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The effects of Corporate Social Responsibility (CSR) on employee well-being in the hospitality industry

Abstract

Purpose

The primary purpose of this study is to examine hotel industry employees' perceptions of Corporate Social Responsibility (CSR) and the influence of these perceptions on their Quality of Working Life (QWL), job satisfaction, and overall Quality of Life (QoL). By applying need satisfaction theory and bottom-up spillover theory, the study hypothesizes that employees' overall QoL is affected by QWL and job satisfaction. CSR serves as an antecedent to the hypothesis.

Design/methodology/approach

The target population for this study consisted of hotel industry employees working for companies in which CSR practices are conducted. The data collection method involved distributing a survey questionnaire. Using a sample drawn from employees in upscale hotels in South Korea, 442 usable responses were analyzed using a SEM approach.

Findings

The results revealed that philanthropic and economic CSR positively affected QWL, while legal and ethical CSR did not affect QWL. The study also confirms the need satisfaction theory, which suggests that employees' QWL and job satisfaction affect their overall QOL.

Originality/value

Despite the importance of CSR perception, most of the previous studies in this area have examined company and customer perspectives, while only limited research has examined employees' CSR perceptions. The results of this research enrich our knowledge of the outcome of CSR from the employee perspective. Information about employees' perceptions of CSR activities is valuable for hotel management, since it is the employees who turn CSR statements to actions.

1. Introduction

Recent studies have devoted specific attention to Corporate Social Responsibility (CSR) in different types of industries, including the tourism and hospitality industry (e.g., Bohdanowicz and Zientara, 2008; Eraqi, 2010; Hendersen, 2007; Lee *et al.*, 2012). A number of organizations recognize the necessity of balancing profitability and the development of a positive image through environmental and social responsibility (Lee and Heo, 2009; Mozes *et al.*, 2011). About 60 percent of surveyed industry professionals perceived that their customers expect them to be involved in CSR activities (Musgrave, 2011). As people's concern for CSR activity increases, firms are under pressure from regulators and auditors, and they find themselves in urgent need of assistance (Fu *et al.*, 2014). According to Tsai *et al.* (2012), "in the context of the hospitality and tourism industry, the concerns on CSR are a response to the guidelines established by the World Travel and Tourism Council and the United Nations World Tourism Organization (UNWTO), as well as the environmental awareness raised by the Green Hotels Association." (p. 1143).

In addition to customers' expectations regarding CSR, a number of reports mention that at potential employees take account of firms' social and environmental responsibility when they select their jobs (Quinn, 2013). They may consider whether the firm contributes to the community in an environmentally and responsible manner and whether the business is governed in a fair and transparent fashion.

For these reasons, over the past few years, researchers have become interested in understanding the role of CSR in the hospitality and tourism industry (e.g., Cho *et al.*, 2006; Fu *et al.*, 2014; Peng *et al.*, 2013; Tsai *et al.*, 2012). For example, several studies have examined the relationship between firms' CSR and their financial performance (e.g., Inoue

and Lee, 2011; Kang *et al.*, 2010; Levy and Park, 2011) or customer satisfaction (e.g., Bohdanowicz and Zientara, 2008; Lee and Heo, 2009; Martinez and Bosque, 2013). However, limited attention has been devoted to the effects of CSR in the hotel industry from an employee perspective (e.g., Lee *et al.*, 2012; Lee *et al.*, 2013; Tsai *et al.*, 2012). Employees are also among major stakeholders in CSR, and their behaviors and attitudes toward it can have significant implications for organizations.

Recent research on CSR from the employee perspective has focused on employees' perceptions of CSR (Tsai *et al.*, 2012), the effect of CSR on organizational identification and organizational commitment (Fu *et al.*, 2014), organizational trust and customer orientation (Lee *et al.*, 2013), and ethical values of management (Gu and Ryan, 2011). Regardless, there is limited, if any, research on CSR as a predictor of employee Quality of Working Life (QWL) and Quality of Life (QoL) in the hotel industry. It is assumed that CSR enhances not only the local community and society, but also the quality of life of employees and their families (WBCSD, 1999). However, this assumed effect needs to be empirically substantiated. QWL is defined as the effect of the workplace on employees' satisfaction with their work life domain, non-work life domains including social life and family life, and overall quality of life (Sirgy *et al.*, 2001). Employees put lots of time and energy at the workplace, it is essential for firms to make sure that employees' needs are satisfied through organizational conditions and resources. Additionally, employees' well-being is also directly or indirectly associated with job performance (Lee *et al.*, 2013).

