, and restaurant settings demonstrated that corporate activity for employees positively influenced future profitability for airlines, whereas corporate voluntary activity for community mitigated their short-term profitability (Inoue and Lee, 2011).

Chen et al.'s (2012) study in Taiwan illustrated that passengers paid great attention to CSR initiatives but airline social responsibility was reported to exert a marginal impact on passenger behavioral and attitudinal loyalty. Brand credibility which consisted of investment in social responsibility actions was found to stimulate decisive convenience and affective commitment and therefore enhance passengers' purchase intentions in the Taiwanese airline industry (Jeng, 2016). Nikbin et al.'s (2016) study in Malaysia showed that airline passengers' perceptions of CSR practices influenced their trust and loyalty. Their study further added that the detrimental influence of a service failure on trust and loyalty was weaker among passengers with favorable perceptions of CSR practices. In a study in Korea, Lee and Park (2016) reported that employees' perceptions of social responsibility contributed to airline business performance through the mediating role of a sustainable brand.

Wang et al.'s (2015) study in China documented that a number of larger public airlines exhibited better performance in CSR when compared with the performance of the private airline company. Kuo et al. (2016) discussed that companies would gain a competitive advantage when they reported their CSR practices and highlighted that the motivators for reporting such practices were associated with "... reputation and brand value, employees' awareness of CSR, communication with stakeholders, management systems, management culture, market share, and transparency with the government" (p. 193). On the other hand, Seo et al. (2015) cautioned that companies operating in the low-cost airline industry had to assess cost efficiency of implementing their CSR practices and added that full-service carriers had to take advantage of provision of superior quality services and implementation of CSR practices. Haggmann et al.'s (2015) study in Germany reported that passengers did not seem to be interested in considering the green image of airlines to make airline choice during booking. Their study further illustrated that passengers were interested in paying extra for a green image, but not as much as their interest in paying extra

for amenities.

According to the results of another study, passengers would be willing to select airlines that centered on environmental protection activities (Niu et al., 2016). The results of this study also indicated that young passengers had more concern about environmental protection when compared with that of old passengers. Another study in Taiwan indicated that airlines' mission statement that consisted of concern about social responsibility led to passengers' trust in brand and brand equity (Lin and Ryan, 2016). In short, little is known about the outcomes of CSR activities based on employees' or flight attendants' perceptions (e.g., Glavas and Kelley, 2014; Zhang et al., 2014). There is also a major gap regarding mediators of the CSR → employee outcome relationship (Glavas, 2016b). Considering this gap, our study uses WE, career satisfaction, and employee voice behavior as the consequences of CSR practices among flight attendants.

3. Hypotheses development

3.1. Hypotheses

Both SET and SIP theory provide guidance for developing the association between CSR and WE. According to SET, flight attendants perceiving that management is involved in and implements a number of economic, legal, ethical, and philanthropic practices feel obliged to repay through heightened WE, higher career satisfaction, and elevated levels of voice behavior. Management can implement these practices with or without the expectation of 'quid pro quo' (cf. Lau and Cobb, 2010). However, CSR practices demonstrate that management cares about employee well-being and is concerned about the society and customers. Under these circumstances, flight attendants attempt to fulfill their obligations and contribute to the accomplishment of the organizational objectives. This enables them to have more trusting and high quality relationships with the organization (Karatepe, 2013; Saks, 2006). As SIP theory proposes, flight attendants work in a social environment that enables them to use cues to interpret CSR practices and develop attitudes (cf. Salancik and Pfeffer, 1978). Investment in economic, legal, ethical, and philanthropic practices signals that management is highly concerned about CSR. Flight attendants with such favorable perceptions develop positive attitudes. That is, they are highly engaged in their work.

Economic, legal, ethical, and philanthropic practices targeted toward employees can enhance their sense of meaningfulness and purpose at work (cf. Glavas and Kelley, 2014) and contribute to their WE and job outcomes. It appears that there are limited empirical studies providing support for the association between CSR and WE. However, none of these studies has tested the joint effects of the indicators of CSR on WE. For example, Glavas and Piderit (2009) reported a positive association between corporate citizenship and WE. Gupta's (2015) study conducted in India found that the corporation's CSR practices fostered its employees' WE. In a study of managerial employees in Portugal, Ferreira and de Oliveira (2014) showed that internal CSR practices enhanced WE more than external CSR practices. Lee et al.'s (2014) study also documented that corporate philanthropy stimulated WE among hotel service employees in Korea. Accordingly, we postulate that:

H1. The economic, legal, ethical, and philanthropic indicators of CSR jointly exert positive effects on flight attendants' WE.

