THE IMPACT OF PERCEIVED CORPORATE SOCIAL RESPONSIBILITY ON ORGANISATIONAL CITIZENSHIP AND CUSTOMER-ORIENTED BEHAVIOUR: A STUDY OF HOTEL EMPLOYEES IN HONG KONG

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CERTIFICATE OF ORIGINALITY

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Annie Ko

ABSTRACT

Perceived corporate social responsibility (PCSR) is an under-researched area. It refers to employees' overall perception of the corporate social responsibility (CSR) activities undertaken by their organisation. Over the past few years, PCSR has received much research attention because of the increasing awareness of its impact on positive employee attitudes and behaviour. It is particularly important in the hotel industry because employee behaviour, both internally within the organisation and externally during service encounters, can have a significant effect on customer satisfaction and financial performance.

The first objective of this study was to develop an instrument to measure employees' perceptions of their organisation's CSR activities. This PCSR instrument was then used to examine the impact of PCSR on employee attitudes and behaviour such as organisational commitment (OC), organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB). The mediating role of organisational commitment in the form of affective commitment, normative commitment and continuance commitment were also examined.

A mixed methods of qualitative and quantitative approach was used in this study. In-depth interviews were conducted to verify the domains and dimensions of PCSR. This was followed by an assessment of the items' content by academic and industry experts. The instrument's reliability was also scrutinised through a pilot study of 204 hotel employees in Hong Kong. Data collection for the main survey commenced in March 2015. One thousand two hundred questionnaires were distributed to hotel employees through the human resources departments of 18 hotels in Hong Kong; 732 usable questionnaires were obtained and the valid response rate was 61.0%. The

validity of the instrument was assessed by confirmatory factor analysis. The final instrument displayed strong internal reliability and validity and comprised 36 measurement items. This finding also confirmed that PCSR is a multidimensional construct with five dimensions: employees, guests, the local community, the natural environment and owners/investors.

The causal relationships between PCSR, OC, OCB and COB were analysed by structural equation modelling. The results successfully corroborated the positive impact of PCSR on employee attitudes and behaviour. In particular, PCSR had direct effects on affective and normative organisational commitment, organisational citizenship behaviour and customer-oriented behaviour. PCSR also influenced OCB through the mediating role of affective and normative commitment.

The major theoretical contribution of the present study is its identification of the domain and the definition and dimensions of PCSR. This study also offers a valid and reliable PCSR instrument that can be used by researchers to identify other antecedents and outcomes of PCSR. The relationships between PCSR and a number of important employee attitudes and behaviour are also revealed. This study contributes to the progression of CSR research and provides instrumental rationality for hoteliers and human resource managers to pursue CSR for strategic goals.

Keywords: customer-oriented behaviour, hotel employees, organisational commitment, organisational citizenship behaviour, corporate social responsibility, strategic human resource management

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Note. AC stands for affective commitment. CC stands for continuance commitment. COB stands for customer-oriented behaviour. CSR stands for corporate social responsibility. NC stands for normative commitment. OC stands for organisational commitment. OCB stands for organisational citizenship behaviour. PCSR stands for perceived corporate social responsibility.

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Note. AC stands for affective commitment. CC stands for continuance commitment. CFA stands for confirmatory factor analysis. COB stands for customer-oriented behaviour. CSR stands for corporate social responsibility. NC stands for normative commitment. OC stands for organisational commitment. OCB stands for organisational citizenship behaviour. PCSR stands for perceived corporate social responsibility.

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CHAPTER 1 INTRODUCTION

1.1 Introduction

Corporate social responsibility (CSR) has received great attention in the travel and tourism industry in recent years. The airline industry, for example has started to focus on decarbonisation through the imposition of carbon taxes and fuel hedging policies. Likewise, many hotels have demonstrated their support for CSR by creating conditions for green growth and social change. New hotels may include a wide range of green features such as roof insulation, heating and cooling solar systems, and water re-use systems. Existing hotels may emphasise preservation and conservation of cultural and natural resources and the empowerment of local communities through education, philanthropy and volunteerism. Specific initiatives include food waste management programmes, recycling programmes for glass bottles and support of eco-friendly and fair trade products.