The goal of this study is to examine the effects of CSR on employee well-being—QWL, QoL, and job satisfaction—in the hospitality industry. This study provides theoretical implications in several ways. First, it presents an incorporated model including CSR and

employees' personal outcomes (QWL, QoL, and job satisfaction). This provides a better mode of how CSR could contribute to organization's' competitiveness through employee behaviors. Secondly, this study integrates CSR, QWL, and overall QoL and examines the interplay of the mentioned constructs. Lastly, the study tests the construct of CSR in the context of South Korea's hospitality industry.

2. Literature review

2.1 Corporate Social Responsibility (CSR)

Scholars do not seem to have agreed upon a definition of Corporate Social Responsibility (CSR), despite that fact that this concept originated more than three decades ago (Carroll, 1999; Chan and Wyatt, 2007; McWilliams *et al.*, 2006). CSR is a "term grounded in the perspective that firms should perform socially responsible behaviors, whether directly or indirectly" (Lee *et al.*, 2012). Bowen (1953, p. 6) described social responsibilities as "the obligations of businessmen to pursue those policies, make those decisions, or follow those lines of action which are desirable in terms of the objectives and values of our society." Kang *et al* (2010, p. 73) reviewed previous CSR studies and provided a general definition of CSR as "the activities making companies good citizens who contribute to society's welfare beyond their own self interests."

CSR typically incorporates four dimensions: 'economic', 'legal', 'ethical', and 'philanthropic' (Carroll, 1979). Carroll (1979) suggests that four dimensions exist in a hierarchy, with the philanthropic dimension at the highest level and the economic dimension at the lowest. The economic dimension addresses the firm's economic responsibilities to its stakeholders. The legal element is related to the firm's obligation to abide by regulations and

rules. The ethical aspect is concerned with the firm's responsibility to be fair in making decisions. Finally, the philanthropic dimension refers to the firm's engagement in activities that promote human welfare and goodwill.

Previous research has examined the effect of CSR on stakeholders from many different perspectives. A number of studies have found that CSR significantly affects the financial performance of an organization, as measured by factors such as revenue, return on assets, return on equity, and brand equity in the hospitality industry (e.g., Garcia and Amas, 2007; Kang *et al.*, 2010; Kirk, 1995; Lee and Park, 2009; McGehee *et al.*, 2009; Nicolau, 2008). For example, Kang *et al.* (2010) investigated how CSR influences the financial performance of hotels, casinos, restaurants, and airline companies. The findings suggested mixed results across different industries. For instance, the results showed that positive CSR activities had a positive impact on firm value in the hospitality industries, while positive CSR activities had a negative impact on profitability in the airline industry. Similarly, Garcia and Amas (2007) measured the interrelationship between hotel companies' CSR activities and return on assets (ROA), based on managers' opinions. The results indicated that there is a strong and positive relationship between CSR activities and return on assets. Another study conducted by Lee and Park (2009) examined how CSR activities affect hotel and casino companies' profitability and firm value. They showed CSR affects positively profitability for hotels, but not for casino companies.

In a similar vein, investigations of the relationship between CSR performance and consumer decisions have suggested that CSR is positively related to service quality, customer loyalty, brand identification, and brand equity (Calabrese and Lancioni, 2008; de los Salmones *et al.*, 2005; He and Li, 2011; Hsin-Hui *et al.*, 2010; Luo and Bhattacharya, 2006;

Poolthong and Mandhachitara, 2009). For instance, Luo and Bhattacharya (2006) examined the interrelationships among corporate social responsibility, customer satisfaction, and market value. They found that low innovativeness capability reduces customer satisfaction levels and, in turn, negatively affects market value. Liu *et al* (2014) investigated how CSR perceptions influence customers' preferences and loyalty in casinos. They collected data from casino players in six major casinos. The findings showed that customers' brand preference can be enhanced by their perceptions of CSR.

These studies concluded that CSR gives a competitive advantage to firms. While most of the studies investigated the impact of CSR on companies, managers, and consumers, little research on the influence of employees has been completed to date (e.g., Chiang, 2010; Gu and Ryan, 2011; Lee *et al.*, 2012; Lee *et al.*, 2013). Employees are important stakeholders, and CSR activities could positively affect employees' perceptions of a firm (Lee *et al.*, 2013). These employee's perceptions are more likely to influence job performance factors such as job satisfaction and customer orientation. Bohdanowicz and Zientara (2009) mentioned that a firm's CSR efforts that demonstrate tangible care for its employees, with respect to not only physical but also psychological and spiritual well-being, may enable the firm to increase its employees' QWL. Similarly, Carroll (1976) mentioned that external CSR activities contribute to employees' QWL, whereas social irresponsibility causes employees to depreciate the value of their work, resulting in low QWL. Chiang (2010) argued that CSR is an important strategy for efficiently managing workforces by increasing job satisfaction, customer orientation, and organizational trust. Hospitality firms benefit more from CSR than do non-hospitality firms, because employees play a crucial asset as a connection between the customers and company (e.g., Dawson and Abbott, 2009; Sinha *et al.*, 2002). Moreover, one of the elements related to