SET contends that employees feel obliged to respond to CSR practices through positive job outcomes (e.g., Cropanzano and Mitchell, 2005). Broadly speaking, the presence of CSR initiatives creates more trusting and high quality relationships between the organization and employees. CSR practices targeted toward

employees give rise to an obligation on the part of employees to contribute to the organization through voice behavior. Such employees also display career satisfaction because they perceive CSR practices as an investment in the workforce, society, and the corporation (e.g., products, image, and brand). Again consistent with SIP theory (Salancik and Pfeffer, 1978), investment in each indicator of CSR sends signals to flight attendants that management is concerned about the economic, legal, philanthropic, and ethical issues and supports the development of employees. Flight attendants with favorable perceptions of CSR initiatives display positive attitudinal and behavioral outcomes such as career satisfaction and voice behavior. In short, based on SET and SIP theory, we propose that flight attendants with favorable perceptions of CSR initiatives have higher career satisfaction (e.g., accomplishment of career goals, advancement, and development of new skills) and show voice behavior by proposing ways to make improvements in individual and organizational functioning.

In empirical terms, Raub and Blunschi (2013) found evidence among hotel employees in the United Kingdom that CSR practices engendered engagement in voice behavior. Though limited, Aguinis and Glavas's (2012) review as well as Panagopoulos et al.'s (2016) meta-analytic inquiry and recent studies (e.g., Glavas and Kelley, 2014; Kim et al., 2016b; Newman et al., 2015) provide evidence about the effect of CSR on job satisfaction, quitting intentions, job performance, and/or organizational commitment. However, it appears that no study has examined the influence of CSR or the joint effects of the indicators of CSR on career satisfaction so far. Based on the discussion given above, we postulate that:

H2. The economic, legal, ethical, and philanthropic indicators of CSR jointly exert positive effects on flight attendants' (a) career satisfaction and (b) voice behavior.

SET also provides guidance for developing the WE → career satisfaction and voice behavior relationships (e.g., Saks, 2006). Specifically, flight attendants are energetic, feel dedicated, and have full concentration on work as a result of adherence to the exchange rules by the employer and flight attendants. This also gives rise to more trusting and high quality relationships between the two parties. Under these circumstances, flight attendants display better satisfaction with their career in the organization and make recommendations about how to improve the quality of work life, speak up and share novel ideas for better service.

A scrutiny of the relevant literature reveals that empirical evidence about the association of WE with career satisfaction and voice behavior is sparse. For example, in a study of women managers and professionals in the Turkish bank industry, Koyuncu et al. (2007) demonstrated that WE exerted a positive influence on career satisfaction. Burke and El-Kot (2010) reported a positive association between WE and career satisfaction among managers and professionals in Egypt. Karatepe's (2012) study in Cameroon documented that hotel customer-contact employees displayed higher career satisfaction as a result of elevated levels of WE. Koyuncu et al.'s (2013) study in the Turkish hotel industry indicated that WE was an antecedent to customer-contact employees' voice behavior. Accordingly, we postulate that:

H3. Flight attendants' WE exerts a positive influence on their perceptions of (a) career satisfaction and (b) voice behavior.

The hypotheses given above are associated with the mediating role of WE. Given that CSR practices predict flight attendants' WE and consequences and WE predicts these consequences, WE is likely to act as a mediator of the influence of CSR on career satisfaction and voice behavior. Flight attendants who view CSR practices as an investment in the workforce, society, and the

corporation feel energetic and dedicated and are engrossed in their work. They in turn display satisfaction with their career in terms of advancement, development of new skills, and achievement of career goals and engage in voice behavior by speaking up for new ideas for improvement in service delivery and providing recommendations about the quality of work life.

It seems that various studies have treated WE as a mediator. However, none of them has treated WE as a mediator of the effects of the indicators of CSR simultaneously on flight attendants' attitudinal and behavioral outcomes. For example, Karatepe and Talebzadeh's (2016) study in Iran reported that WE partially mediated the impact of psychological capital on flight attendants' successful service recovery efforts and their satisfaction with life in general. Xanthopoulou et al.'s (2008) study conducted among flight attendants indicated that colleague support influenced in-role performance indirectly through WE, while WE had an intervening effect in the self-efficacy → in- and extra-role performance links. Chen and Chen's (2012) study demonstrated that WE was a mediator between job resources and quitting intentions among flight attendants in Taiwan. In this study, we propose that flight attendants' favorable perceptions of CSR practices positively influence WE, which in turn engenders career satisfaction and voice behavior. Hypotheses 4a and 4b capture the aforesaid relationships.

H4. WE mediates the influence of CSR on (a) career satisfaction and (b) voice behavior.