Because CSR is no longer perceived as an unproductive cost or resource burden (World Business Council for Sustainable Development, n.d.), many organisations, large and small have started to recognise the importance of implementing CSR initiatives. Today, corporate responsibility refers to "the approaches that companies employ to embed environmental, social and governance risks and opportunities into their core business strategies and operations with the aim of either protecting or creating shared value for business and society" (Grayson & Nelson, 2013, p. 1). In other words, CSR is more than the activities, initiatives or programmes implemented under the traditional approach. Under the direction of visionary leaders, it is undergoing a transformation to become an integral part of an organisation's values. In addition, CSR is exemplified by "the commitment of business to contribute to

sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life" (World Business Council for Sustainable Development, n.d., p. 10). Hence, the breadth and diversity of CSR issues not only include sustainable operations; employees' well-being, labour rights and employment diversity are also of paramount importance in the business context today.

A growing body of literature suggests that an organisation's involvement in CSR influences its stakeholders' reactions to it (Valentine & Fleischman, 2008). Employees, as one of the key internal stakeholders, constantly perceive, evaluate, judge and react to their organisations' CSR activities (Rupp, Ganapathi, Aguilera, & Williams, 2006). Employees who perceive a shared value with an organisation, both referring to global sustainability issues and employee-related CSR activities, are more likely to have positive job attitudes and often have greater commitment and loyalty (Valentine & Fleischman, 2008). Similarly, customer-contact employees in hotels exhibit behaviour that influences customers' perceptions of service quality (Teng & Barrows, 2009). Based on this premise, it is believed that customer-contact employees who are highly committed are more inclined to exhibit extra-role behaviour for the benefit of an organisation and its customers. Such behaviour is called organisational citizenship behaviour and customer-oriented behaviour in this study. This assertion is largely underpinned by the widely accepted social identity theory with regard to identifying with the prestigious image of an organisation (Ashforth & Mael, 1989; Bauman & Skitka, 2012; Kim, Lee, Lee, & Kim, 2010; Peterson, 2004; Rodrigo & Arenas, 2008; Samanta, Kyriazopoulos, & Pantelidis, 2013). This study purports to measure hotel customer-contact employees' perceptions and to investigate the impact of perceived corporate social responsibility on

organisational commitment, organisational citizenship behaviour and customer-oriented behaviour.

1.2 Corporate Social Responsibility (CSR)

CSR has been a subject of great interest for many years among scholars from multiple disciplines (Aguilera, Rupp, Williams, & Ganapathi, 2007; Hansen, Dunford, Boss, Boss, & Angermeier, 2011). It is a broad concept, known by different names such as social responsibility, corporate citizenship, corporate sustainability and corporate social performance (Greening & Turban, 2000; Holcomb, Upchurch, & Okumus, 2007). Nonetheless, in spite of its wide range of meanings, it does not have a single, universal definition. Carroll (1979) proposed one of the most widely cited definitions of CSR: "Businesses that practice social responsibility are attending to economic, legal, ethical and discretionary (philanthropic) expectations that society has of organisations at a given point in time" (p. 499). He takes the perspective that businesses are responsible to society and should do what is expected from society.

Holcomb et al. (2007) suggested that organisations engage in socially responsible behaviour as part of their organisational strategy for a variety of reasons (Martin, 2002; Porter & Kramer, 2002), namely increased economic profits (Griffin & Mahon, 1997; McWilliams & Siegel, 2001), employee organisational commitment (Branco & Rodrigues, 2006; Maignan, Ferrell, & Hult, 1999; Skudiene & Auruskeviciene, 2012), public scrutiny, investor interest (Valentine & Fleischman, 2008) and the good of society as a whole (Holcomb et al., 2007). Organisational behaviour theorists have recently proposed that "CSR perceptions influence employee attitudes and behaviour and that employees gauge their responses to CSR initiatives based on an underlying ethical imperative of normative treatment of