an individual's QWL in the hotel industry is company image (Kandasamy and Ancheri, 2009). Considering that external CSR efforts also improve the perceived image of key stakeholders (Brammer *et al.*, 2007), hotel employees' QWL will be enhanced regardless of the type of CSR activities, although the effect size might be smaller for those activities that are oriented towards the secondary stakeholder than for those oriented towards the primary stakeholder (i.e., employees in this study). This view can be also explained with with a functional model of QWL, represented as "QWL = f(O,E) where *O* represents characteristics of the work and work environment in an organization and *E* represents their impacts on employees' welfare and well-being as individuals, members of the organization, and members of the society" (Mirvis and Lawler, 1984, p. 200). Thus, previous literature reviews suggest a strong relationship between CSR and QWL. Therefore, the study states the following hypotheses:

H1a: Legal CSR has a positive influence on Quality of Work Life (QWL).

H1b: Ethical CSR has a positive influence on QWL.

H1c: Philanthropic CSR has a positive influence on QWL.

H1d: Economic CSR has a positive influence on QWL.

There is, however, a lack of research on CSR's impacts on employees in the hospitality industry. In the following section, we review previous research and investigate how CSR affects employee perceptions of employers. Before investigating these relationships, we will examine the concept of QWL.

2.2 *Quality of Work Life (QWL)*

There are a number of conceptualizations of QWL, but most scholars agree that QWL is a construct that deals with the well-being of employees and that differs from job satisfaction

(Davis and Cherns, 1975; Efraty and Sirgy, 1990). Job satisfaction is construed as one of many outcomes of QWL (Sirgy *et al.*, 2001); that is, the focus of QWL goes beyond job satisfaction. Ostrognay *et al.* (1997), for example, noted that QWL is determined by employees' affective responses to their work environment, while job satisfaction is determined by the work environment itself. Lee *et al.* (2003) defined QWL as "employees' satisfaction of various needs through resources, activities, and outcomes stemming from participation in the workplace" (p. 211). We adopted this definition for the present this study.

Sirgy (2001) identified two main theoretical foundations of QWL in the literature: "need satisfaction" and "spillover". The underlying assumption of the need satisfaction approach to QWL is that people attempt to satisfy their needs through their work. Sirgy *et al.* (2001) found seven major needs, each having several dimensions: 'health and safety needs', 'economic and family needs', 'social needs', 'esteem needs', 'actualization needs', 'knowledge needs', and 'aesthetic needs'. QWL is measured based on the need satisfaction approach. The spillover concept with regard to QWL suggests that satisfaction in one life domain may influence satisfaction in another. For instance, satisfaction with one's job may affect satisfaction in other life domains, such as the financial, social, health, leisure, and family domains (Sirgy *et al.*, 2001). Such constituents of QWL can be associated with human resource management (Crook, 2005; Franklin, 2008), and, arguably, a firm's CSR actions will enhance its employees' QWL by satisfying their physical, psychological, and spiritual needs in workplace. For example, performing CSR in a firm involves employees' physical well-being (e.g., high compensation), as well as their psychological and spiritual well-being (e.g., personnel development and lifestyle improvement), which may enhance the quality of life of employees (Bohdanowicz and Zientara, 2009).

A number of studies have shown that QWL has a significant impact on employee behavior responses such as job satisfaction, turnover, commitment, involvement, and organizational identification (Carter *et al.*, 1990; Efraty and Sirgy, 1990; Efraty *et al.*, 1991; Lewellyn and Wibker, 1990; Roan and Diamond, 2003). For example, in a review and synthesis of the literature on health and well-being in the workplace, Danna and Griffin (1999) found that low levels of health and well-being in the workplace resulted in absenteeism, reduced productivity and efficiency, reduced product and service quality, high compensation claims, costly health insurance, and direct medical expenses. Efraty and Sirgy (1990) examined the effects of QWL on employee behavior responses in a large Midwestern city; their results showed that QWL positively influenced organizational identification, job satisfaction, job involvement, job effort, and job performance, while it had a negative relationship with personal alienation.

QWL influences employees' subjective well-being (Berg *et al.*, 2003). Berg *et al* (2003) found that work experiences affecting QWL influenced the psychological state or well-being of employees at home and also affected their family life. Similarly, Lee *et al* (2003) focused on the inter-relationships among quality of work life, spiritual well-being, and quality of life. They found that QWL influences life satisfaction through the mediating effects of spiritual well-being and job satisfaction. Campbell *et al* (1976) found that satisfaction at workplace influences eighteen percent of variance in life satisfaction. Kara *et al* (2013) investigated the effects of leadership style on employee behavior responses, quality of work life, and life satisfaction. Their survey of employees at 5-star hotels in Turkey revealed that quality of work life not only affects employee burnout and organizational commitment but

also influences their life satisfaction. Accordingly, the following specific hypotheses are suggested;

H2: QWL has a positive influence on job satisfaction.