3.2. Research model

The research model that consists of seven hypotheses is depicted in Fig. 1. Broadly speaking, the economic, legal, ethical, and philanthropic indicators of CSR jointly influence flight attendants' perceptions of WE, career satisfaction, and voice behavior. WE also exerts a positive influence on the aforesaid outcomes. As these relationships suggest, WE partially mediates the impact of CSR on flight attendants' career satisfaction and voice behavior. Our study uses gender and organizational tenure as the control variables due to their potential statistical confounds.

4. Method

4.1. Respondents and procedure

Data were collected from flight attendants two weeks apart in three waves in a major low-cost carrier in Istanbul, Turkey. There are at least three reasons about why data came from flight attendants. First, flight attendants are in close contact with passengers for long periods and are the main actors in the provision of service quality as well as outstanding service recovery (e.g., Fu, 2013; Park and Park, 2016; Yeh, 2014). Second, flight attendants represent the image of their company and contribute to the brand promise of the company (Erkmen and Hancer, 2015; Yeh, 2014). Third, while doing emotion work, flight attendants are also the first port for passengers to obtain information about the corporation (cf. Chen and Kao, 2014; Karatepe and Talebzadeh, 2016). Therefore, they can communicate such activities to passengers.

Management of the airline company was contacted using a letter that consisted of the objectives of the study and permission for data collection. Management gave permission to the researcher provided that the cabin training manager would coordinate the data collection process. Therefore, all questionnaires were submitted to the cabin training manager who coordinated the data collection with the pursers. Each flight attendant filled out the questionnaire, sealed it in an envelope during communication meetings, and submitted it to the relevant pursur. After the cabin

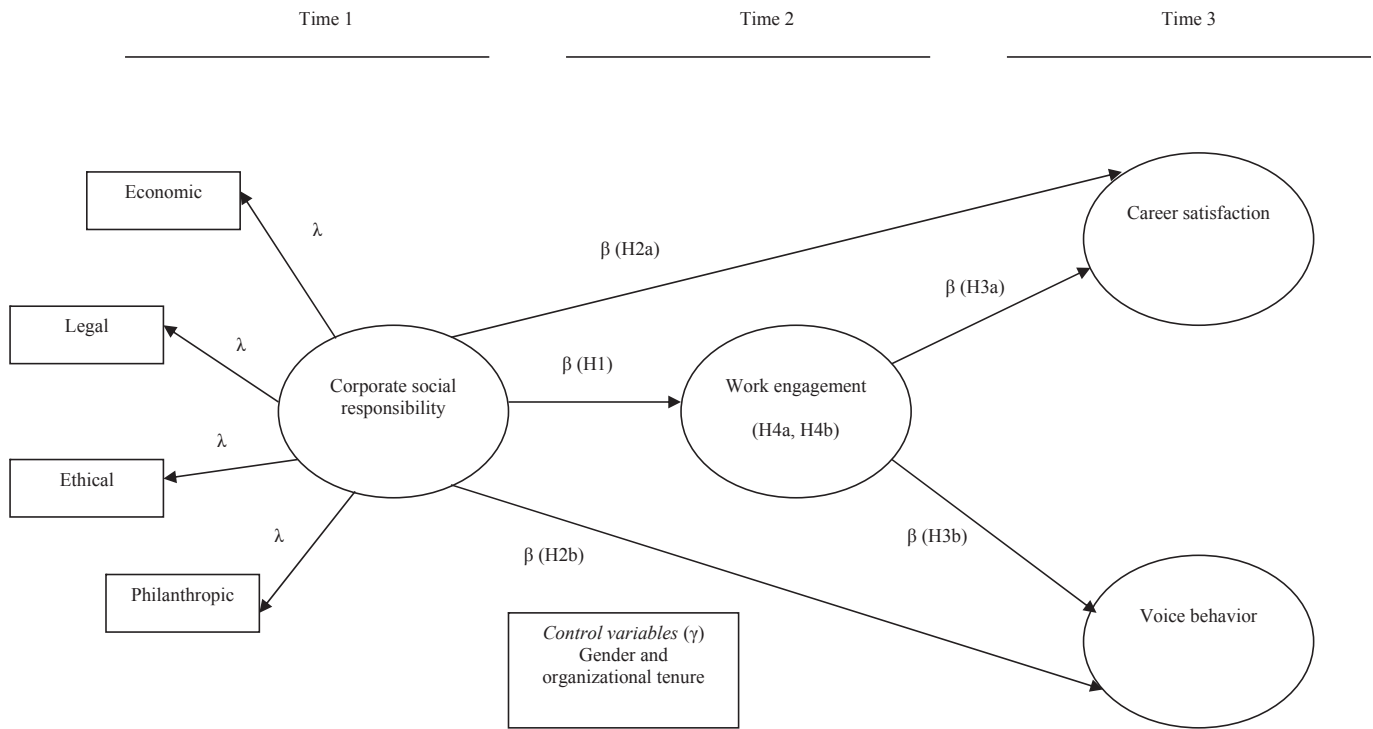


Fig. 1. Research model.

training manager had received the Time 1 questionnaires in sealed envelopes, she handed all the sealed envelopes to the researcher. This was repeated for Time 2 and Time 3 questionnaires. Using sealed envelopes assured anonymity and confidentiality (Karatepe and Choubtarash, 2014). To match the questionnaires with each other, the researcher used an identification code on an obscure part of each questionnaire and envelope.