fairness" (Hansen et al., 2011, p. 31). McWilliams and Siegel (2001) also stated that "employees are another source of stakeholder demand for CSR" (p. 122) because they tend to support labour relation policies in the workplace. Thus, fulfilment of their CSR expectations may contribute to favourable employment relationships. If an employee perceives that his or her organisation behaves in a socially irresponsible way, he or she will be likely to exhibit negative work attitudes and behaviour. On the contrary, when employees regard their organisations as responsible, compassionate and benevolent citizens of their community, they will be more likely to be content with their employment relationships and will work more productively (Hansen et al., 2011). The outcomes of employee CSR perceptions contribute to discretionary or extra-role employee behaviour. Despite the growing interest in exploring CSR from an employee's perspective (Gond, El-Akremi, Igalens, & Swaen, 2010; Hansen et al., 2011; Rupp et al., 2006; Salama, 2011; Skudiene & Auruskeviciene, 2012; Valentine & Fleischman, 2008), there is a dearth of research on whether and how CSR affects employees and their behaviour towards organisations and customers.

1.3 Organisational Commitment (OC)

Current literature on human resource management and organisational behaviour has a strong focus on how organisations can maintain and improve the organisational commitment of employees (Newman, Thanacoody, & Hui, 2011). In CSR research, many studies have only examined the general commitment of employees towards their organisation (Aguilera et al., 2007; Brammer, Millington, & Rayton, 2007; Collier & Esteban, 2007; Du, Bhattacharya, & Sen, 2015; Glavas & Kelley, 2014; Hofman & Newman, 2014; Kim et al., 2010; Kim, Song, & Lee, 2016; Lee, Kim, Lee, & Li, 2012; Maignan et al., 1999; Newman et al., 2011; Peterson, 2004; Turker,

2009b). However, the most widely used model of organisational commitment is the three-component model developed by Meyer, Allen, and Smith (1993). The first component is affective commitment. It refers to employees' identification and emotional attachment to their employing organisation (Allen & Meyer, 1990). The second component is normative commitment. It relates to the sense of obligation where employees believe they are in debt to their employer (Allen & Meyer, 1990). Finally, continuance commitment is the perceived cost to the employee of leaving the organisation (Allen & Meyer, 1990). In view of the different conceptual bases of these three components, employees remain in an organisation and are committed are subject to different reasons. Although empirical research has shown that organisational commitment mediates the positive relationship between CSR and employees' organisational outcomes such as job satisfaction and loyalty (Aguilera et al., 2007; Brammer et al., 2007), there is very little research explaining the underlying psychological mechanisms that drive employees to achieve these positive behavioural outcomes. Therefore, it is important to scrutinise all three dimensions simultaneously and to examine organisational commitment in three dimensions, namely affective commitment, normative commitment and continuance commitment (Allen & Meyer, 1990).

1.4 Organisational Citizenship Behaviour (OCB)

Organisational citizenship behavioural research has increasingly been applied in the hospitality context in recent years. OCB includes "individual behaviour(s) that are discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promote the effective functioning of the organisation" (Organ, 1988, p. 4). Such behaviour may promote the welfare of an individual, co-workers and an organisation. Organ (1988) classified such behaviour into several dimensions, namely altruism, courtesy, sportsmanship, civic virtue and conscientiousness. In sum, OCB is about maintaining a positive attitude, helping other members of the organisation and promoting and protecting the organisation (Fields, 2002). The practical importance of OCB is that it improves overall organisational efficiency and effectiveness (Williams & Anderson, 1991). Given that the well-established OCB studies have been conducted in large-scale manufacturing contexts (Ma, Qu, Wilson, & Eastman, 2013), some researchers have begun to highlight the notion of extending the framework to the customer-contact environment (Bettencourt & Brown, 1997; Bettencourt, Gwinner, & Meuter, 2001; Ma et al., 2013). This study makes the assertion that customers should also be one of the key beneficiaries.