H3: QWL has a positive influence on overall Quality of Life (QoL).

2.3 Job Satisfaction

Understanding job satisfaction at work is one of the important components in the organizational behavior context (Lee *et al.*, 2012). Locke (1976) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (p. 1300). Previous research has found that job satisfaction is crucial because it influences job performance, customer satisfaction, employment retention, employee absenteeism, and organizational commitment (Homburg and Stock, 2004; Lee *et al.*, 2012; Lee *et al.*, 2013; Raub and Blunschi, 2014). Lee *et al* (2012) investigated the impact of CSR on relationship quality and relationship outcomes among service employees at franchises of food-service enterprises. Their findings indicated that the economic and philanthropic dimensions of CSR had an effect on organizational trust, while only the ethical dimension had a significant influence on job satisfaction. Moreover, they observed that relationship quality significantly influences relationship outcomes. Lee *et al* (2013) also examined the influence of casino employees’ perceptions of CSR and Responsible Gambling strategies on organizational trust, job satisfaction, and customer orientation. The study found that both supplementary RG (Responsible Gambling) and legal CSR positively affected organizational trust, and that organizational trust had a positive influence on job satisfaction, which significantly affected customer orientation. Raub and Blunschi (2014) tested the impact of

employees' awareness of CSR initiatives on perceived task significance and important attitudinal and behavioral work outcomes of service employees. They found that employee awareness of CSR positively affected job satisfaction, engagement in helping and voice behavior, and personal initiative.

2.4 *Quality of Life (QoL)*

Quality of Life (QoL) has been defined in many different ways (Sirgy, 2012). The reason for this variety is that it is problematic to clearly differentiate terms including “well-being”, “welfare”, and “happiness” (Puczkó and Smith, 2011). However, QoL can be defined as having either a unidimensional or a multidimensional nature. From a unidimensional perspective, a single item is used to define QoL. For instance, Andrews and Withey (1976) defined QoL using a single item: “How do you feel about your life as a whole?” While there are other examples of unidimensional definitions of quality of life, the majority of QoL definitions are multidimensional. From a multidimensional perspective, QoL can be regarded as encompassing all aspects of an individual's life, including economic, physical, emotional, and social well-being (Dolnicar *et al.*, 2012). In other words, a multidimensional perspective sees quality of life as functionally associated with satisfaction in various life domains (Lee and Sirgy, 1995).

Quality of life has been measured based on a number of different theories, such as pleasure and pain theory, associationistic theories, telic theories, activity theories, and top-down versus bottom-up theory. Among these, bottom-up theory is the most popular but also the most appropriate for the current research (Diener *et al.*, 1985; Diener *et al.*, 1999; Sirgy and Lee, 2006). The basic premise of the bottom-up spillover theory is that overall quality of

life is at the top of the satisfaction hierarchy and is affected by a person's satisfaction in life domains and sub domains. For example, overall life satisfaction is affected by satisfaction with one's social life, leisure and recreation, family, health, work, and travel. Further, life domain satisfaction will be influenced by lower levels of life concerns (Sirgy, 2002; Uysal *et al.*, 2012).

Among a number of different life domains, job satisfaction job satisfaction has been extensively researched and shown to have a positive relationship with overall QoL (e.g., Cummins, 1996; London *et al.*, 1997; Ghiselli *et al.*, 2001). For instance, London *et al.* (1977) examined the relationship between job and leisure satisfaction, as well as their contributions to overall quality of life. Their findings indicated that leisure and job satisfaction had a greater influence on the quality of life of minorities and other frequently "disadvantaged" subgroups than on that of "advantaged" workers. Tait *et al.* (1989) conducted a meta-analysis to find relationships between job and life satisfaction. They found a positive relationship between the two, but they observed that the correlation was substantially greater for men than for women in research published prior to 1974, while this difference disappeared in later studies. Another study conducted by Ghisell *et al.* (2001) investigated the relationships among job satisfaction, life satisfaction, and turnover intent among food service managers. They found that there is a high correlation between job satisfaction and overall quality of life and that life satisfaction negatively affected turnover intent. Accordingly, the present study suggests following hypothesis:

H4: Job satisfaction has a positive influence on overall QoL.

A review of previous research suggests that there are positive interrelationships among CSR, QWL, job satisfaction, and overall Quality of Life (QoL). This study's theoretical model is based on the findings of this literature review (see Figure 1).