To minimize common method bias, the cover page for each questionnaire included information about management support and coordination. The cover page also emphasized and assured anonymity and confidentiality. Respondents were assured that there were no wrong or right answers to the items in the questionnaires. In addition to these remedies, we obtained data from flight attendants using a time-lagged design. Specifically, the predictor variable (i.e., CSR) in the Time 1 questionnaire, the mediating variable (i.e., WE) in the Time 2 questionnaire, and the criterion variables (i.e., career satisfaction, voice behavior) in the Time 3 questionnaire were measured at different, successive points in time (i.e., two weeks). This practice used for controlling common method bias is concordant with the recommendations of Podsakoff et al. (2012).

Four hundred Time 1 questionnaires were distributed to flight attendants. Three hundred and twelve questionnaires were received. Then the same flight attendants received 312 questionnaires at Time 2. The total number of questionnaires returned at Time 2 remained the same. Three hundred and twelve Time 3 questionnaires were distributed to the same flight attendants. Two hundred and ninety-nine questionnaires were returned. This yielded a response rate of 74.8% (299/400). Table 1 presents the subject profile.

4.2. The measuring instrument

The items adapted from Lee et al. (2012) were utilized to operationalize flight attendants' perceptions of CSR. Specifically, the

Table 1 Respondents' profile (n = 299).

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

economic CSR and the legal CSR each consisted of seven items, while the ethical CSR and the philanthropic CSR each consisted of five items. In summary, 24 items were used to assess CSR (Time 1 questionnaire). WE (Time 2 questionnaire) was measured through nine items taken from Schaufeli et al. (2006). Five items came from Greenhaus et al. (1990) to assess flight attendants' career satisfaction (Time 3 questionnaire). Six items adapted from Van Dyne and LePine (1998) were utilized for the operationalization of voice behavior (Time 3 questionnaire).

Each item on the indicators of CSR as well as career satisfaction was anchored on a five-point scale, ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). The items that belonged to WE were anchored on a seven-point scale (0 = *never*, 6 = *always*). The items for voice behavior were rated on a seven-point scale (7 = *strongly agree*, 1 = *strongly disagree*).

All items in the Time 1, Time 2, and Time 3 questionnaires were prepared in English and then translated into Turkish using the back-translation method (cf. Karatepe and Choubtarash, 2014). All questionnaires were subjected to three different pilot samples of five flight attendants for the understandability of the items. The results suggested no changes.

4.3. Data analytic strategy

Our empirical study consisted of two models: measurement and structural (hypothesized). Therefore, we used two-step approach as suggested by Anderson and Gerbing (1988). The measurement model was subjected to confirmatory factor analysis for convergent and discriminant validity as well as composite reliability in the first step (e.g., Bagozzi and Yi, 1988; Fornell and Larcker, 1981; Hair et al., 2010). The hypothesized relationships were assessed through structural equation modeling in the second step. Before doing this, we compared the hypothesized (partially mediated) model with the fully mediated model based on the χ^2 difference test (Hair et al., 2010). For the mediation analysis (e.g., CSR → WE → voice behavior, CSR → WE → career satisfaction), we employed the Sobel test (Karatepe and Talebzadeh, 2016; Nunkoo and Gursoy, 2012).

The following model fit statistics for both the measurement and hypothesized models were used (e.g., Karatepe and Talebzadeh, 2016; Morgan and Hunt, 1994): the overall χ^2 measure, comparative fit index (CFI), parsimony normed fit index (PNFI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR). We utilized LISREL 8.30 to make the aforesaid analyses via covariance matrices (Joreskog and Sorbom, 1996).

5. Findings

5.1. Measurement model check

Initial analysis highlighted several items that possessed standardized loadings lower than 0.50 and correlation measurement errors. These items were discarded. Specifically, the items that were dropped from further analyses were from the economic and legal CSR, WE, and voice behavior measures. Table 2 presents the items dropped as a result of confirmatory factor analysis. The overall model fit supported the measurement model ($\chi^2 = 1176.56$, $df = 503$; $\chi^2/df = 2.34$; CFI = 0.92; PNFI = 0.78; RMSEA = 0.067; SRMR = 0.058). As reported in Table 2, all loadings were greater than 0.50 and were significant. The average variance extracted (AVE) was also greater than 0.50. These findings collectively revealed that convergent validity was achieved (e.g., Fornell and Larcker, 1981).