1.5 Customer-oriented Behaviour (COB)

In the hotel industry, employees are the representatives who promote a hotel's products and services, deliver promises on behalf of their organisation and create a favourable image (Bettencourt & Brown, 1997; Bitner, 1995; Bitner, Booms, & Tetreault, 1990). They must go beyond the call of duty for customers based on their individual discretionary efforts to constantly increase customer satisfaction (Dunlap,

Dotson, & Chambers, 1988). Such behaviour is deemed customer-oriented behaviour and it is generally referred by service marketing literature as "the ability of the salespeople to help customers" (Saxe & Weitz, 1982, p. 343) that are "geared toward satisfying customers' needs adequately" (Stock & Hoyer, 2005, p. 536). In this study, it is defined as the ability of employees, who have customer interaction on a daily basis, to help customers by engaging in discretionary behaviour that increases customer satisfaction. The discretionary behaviour includes low-pressure selling, problem solution selling approaches and needs satisfaction (Saxe & Weitz, 1982; Stock & Hoyer, 2005) which are considered desirable for the hotel or hospitality industry.

1.6 Research Problem

Over the past few decades, the subject of CSR has gained popularity among scholars and practitioners communities worldwide (Carroll & Shabana, 2010). Despite the important paradigm shift in which business enterprises now have to consider their responsibility to society beyond making profits for their shareholders (Carroll & Shabana, 2010), the concept of CSR has undergone progressive development to consider other stakeholders and embrace the values of the community, society and environment (Carroll, 2004; Lee, 2008). As such, CSR has attracted extensive research attention from scholars across multiple disciplines such as business ethics, marketing, organisational behaviour and human resource management (Aguilera et al., 2007; Hansen et al., 2011). The majority of the empirical research on CSR has focused on institutional (33%) and organisational (57%) levels, with only 4% directed at the micro-level or individual-level of analysis (employee) (Aguinis & Glavas, 2012).

In terms of the institutional level of analysis, empirical papers have focused on external stakeholders, such as consumers who evaluate organisations and their products, (Lindgreen, Swaen, & Johnston, 2009; Sen & Bhattacharya, 2001; Turban & Greening, 1997) who in turn exert pressure on organisations to engage in CSR. At the organisational level, which is also the main stream of CSR research, empirical papers have examined the link between CSR and financial performance, including the return on assets, return on equity and share price (Brammer & Millington, 2008; Cochran & Wood, 1984; Griffin & Mahon, 1997; Margolis & Walsh, 2003; McWilliams & Siegel, 2000; McWilliams, Siegel, & Wright, 2006; Orlitzky, Schmidt, & Rynes, 2003), competitiveness in the long run (Greening & Turban, 2000; Martin, 2002; Porter & Kramer, 2002, 2006) and attractiveness to investors (Graves & Waddock, 1994).

CSR outcomes at the individual level of analysis appear to be the least researched (Aguinis & Glavas, 2012). Based on the review of empirical studies, presented in Section 2.3.3, the majority have stressed employees' attitudinal outcomes and ignored other key behavioural outcomes. Among these attitudinal outcomes, employee commitment (Maignan et al., 1999) has been heavily focused on. Other areas of interest include organisational attractiveness to prospective employees (Greening & Turban, 2000; Turban & Greening, 1997), employee identification with the organisation (Carmeli, Gilat, & Waldman, 2007), retention (Jones, 2010) and employee engagement (Glavas & Piderit, 2009). One empirical study revealed that the social dimension of CSR is an antecedent of affective organisational commitment and organisational citizenship behaviour which are both regarded as important outcomes to enhance employees' performance (Lee & Kim, 2013). In spite of the proliferation of research on employee's perception of CSR and organisational

commitment in a general construct (Meyer, Allen, & Gellatly, 1990), relatively little is known about the impact of CSR on the individual component of commitment, employees' organisational citizenship behaviour (Jones, 2010; Lin, Lyau, Tsai, Chen, & Chiu, 2010) and customer-oriented behaviour. Further, there seems to be a lack of understanding of what underlying psychological mechanisms drive employees to have positive responses to an organisation's CSR activities. Indeed, there is a huge knowledge gap with regard to micro-OB and micro-HRM in CSR research (Aguinis & Glavas, 2012).