Insert Figure 1 about here

3. Methodology

3.1 Sampling and Data Collection

The data collection method of this study involved distributing a survey questionnaire to measure how hospitality employees perceived a firm's CSR activities, job satisfaction, Quality of Work Life (QWL), and overall Quality of Life (QOL). The measurement scale of each construct in this study was taken from previous studies. The questionnaire also gathered demographic and general information about respondents. To prevent potential language problems and errors, the questionnaire was developed in English and translated into Korean using a back-translation method (Sperber, 2003).

The content validity of the measurement scale was tested by three professors who specialize in this subject area; it was then further tested using a pilot study. The target population of this study consisted of hotel industry employees working for companies where CSR practices are being conducted. The objective of this study was to investigate how the employees in general perceived CSR. The pilot study was conducted by distributing survey questionnaire to hotel employees. A total of 200 questionnaires were collected over a one-week period.

After the pilot test, the researchers collected data over a one-month period in June 2014. Hotel companies in Korea use CSR activities to improve their brand awareness and loyalty; therefore, five upscale hotels located in Seoul, South Korea, were chosen for inclusion. In the past few years, these hotels have conducted a number of CSR activities, ranging from implementing environmentally friendly practices (e.g., “using recyclable materials” and “reducing energy consumption/gas emission”), to making philanthropic contributions (“particularly in response to catastrophic events”), to providing job opportunities to disabled people. After receiving permission from managers of the hotels, the researchers sent out the questionnaires to their full-time employees. Out of 630 distributed questionnaires, a total of 480 were collected, resulting in a response rate of approximately 76%. Among the collected questionnaires, 442 responses were used after eliminating incomplete and unusable questionnaires.

Regarding the respondents’ profile, 54% of the respondents are female employees, and nearly 38% have been employed for their firm for 3-5 years, followed by 19.7% who have been working for 1-3 years. In addition, most of the respondent (84.2%) are full-time employees. In terms of the employees’ positions, 33.9% were frontline employees, 34.4% were managerial-level employees, and 31.0% were directorial level employees.

3.2 Measurement of Constructs

To measure Corporate Social Responsibility (CSR) activities, twenty-three items were used from previous research by Lee *et al* (2013), Lee *et al* (2012), and Tsai *et al* (2012). Items included statements such as, “My company provides a variety of donations”; “My company is committed to build a better community”; “My company complies with employment-related

laws (hiring and employee benefits)”; “My company tries to save operating costs”; and “My company strives to improve employees’ productivity.” The results of a reliability test showed that an Alpha of .83 after deleting one item. The results of factor analysis indicated that one factor represented 69 percent of the explained variance. Therefore, 22 items were included in the final survey questionnaire. All measure items are measured on five-point Likert-type scales (anchored by “strongly disagree” and “strongly agree”).

Job satisfaction was measured using four items adapted from Neal *et al* (2007): “Overall, I am satisfied with my job”; “I feel comfortable with my job”; “I think my job role is important”; and “I think my job is fun.” A reliability test produced an alpha of .89.

QWL was captured using 14 items established by Sirgy *et al* (2001) and Kara *et al* (2013). The five sub-dimensions were integrated: “satisfaction of social needs”; “satisfaction of health and safety needs”; “satisfaction of actualization needs”; “satisfaction of knowledge needs”; and “satisfaction of economic and family needs”. “For example, “satisfaction of social needs” included such items as “I have good friends at work” and “I have enough time away from work to enjoy other things in life”; “satisfaction of health and safety needs” included “I feel physically safe at work” and “My job provides good health benefits”; “satisfaction of actualization needs” included “I feel that my job allows me to realize my full potential” and “I feel that I am realizing my potential as an expert in my line of work”; “satisfaction of knowledge needs” included “I feel I am always learning new things that help do my job better” and “This job allows me to sharpen my professional skills”; and finally, “satisfaction of economic and family needs” included “I am satisfied with what I am getting paid for my work” and “My job does well for my family”. Composite mean scores were

calculated for each dimension and used as separate items of the QWL latent variable. The reliability of QWL revealed an alpha of .89.

Lastly, *overall QoL* was measured using two items (Kara *et al.*, 2013; Sirgy *et al.*, 2001): “I am satisfied with my life as a whole” and “I feel that I lead a meaningful and fulfilling life”. A reliability test of this construct produced an Alpha of .73.

Overall, the measurement of construct reliability was checked in the pilot study, and the measure items were included in the final survey. Moreover, the reliability and validity of all constructs in this study were also tested in the final data set.

4. Results

In order to achieve the purpose of this study, Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) with the Maximum Likelihood (ML) technique were employed using AMOS 20.0 software. Prior to data analysis, distribution of all variables was checked by investigating the skewness and kurtosis of data. Also, the result of a multivariate normality check indicates that relative multivariate kurtosis (1.352), which shows normal distribution of all combinations of variables. In addition, missing values and influential outliers were checked. The results of zero-order correlations of the constructs indicated that legal, ethical, philanthropic, and economic CSR were all correlated significantly to QWL. Moreover, the correlation between QWL, job satisfaction, and overall quality of life was turn out to be significant. Cronbach’s reliability coefficients reflect the internal consistency of each construct (Hair *et al.*, 2010). The reliability coefficients ranged from 0.73 to 0.94 in this study.