Discriminant validity was checked through Fornell and Larcker's (1981) method. Specifically, the AVE values, excluding the ones between the economic and ethical, legal and ethical, legal and philanthropic, and ethical and philanthropic indicators of CSR, were greater than the squared correlation between the relevant latent constructs. Concordant with the works of Karatepe and Choubtarash (2014) and Nunkoo et al. (2013), we utilized Anderson and Gerbing's (1988) method to re-assess discriminant validity for the specific indicators of CSR mentioned above based on the pairwise χ^2 difference test. The χ^2 difference test showed a significant result for each pair of measure (i.e., economic and ethical

$\chi^2 = 83.93$, $p < 0.01$; legal and ethical $\chi^2 = 92.08$, $p < 0.01$; legal and philanthropic $\chi^2 = 210.95$, $p < 0.01$; ethical and philanthropic $\chi^2 = 28.69$, $p < 0.01$). The χ^2 difference test also demonstrated significant results for the rest of pairs of measures. In summary, it appeared that discriminant validity was achieved (e.g., Anderson and Gerbing, 1988).

All measures were reliable because each composite reliability (>0.60) as well as coefficient alpha (>0.70) was deemed acceptable (Bagozzi and Yi, 1988; Hair et al., 2010). The results for the reliability scores of measures are reported in Table 2. Summary statistics and correlations of observed variables are given in Table 3.

5.2. Test of research hypotheses

Normality of the data was checked through skewness. The findings were as follows: the economic CSR -0.654, legal CSR -0.950, ethical CSR -0.788, philanthropic CSR -0.901, WE -1.131, career satisfaction -1.024, and voice behavior -0.425. These findings demonstrated no evidence of non-normality (Lee and Yom, 2013). After this, the partially mediated ($\chi^2 = 478.41$, $df = 175$) model was compared with the fully mediated model ($\chi^2 = 524.02$, $df = 177$). The hypothesized model seems to possess a better fit than the fully mediated model ($\Delta\chi^2 = 45.61$, $\Delta df = 2$, $p < 0.01$). Therefore, the findings for test of hypotheses were reported from the partially mediated model that fit the data reasonably ($\chi^2 = 478.41$, $df = 175$; $\chi^2/df = 2.73$; CFI = 0.93; PNFI = 0.75; RMSEA = 0.076; SRMR = 0.062).

The results in Fig. 2 reveal that the ethical CSR ($\lambda = 0.78$, $t = 21.61$) appears to be most reliable indicator, followed by the legal CSR ($\lambda = 0.76$, $t = 19.57$), economic CSR ($\lambda = 0.74$), and philanthropic CSR ($\lambda = 0.70$, $t = 18.61$). The empirical data support hypothesis 1 because CSR exerts a strong positive impact on WE ($\beta = 0.61$, $t = 9.48$). A scrutiny of the findings also indicates that the empirical data support hypotheses 2a and 2b. That is, CSR depicts a positive association with career satisfaction ($\beta = 0.47$, $t = 6.37$) and voice behavior ($\beta = 0.13$, $t = 1.79$).

The results reported in Fig. 2 illustrate that WE is positively associated with career satisfaction ($\beta = 0.30$, $t = 4.26$) and voice behavior ($\beta = 0.40$, $t = 5.05$). Hence, hypotheses 3a and 3b are supported. According to the Sobel test results, CSR also influences career satisfaction ($z = 3.95$) and voice behavior ($z = 4.49$) through WE. WE is the underlying mechanism through which CSR is linked to career satisfaction and voice behavior. That is, WE is a partial mediator in this process. Therefore, there is empirical support for hypotheses 4a and 4b. The control variables do not exert any significant impacts on the study variables and do not lead to any statistical confounds. The results explain 1% of the variance in CSR, 38% in WE, 49% in career satisfaction, and 25% in voice behavior.

6. Discussion

Using data gathered from flight attendants at different, successive points in time (i.e., two weeks) in a major low-cost carrier in Turkey, our study proposed a research model and tested seven hypotheses. The results suggest that the empirical data support all proposed hypotheses. Broadly speaking, the economic, legal, ethical, and philanthropic indicators of CSR stimulate flight attendants' WE, career satisfaction, and voice behavior simultaneously. In agreement with SET (Cropanzano and Mitchell, 2005) and other relevant studies (Gupta, 2015; Lee et al., 2014), flight attendants reciprocate with WE at elevated levels. Flight attendants feel vigorous, are inspired by their job, and display full concentration on what they are doing when they perceive that management invests in CSR practices and there is a more trusting and high quality relationship with the organization as a result of CSR practices.