Despite limited empirical research on the subject, CSR measurement in 23 articles pertaining to organisational commitment, organisational citizenship behaviour and customer-oriented behaviour was examined by the author (Section 2.3.4). Some gaps have been observed. First, there is a lack of consensus on the construct definition of perceived corporate social responsibility (PCSR). Second, empirical studies have alternatively used unidimensional, multidimensional or multi-construct approaches to measure employee's perception of CSR. The majority have used the multidimensional approach; however, there was an inconsistency in terms of the number of PCSR dimensions. Third, only a few studies have developed instruments with sound psychometric properties (Glavas & Kelley, 2014; Maignan & Ferrell, 2000; Turker, 2009a). Nevertheless, even these have been subject to a few limitations such as having narrow stakeholder groups and CSR dimensions or having a focus on the organisational level or managerial evaluations alone. This may have deterred the expansion of future CSR employee research. Finally, the samples from these studies have varied from very broad multi-industry business executives (Dhanesh, 2012; Peterson, 2004; Turker, 2009a) to employees in single organisations (Brammer et al., 2007). For example, industry-specific hospitality employee samples

have included the casino industry (Kim et al., 2016; Lee, Song, Lee, Lee, & Bernhard, 2013), where hotel samples are very limited. One study surveyed five hotels in the same international hotel group (Lee & Kim, 2013), while another surveyed hotel employees in the United States through an online survey sample (Park & Levy, 2014). The limitations observed in these samples have prompted CSR research to be undertaken from the perspective of employees working in various hotel types and different hotel groups for better generalisability (Lee & Kim, 2013). Existing literature has still been insufficient to provide a concrete understanding of the operationalisation of the PCSR construct.

In sum, there are three major research voids in the CSR literature. First, there is a dearth of micro-organisational behaviour and HRM research in CSR examining hotel employees' perceptions. Second, the organisational outcomes of PCSR in terms of commitment and employees' behaviour, such as organisational citizenship and customer-oriented behaviour, are unclear. Third, there has been very limited research on the conceptualisation and operationalisation of the PCSR construct. The unclear domain, definition and dimensions of PCSR and the inconsistent approaches to measuring PCSR have created problems in understanding employees' perception of their organisations. To bridge these knowledge gaps, it is imperative to extend CSR research to an individual level of analysis.

1.7 Research Goal and Objectives

Earlier discussions have indicated that employees' favourable perceptions of an organisation's CSR activities can induce positive attitudes and behaviour, thereby increasing organisational productivity, customer satisfaction and financial performance. Owing to the scarcity of empirical studies on perceived corporate social responsibility, this study aims to address the following research questions:

i) What are the domains of CSR that hoteliers must pay attention to in order to elicit positive responses from customer-contact employees?

ii) Are there any positive influences of CSR on customer-contact employees' organisational commitment, organisational citizenship behaviour and customer-oriented behaviour?

iii) Does customer-contact employees' commitment to their organisation have any effect on their job behaviour?

iv) What are the underlying psychological mechanisms that drive employees to have positive responses to an organisation's CSR activities?

To address the research problem and questions in the context of Hong Kong's hotel industry, the general goal was to extend micro-level research by examining the PCSR domain and its dimensions, and the relationship between PCSR and organisational outcomes. Specifically, this study had three research objectives:

i)   to develop an instrument to measure hotel employees' perceived corporate social responsibility (PCSR);

ii)   to test whether perceived corporate social responsibility (PCSR) has direct effects on organisational commitment (OC), including affective commitment (AC), normative commitment (NC) and continuance commitment (CC), organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB); and

iii)   to test whether PCSR has indirect effects on organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB) through the mediating role of affective commitment (AC), normative commitment (NC) and continuance commitment (CC).