4.1 Measurement Model

A confirmatory factor analysis of the measurement model was conducted to check whether the data fit the measurement model. Four exogenous variables (legal CSR, ethical CSR, philanthropic CSR, and economic CSR) and three endogenous variables (quality of work life, job satisfaction, and overall quality of life) were used in the overall measurement model. The results of measurement model fit indicated that $\chi^2 = 1466.466$, $df = 474$, $p = .000$, $IFI = .91$, $NFI = .87$, $RMSEA = .069$, and $RMR = .035$. Since residuals for several of the indicators for philanthropic CSR and legal CSR are high, measurement errors among each set of CSR were covariate, and one item of job satisfaction was deleted due to a low factor loading. As a result, the model fit revealed that $\chi^2 (446) = 1147.27$ ($p = .000$), and goodness-of-fit indices are $CFI = .93$, $NFI = .91$, $RMSEA = .054$, and $RMR = .035$ (Table 1). Therefore, the revised model was considered a good model to apply in testing the structural model as a next step.

 Insert Table 1 about here

Composite reliability was measured on the basis of standardized factor loadings and error variances to confirm the reliability of each construct. The result of composite reliability surpassed the threshold value of .70, ranging from .88 to .93. All indicators were significant at the 0.05 level, showing that all variables were significantly related to the corresponding constructs. In addition, average variance extracted (AVE) ranged from 0.66 to 0.68,

suggesting adequate convergent validity. In order to inspect the discriminant validity of the model, the AVE of each construct was compared with squared correlations between the corresponding constructs. The results of these calculations shows that none of the squared correlations exceeded the AVE (Fornell and Larcker, 1981; Jöreskog and Sörbom, 1993).

Table 2 summarizes the results of the construct reliability and validity tests.

 Insert Table 2 about here

4.2 Results of the SEM and Construct Relationships

The results of SEM show that the proposed model fit the data reasonably well ($\chi^2 = 1180.3$, $df = 416$, $CFI = .92$, $RMSEA = .065$, $NFI = .89$, $RMR = .043$). Therefore, according to suggested goodness-of-fit indices, the theoretical model is consistent with the observed data. The estimate of the structural path showed the basis for hypothesis testing. As Table 3 shows, five hypotheses (H1c, H1d, H2, H3, and H4) were significantly supported.

 Insert Table 3 about here

H1a predicted that perceptions of legal CSR would have a positive influence on employees' QWL. The results demonstrated insignificance for H1a ($t = 1.092$). H1b predicted that perceptions of ethical CSR would have a positive influence on employees' QWL. However, our findings showed that ethical CSR did not significantly affect employees' QWL ($t = .0329$). One possible explanation for this is that the items of this sub-construct as part of

CSR may not have direct bearings on the QWL setting. Their presence is expected, but their absence may create dissonance. In other words, the organization may be perceived (at least in this particular study) to practice and follow a set of acceptable standards with respect to codes of conduct, examining the negative influences of corporate activities on the community, being environmentally conscious, and acting as a trustworthy company. However, H1c predicted that philanthropic CSR would have a positive influence on employees' QWL. The findings supported H1c by showing that philanthropic CSR was a significant predictor of employees' QWL ($t = 5.374, p < .001$). Economic CSR also has a significant influence on employees' QWL ($t = 2.599, p < .05$) supporting H1d. H2 and H3 were supported, as employees' QWL was found to positively affect their job satisfaction ($t = 10.926, p < .001$) and overall QoL ($t = 6.638, p < .001$). Finally, H4 was supported, as job satisfaction did significantly affect overall QoL ($t = 2.236, p < .05$).

5. Discussion and Conclusions

5.1 Conclusion

In sum, the purpose of this study was to examine hotel employees' perceptions of their employers' CSR, as well as to extend theoretical and empirical evidence regarding the relationship between Quality of Work Life (QWL), job satisfaction, and overall QoL. A measurement model for eight constructs was developed and tested. Although one would assume that the interplays among the aforementioned constructs are intuitive, the results of this research enrich our knowledge of the outcome of CSR from employees' perspectives. This is an area that requires more focus from researchers. Information about employees' perceptions of CSR activities is of immense value to hotel management, since employees are