Table 2
Scale items and their sources and confirmatory factor analysis results.

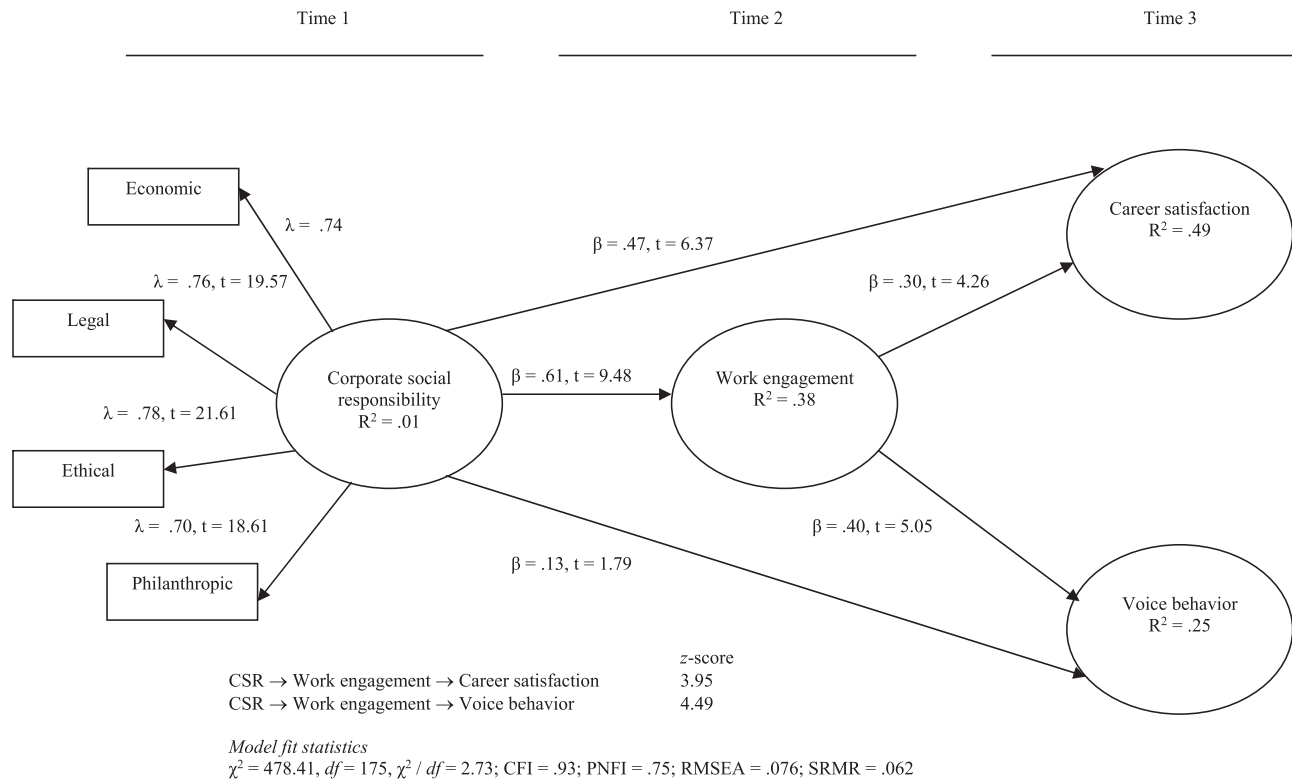
Scale items	Standardized loading	t-value
<i>Economic CSR (AVE = .65; CR = .88; α = .87) (Lee et al., 2012)</i>		
This airline company has a procedure in place to respond to every passenger complaint	0.75	14.69
This airline company continually improves the quality of its services	0.90	19.47
This airline company uses passenger satisfaction as an indicator of its business performance	0.79	15.89
This airline company has been successful at maximizing its profits	–	–
This airline company strives to lower its operating costs	–	–
This airline company closely monitors flight attendants' productivity	0.77	15.28
Top management of this airline company establishes long-term strategies for its business	–	–
<i>Legal CSR (AVE = .69; CR = .92; α = .91) (Lee et al., 2012)</i>		
The managers of this airline company are informed about relevant environmental laws	0.72	14.16
All products delivered by this airline company meet legal standards	0.85	18.20
This airline company's contractual obligations are always honored	0.88	19.22
The managers of this airline company try to comply with the law	0.91	20.14
This airline company seeks to comply with all laws regulating hiring and employee benefits	0.77	15.58
This airline company has programs that encourage the diversity of its workplace in terms of age, gender, or race	–	–
Internal policies of this airline company prevent discrimination in employees' compensation and promotion	–	–
<i>Ethical CSR (AVE = .63; CR = .89; α = .89) (Lee et al., 2012)</i>		
This airline company has a comprehensive code of conduct	0.80	16.37
Members of this airline company follow professional standards	0.76	15.28
Top managers monitor the potential negative impacts of the company's activities on the community	0.83	17.57
This airline company is recognized as a trustworthy company	0.74	14.80
Fairness toward employees is an integral part of this airline company's employee evaluation process	0.82	16.98
<i>Philanthropic CSR (AVE = .59; CR = .87; α = .89) (Lee et al., 2012)</i>		
This airline company tries to improve the image of its services	0.88	19.16
This airline company tries to improve perception of its business conduct	0.90	19.64
This airline company tries to improve its corporate image	0.85	18.16
This airline company tries to help the poor	0.57	10.57
This airline company tries to fulfill its social responsibility	0.56	10.16
<i>Work engagement (AVE = .59; CR = .91; α = .91) (Schaufeli et al., 2006)</i>		
At my work, I feel bursting with energy	0.74	14.64
At my job, I feel strong and vigorous	0.79	15.94
I am enthusiastic about my job	0.88	18.72
My job inspires me	0.85	17.87
When I get up in the morning, I feel like going to work	0.76	15.22
I feel happy when I am working intensely	–	–
I am proud of the work that I do	0.69	13.08
I am immersed in my work	0.64	12.02
I get carried away when I am working	–	–
<i>Career satisfaction (AVE = .55; CR = .86; α = .87) (Greenhaus et al., 1990)</i>		
I am satisfied with the success I have achieved in my career	0.72	13.67
I am satisfied with the progress I have made toward meeting my goals for income	0.79	15.39
I am satisfied with the progress I have made toward meeting my overall career goals	0.78	15.30
I am satisfied with the progress I have made toward meeting my goals for advancement	0.75	14.44
I am satisfied with the progress I have made toward meeting my goals for the development of new skills	0.66	12.05
<i>Voice behavior (AVE = .64; CR = .84; α = .82) (Van Dyne and LePine, 1998)</i>		
I develop and make recommendations concerning issues that affect this airline company	0.87	17.49
I speak up and encourage others in this airline company to get involved in issues that affect the company	0.95	19.90
I communicate my opinions about work issues to others in this airline company even if others in the company disagree with me	0.53	9.57
I get involved in issues that affect the quality of work life here in this airline company	–	–
I speak up in this airline company with ideas for new projects or changes in procedures	–	–
<i>Model fit statistics: $\chi^2 = 1176.56$, $df = 503$; $\chi^2/df = 2.34$; CFI = .92; PNFI = .78; RMSEA = .067; SRMR = .058</i>		