1.8 Significance of the Study

This study is significant because it narrows the research gap in the macro-micro divide of CSR studies and, in particular, extends the performance-oriented studies from institutional and organisational-level analysis to the individual (employee) level among hotel or hospitality organisations. The study also builds a strong theoretical foundation, encompassing four CSR responsibilities and stakeholder' approaches aimed at understanding the organisational outcomes of perceived corporate social responsibility, thereby laying the initial groundwork for future PCSR research.

Further, this study identifies the PCSR domain and examines its dimensions simultaneously. Previous literature has failed to provide a clear definition of PCSR and has used an inconsistent approach to measure this relatively new construct. This study also confirms earlier research that has shown PCSR to be a multi-dimensional construct, and it verifies five sub-dimensions, namely, employees, guests, the local

community, the natural environment, and owners/investors.

In addition, due to the limitations of the existing PCSR measurements, which have only covered narrow stakeholder groups and CSR dimensions or measured managerial employees alone, the development of a PCSR instrument with sound psychometric properties in this study extends the body of knowledge by measuring employees' perceptions of CSR in micro-level research.

Finally, this study explores employees' perceptions of their organisation's CSR activities using a multi-dimensional approach to examine the psychological processes of individuals, i.e. how customer-contact employees respond to CSR. Many empirical studies have examined the direct influence of CSR on organisational commitment using a unidimensional approach. Very limited studies have focused on other key behavioural outcomes, such as organisational citizenship behaviour and customer-oriented behaviour. This study bridges these research gaps by determining the direct and indirect effects of CSR on employees' organisational commitment, organisational citizenship behaviour and customer-oriented behaviour in the hotel industry. This study also provides new insights into earlier micro-OB and HRM research on the mediating role of affective and normative organisational commitment between PCSR and employees' extra-role behaviour.

With respect to the managerial implications, the PCSR outcomes of positive employee attitudes and behaviour provide instrumental rationality for hoteliers to pursue CSR to improve organisational efficiency, effectiveness and customer satisfaction, thereby generating more profitable returns. Further, the empirical results on the PCSR dimensions and outcomes suggest that hotel organisations should discontinue the pursuit of common problems found among the hotel industry, that is, those only focused on narrow CSR perspectives or the implementation of CSR on an

ad hoc basis. Finally, the PCSR sub-dimensions offer a comprehensive list of CSR items that serve two purposes. First, management teams are encouraged to reorient their CSR priorities through better formulation of CSR mission statements, policies and programmes. Second, human resource managers are provided with an evaluation mechanism to understand the CSR satisfaction level of employees.

1.9 Organisation of the Thesis

This thesis contains seven chapters. Chapter 1 is entitled 'Introduction'. It provides a broad overview of the research background, research gaps and research objectives, and explains the significance of this study. Chapter 2 is entitled 'Literature Review'. It presents a thorough discussion of the conceptual development of corporate social responsibility (CSR) and perceived corporate social responsibility (PCSR). It is followed by an overview of the key constructs, namely organisational commitment, organisational citizenship behaviour and customer-oriented behaviour. In Chapter 2, the knowledge gaps found in the CSR literature are summarised. The business context of CSR, CSR reporting and CSR climate in Hong Kong are also highlighted. Chapter 3 is entitled 'Conceptual Model and Hypotheses'. It outlines the development of the conceptual model and associated hypotheses with theoretical justification of the research gaps. Chapter 4 is entitled 'Methodology'. It details how the research was conducted. An overview of the research design and methodology that guided this study is presented. Chapter 5 is entitled 'Instrument Development of PCSR and Final Instrument of the Main Survey'. It describes the instrument development process, which purports to explore the construct domain and dimensions of perceived corporate social responsibility. The development of the final instrument for the main survey comprising the key constructs of PCSR, organisational

commitment, organisational citizenship behaviour and customer-oriented behaviour are presented. The results of the pilot study, assessing construct reliability are also reported. Chapter 6 is entitled 'Findings of the Main Survey'. It discusses the findings of the main survey including the hypothesised relationships among the constructs. Chapter 7 is entitled 'Discussions and Conclusions'. It centres on the discussion and analyses of the main survey's results. The theoretical contributions, managerial implications, limitations of the study and directions for further research are also discussed in this chapter. Finally, definition of the key terms in this study are summarised in a glossary for quick reference (Appendix 1).