the ones who turn CSR statements to actions. Moreover, this study contributes to the existing literature by investigating employees' perceptions of CSR. Despite the importance of CSR perceptions, most of the previous research in this area has focused on company and customer perspectives, while only limited research has examined employees' CSR perceptions (e.g., Fu *et al.*, 2014; Lee *et al.*, 2013; Tsai *et al.*, 2012). How employees value and perceive the scope and existence of CSR principles and practices in organizations should be part of the discourse for understanding the importance of CSR with respect to employees' QWL and QoL. This study used four different CSR domains: legal, ethical, philanthropic, and economic. The results showed that these four CSR dimensions have different effects on employees' QWL. It was found that philanthropic and economic CSR positively affected employees' QWL, while legal and ethical CSR did not affect their QWL. These findings support the notion that companies, in this case hotels, should also strive to be good corporate citizens not only outside the business setting but also within the company by actively engaging in acts and/or programs to promote the wellbeing and goodwill of employees within the company. What is practiced as CSR should also be in line with the perception of the same CSR practices. The level of concurrence between the two seem to have a synergistic effect both on the corporation itself and on their perceived value by employees in terms of their potential to enhance their own well-being as part of the organization. A well-placed CSR practice can indeed influence all corporate decisions and thereby conditions that would lead to the improvement of the working environment of employees and the quality of life in local communities where employees may reside. As indicated by Bohdanowicz and Zientara (2009), "nowadays, to most employees, it increasingly matters whether they work for a firm that has a well-developed CSR policy or, indeed, made it the centerpiece of its business

model” (p. 156). It is therefore important to note that, from the perspective of employees, both philanthropic and economic CSR are important factors in evaluating a company’s CSR. However, it is also important to note that there are other confounding variables that also affect employees’ QWL. Managers should incorporate other factors, such as leadership styles and incentive programs, along with CSR activities to enhance the QWL of employees.

5.2 *Theoretical implications*

This study provides theoretical contribution in the hospitality industry by showing the usefulness of ‘need satisfaction theory’ and ‘spillover theory’ in examining employees’ CSR perception and overall quality of life. Need satisfaction theory has not been used comprehensively in the hospitality and tourism industry, but this study confirmed need satisfaction theory’s suggestion that employees’ QWL and job satisfaction affect their overall quality of life. The findings also provide empirical support for previous research (e.g., Carter *et al.*, 1990; Efraty and Sirgy, 1990; Efraty *et al.*, 1991; Lewellyn and Wibker, 1990).

Furthermore, the study supports the bottom-up spillover theory and previous empirical research by showing that overall life satisfaction is influenced by job satisfaction as well as by subdomains such as QWL (Cummins, 1996; London *et al.*, 1977; Ghiselli *et al.*, 2001). The results imply that employees care about their QWL and overall QoL, along with job satisfaction, since they spend most of their time at work. Hospitality managers should consider that one of the crucial concerns among employees is their own well-being, and therefore they should try to increase employees’ QWL and job satisfaction in order to increase their overall QoL. It is clear from the findings of this study that more research is needed to further explore different contexts, goals, and groups of employees and aspects of

the hospitality sector in order to fully understand the theoretical underpinnings of the interplays among the constructs of CSR, QWL, job satisfaction and QoL.

5.3 Practical implications

The findings of the study have practical implications for the hospitality industry. Hospitality managers need to consider different aspects of CSR when they plan communications, strategy management, and resource allocation (Lee *et al.*, 2012). This study suggests that hospitality managers need to focus on philanthropic and economic CSR perception in order to increase employees' QWL, job satisfaction, and QoL. For example, in their communications to employees, hotel managers should focus on the contribution of CSR activity to the community and workforce rather than the legal and ethical dimensions of CSR activities. Philanthropic CSR activities including making various donations, being committed to building a better community, and developing campaigns to help the needy, are good not only for the community but also for employee QWL. Furthermore, organizations need to ensure that they are practicing economic CSR activities, including establishing a long-term strategy for economic growth, as well as improving employee productivity.

5.4 Limitations and future research

Although this study has important theoretical and practical implications, it does have some limitations. The study sample targeted employees of 5-star hotels in South Korea, and thus the results may not be generalizable to other countries. Future research should consider the different geographic setting and cultural contexts. Moreover, since the employees from five upscale hotels were chosen in this study, the future study may need to compare other-scale

hotels that conduct CSR activities would be meaningful in a future study. This study does not consider moderating factors of employees' demographics and characteristics including the level of position, gender, and income. Despite the sample is homogeneous, the perception of CRS, job satisfaction, QWL, and QoL may be different depending on a sample's and demographic and characteristics. Therefore, the future research should consider respondent's information.