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

Table 3
Summary statistics and correlations of observed variables.

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

Note: Correlations equal to or greater than |0.266| are significant ($p < 0.01$, one-tailed test). Gender (0 = male and 1 = female) and organizational tenure (four categories: less than 1 year, 1–5 years, 6–10 years, and 11–15 years) were used as the control variables in our study.



Note: CSR = Corporate social responsibility; CFI = Comparative fit index; PNFI = Parsimony normed fit index; RMSEA = Root mean square error of approximation; SRMR = Standardized root mean square residual. *T*-values: one-tailed test $t > 1.65$, $p < .05$; and $t > 2.33$, $p < .01$. *T*-values are shown in parentheses except for the loading of the economic CSR that was initially fixed to 1.00 to set the metric for the underlying CSR construct. None of the control variables was significantly associated with the study variables.

Fig. 2. Hypothesized model test results.

These flight attendants also reciprocate with higher satisfaction with their career in the current organization and voice behavior by making novel recommendations for change. Again congruent with SIP theory (Salancik and Pfeffer, 1978), flight attendants report higher WE, career satisfaction, and voice behavior because they use cues to interpret CSR practices in the social work environment and develop positive attitudes and behaviors.

SET proposes that the continuation of favorable reciprocal exchanges leads to a more trusting and high quality relationship between employees and the organization (Saks, 2006). Under these circumstances, flight attendants are more engaged in their work and therefore exhibit higher career satisfaction and voice behavior. The empirical evidence concerning the association between WE and career satisfaction and voice behavior also receives support from other studies in the relevant literature (Karatepe, 2012; Koyuncu et al., 2013).

The results further suggest that WE plays a partial mediating role in the association between CSR and career satisfaction and voice behavior. Specifically, flight attendants with favorable perceptions of the economic, legal, ethical, and philanthropic indicators of CSR practices are highly engaged in their work and therefore are more satisfied with their career in the current organization and speak up with new ideas for service improvement.