1.10 Chapter Summary

This chapter explains the necessity of examining employees' perceptions of their organisation's CSR activities. Previous studies have failed to identify the relationship between employees' perceptions of their organisation's CSR activities and their associated work attitudes and behaviour towards co-workers, the organisation and the customers, which in turn, address some pressing human resource issues such as high labour turnover and inconsistencies in service quality. The importance of measuring perceived corporate social responsibility in the hotel context is also established.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

This chapter begins by examining the domain of corporate social responsibility (CSR) and its relationships in the business context, and particularly CSR reporting in the hospitality industry and the CSR climate in Hong Kong. To provide background on the research model, this section explicates the key constructs of the study, namely perceived corporate social responsibility (PCSR), organisational commitment (OC), affective commitment (AC), normative commitment (NC), continuance commitment (CC), organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB). Finally, this chapter summarises the knowledge gaps in the CSR literature.

2.2 What is Corporate Social Responsibility?

2.2.1 Conceptual Development of CSR

CSR has been a subject of considerable debate, commentary, theory building and empirical testing for more than half a century (Carroll & Shabana, 2010). Important studies carried out from the 1950s to the 1980s are highlighted in this section, which articulates the relationship between business and the society. The purpose is to highlight the CSR evolution underpins the theoretical paradigm in this study.

Although the concept of social responsibility can be vaguely traced back to 1919, when Henry Ford emphasised the importance of the Ford Motor business as a service to society (Lee, 2008), most scholars point to Howard R. Bowen's landmark book, *Social Responsibilities of the Businessman* (1953), as the beginning of modern era of CSR. This first definitive book on CSR, theorising the relationship between corporations and society (Carroll, 1979; Preston, 1975), stressed that the "obligations

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of businessmen is to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 1953, p. 6). Carroll (1999) regarded Bowen as the 'Father of Corporate Social Responsibilities' because his seminal work set the doctrine of social responsibility that guided businesses into the future. In sum, the primary focus of CSR in the 1950s was the beginning awareness of businesses' responsibility to society (Carroll & Shabana, 2010).

In the 1960s, CSR literature marked significant growth through numerous attempts to formalise a definition explaining what CSR meant. Keith Davis described social responsibility as "businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (Davis, 1960, p. 70). He suggested that corporations could look beyond profit making, and asserted that a long and complicated process of reasoning could justify some socially responsible business decisions and bring long-term economic gains to an organisation (Davis, 1960). Another major contribution to social responsibility was Joseph W. McGuire's book on *Business and Society* (1963). His idea was that a corporation's social responsibility included not only economic and legal obligations but also certain responsibilities to society that extended beyond these obligations" (p. 144). Conceptually, this moved CSR one large step closer to being defined by emphasising the effect of institutional actions on the entire social system. In line with other social movements in the 1960s concerning matters as civil rights, women's rights, consumer rights and the environmental, societal expectations pressured corporations to adopt CSR perspectives, attitudes, practices and policies (Carroll & Shabana, 2010). Numerous legislative instruments started to regulate the conduct of business to protect employees and consumers beyond a company's profit making (Lee, 2008).

Even though many researchers have embraced Bowen and the subsequent authors' assumptions regarding the obligations of business to society, CSR became a controversial issue when managers argued that it would damage the bottom-line financial performance of their companies. Milton Friedman opposed the idea of CSR on the grounds that politicians and civil society should handle social problems. From the perspective of agency theory, he argued that CSR was a misuse of corporate resources that imposed an unfair and costly burden on shareholders. Company resources, he said, would be better spent on valued-added internal projects or should be returned to shareholders. Friedman stressed that the first and foremost responsibility of managers was to maximise shareholder wealth. Additionally, he argued managers did not possess the right skills and expertise to deal with social problems effectively (Friedman, 1972).