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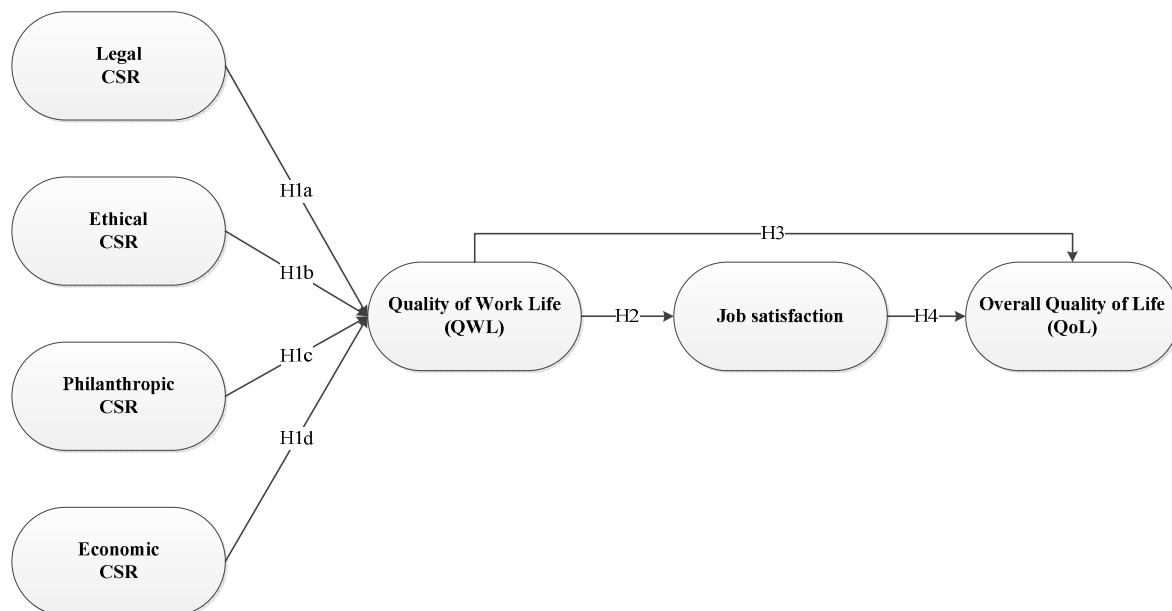


Figure 1: Theoretical model and hypotheses

Table 1. Goodness-of-Fit Indices ($N=442$)

χ^2	df	Absolute fit measures		Incremental fit measures	Parsimonious fit measures		
		RMR	RMSEA	NFI	PNFI	CFI	IFI
Initial Model							
1466.46(p <.0)	474	.035	.064	.87	.78	.91	.91
Revisited Model							
1147.27(p <.0)	446	0.35	.064	.91	.80	.93	.93

Table 2. CFA Results of the Overall Measurement Model (N=442)

Constructs and indicators	Standardized loading (Li)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Legal CSR		.88	.66
Abiding by regulations of business	.73		
Complying with employment-related laws (hiring and employee benefits)	.83		
Regulating the correct rules and methods of operation for employees and customer	.85		
Committing to a legal contract associated with business operation	.84		
Ethical CSR		.90	.66
Following professional standards	.84		
Having a comprehensive code of conduct	.87		
Monitoring the potential negative impacts of our activities on our community environment	.84		
Being recognized as a trustworthy company	.82		
Trying protect the environment	.65		
Philanthropic CSR		.90	.65
Aware the responsibility of contributing the community	.84		
Providing variety of donations	.81		
Being committed to build a better community	.80		
Participating in a variety of volunteer activities	.79		
Developing a campaign for helping the needy	.80		
Economic CSR		.86	.56
Generating much employment impact	.67		
Improving customer services	.70		
Improving employee's productivity	.81		
Trying to save operating costs	.83		
Establishing long-term strategy for economic growth	.71		
Job Satisfaction		.88	.64
Overall, I am satisfied with my job	.74		
I feel comfortable with my job	.80		
I think my role of job is important	.85		
I think my job is fun	.80		
Quality of Work Life (QWL)		.89	.62
Social needs	.62		
Health and safety needs	.79		
Actualization needs	.85		
Economic and family needs	.84		
Knowledge needs	.82		
Overall Quality of Life (QoL)		.88	.64
I am satisfied with my life as a whole	.76		
I felt that I led a meaningful and fulfilling life	.86		

Table 3. Results of the Proposed Model

Hypothesized path	Standardized coefficients	t-value
H1a: Legal CSR has a positive influence on Quality of Work Life	.132	1.092
H1b: Ethical CSR has a positive influence on Quality of Work Life	.039	0.329
H1c: Philanthropic CSR has a positive influence on Quality of Work Life	.504	5.374**
H1d: Economic CSR has a positive influence on Quality of Work Life	.168	2.599*
H2: QWL has a positive influence on job satisfaction	.749	10.926**
H3: QWL has a positive influence on overall Quality of Life	.568	6.638**
H4: Job satisfaction has a positive influence on overall Quality of Life	.163	2.236*

Note: $p < .001^{**}$, $p < .05^{*}$