7. Conclusion

7.1. Theoretical implications

There are three theoretical implications emerging from the findings of our study. First and foremost, our study investigated the

consequences of flight attendants' perceptions of CSR practices. This is important because the overwhelming majority of the empirical studies have assessed CSR practices based on customers', shareholders', or prospective employees' perceptions (e.g., Kim et al., 2016b; Panagopoulos et al., 2016). By doing so, our study attempts to fill the void in the general air transport management literature. Second, as potentially discussed by different recent studies (e.g., Brammer et al., 2015; Glavas, 2016b; Kim et al., 2016b), the extant literature lacks sufficient evidence showing the underlying mechanism through which employees' perceptions of CSR practices are linked to work and/or nonwork outcomes. Flight attendants who perceive that the corporation considers CSR initiatives critical for success and survival reciprocate with elevated levels of WE, career satisfaction, and voice behavior. In other words, they utilize cues to interpret events and develop attitudes and behaviors. Such engaged employees also reciprocate with higher career satisfaction and voice behavior. These results suggest that WE has an intervening impact in the CSR → career satisfaction and voice behavior links.

Third, given that the general air transport management literature seems to be devoid of empirical research about flight attendants' perceptions of CSR practices and the potential consequences of CSR based on data obtained from emerging economies, our study uses data obtained from flight attendants in Turkey. As reported above, the findings suggest that WE partly mediates the influence of CSR on career satisfaction and voice behavior.

7.2. Practical implications

The results of our study yield several useful recommendations.

First, management should implement effective complaint handling procedures to make sure that every passenger complaint is taken seriously and a satisfactory solution is provided. The availability of effective complaint handling procedures is likely to enable flight attendants to respond to each passenger complaint based on organizational standards. Such procedures (e.g., promptness) enhance the airline company's image (Park and Park, 2016).

Investment in current flight attendants through effective and continuous training programs, empowerment, and rewards is likely to enable management to reach its objectives relating to successful service recovery. Armed with a strong commitment toward the legal, ethical, and philanthropic practices of CSR, management should establish and maintain an organizational culture where all flight attendants accept and support moral values, legal compliance, and good corporate citizenship (cf. Kim et al., 2016b; Lee et al., 2014). By doing so, flight attendants can have a better understanding of why the company is engaging in CSR practices and how these practices contribute to the welfare of others (cf. Raub and Blunsch, 2013).

Second, there is a need to emphasize the company's CSR initiatives to candidates during the hiring process. This sends strong signals to these individuals that the airline company is highly committed to CSR for sustainable growth and development. Management can also utilize the WE scale to ascertain whether such individuals possess energy, are inspired by the job, and feel happy when they are highly immersed in their work (cf. Karatepe and Talebzadeh, 2016).

Third, as underlined by Kim et al. (2016a), voice behavior is one of the important communication strategies among employees. Management needs to motivate its employees to contribute to the organization by making recommendations to improve the quality of work life, providing new ideas for improvement in complaint handling, and encourage others to display voice behavior. Since CSR and WE foster flight attendants' voice behavior, flight attendants' active participation in issues that influence the airline company would pay dividends. Lastly, management should offer a career and succession plan to flight attendants who have favorable perceptions of CSR practices and are highly engaged in their work. If flight attendants reach their career goals, develop new skills via training programs, and obtain sufficient pay, they are likely to remain in the organization. The airline companies (e.g., Southwest Airlines) investing in their flight attendants are likely to gain competitive advantages because flight attendants' attitudes and behaviors are instrumental in the provision of service quality and achievement of passenger satisfaction (cf. Jeng, 2016).

7.3. Suggestions for future research

Several limitations of our study that highlight a need for future research should be reported. First, we limited our focus to WE as a mediator pertaining to its relationship with CSR, career satisfaction, and voice behavior. Future research may take into account other critical variables such as job embeddedness, psychological contract, or customer orientation to ascertain their mediating roles in the association between CSR and career satisfaction and voice behavior (cf. Fu, 2013; Karatepe, 2013; Yeh, 2012). Second, our study used flight attendants' perceptions of career satisfaction and voice behavior as the two important outcomes. Future empirical studies may consider other critical outcomes such as service-sales ambidexterity, service-oriented organizational citizenship behaviors, or brand citizenship behaviors to gauge their relationships with CSR and WE (cf. Erkmen and Hancer, 2015; Tang and Tsaur, 2016; Yu et al., 2012).

Lastly, to enhance the database for generalization and allow comparisons, future studies may obtain data from other low-cost

airline companies in Turkey. In addition, assessing the study relationships based on cross-national data would be useful.

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