In spite of the debates and criticisms of CSR over the years, little theoretical advancement had been achieved (Preston, 1975). A breakthrough in its conceptual development finally came when the fundamental question was asked of whether corporations should engage in CSR at all. Wallich and McGowan's book, *A New Rationale for Corporate Social Policy,* finally advanced a new perspective demonstrating that CSR could be aligned with stockholder long-term interests (Baumol, 1970). The authors explained that Friedman was not wrong in asserting that corporations should refrain from engaging in CSR. However, in the 1970s, most stockholders owned shares in more than one company. In other words, owners of diversified portfolios could achieve social optimisation and spread their social expenditures evenly over all of their companies (Wallich & McGowan, 1970). This provided an impetus for corporations to become socially minded. CSR radically shifted from its orientation toward the normative to positive rationality. At this time,

some scholars identified another new perspective, that an organisation's social responsibility should be voluntary (Manne & Wallich, 1972) and responsive (Ackerman & Bauer, 1976; Frederick, 1994; Sethi, 1975). Sethi (1975) classified the adaptation of corporate behaviour into (a) social obligation, which is proscriptive in nature; (b) social responsibility, which is prescriptive in nature; and (c) social responsiveness, which is the capacity of a corporation to respond to social pressures, therefore, becoming anticipatory and preventive in nature.

Subsequently, Carroll (1979) provided a comprehensive framework of social responsibilities with a three-dimensional conceptual model of corporate social performance (CSP) that encompassed economic, legal and voluntary activities. The main thrust of the three-dimensional conceptual model was the combination of CSR, social issues and corporate social responsiveness in one rubric (Lee, 2008) that included economic, legal, ethical and discretionary components or categories. CSR was found where "the social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organisations at a given point in time" (Carroll, 1979, p. 500). This definition recognised the possibility of attaining one aspect then another, for instance, from economic to legal responsibilities. The four categories of responsibilities were not considered to be mutually exclusive but could and always would exist simultaneously. Carroll (1991, 1999) clarified in his later writings when he said "business should not fulfil these in sequential fashion but that each is to be fulfilled at all times" (p. 289). The magnitude of each category, however, could differ from the others and be weighted differently. The contribution of Carroll's research was to clarify and integrate the various definitional strands from the previous literature. In particular, he identified what range of economic, legal or voluntary matters should fall under the purview of an

organisation's social responsibilities, and what kind of social issues and philosophy of responses (reaction versus proaction) ought to be addressed. Additionally, Carroll's framework facilitated the easy operationalisation of empirical research, thereby gaining immediate acceptance among researchers.

Although the conceptual development of CSR has continued, a CSP model has come to the centre stage to be further elaborated on by other scholars (Wartick & Cochran, 1985; Wood, 1991). Epstein (1987) pointed out that the three concepts of social responsibility, responsiveness and business ethics are related and should be dealt with close together. From the 1990s onwards, concepts of corporate sustainability and corporate citizenship also began to increasingly compete with and replace the extant notions in the realms of management theory and practice (Matten, Crane, & Chapple, 2003).

In short, CSR has a long and diverse history starting from the 1950s and although the CSR debate continues, there appear to be fewer new definitions built upon the previous body of literature. CSR has, in fact, been "recast into alternative concepts, theories, models or themes" overlapping the mainstream CSR literature (Carroll, 1999, p. 284). Each of the thematic frameworks developed after the 1980s, such as corporate social performance, corporate sustainability, corporate citizenship and business ethics theory have their own extensive literature, which is not within the present scope of this study. The purpose of this section, therefore, is to highlight the major CSR ground-work that underpins the paradigm set forth in this study. The following section establishes this study's domain by linking Carroll's CSR framework of business responsibilities to the stakeholder society.

2.2.2 Stakeholder Approach to Social Responsibility in the Hotel Industry

Operationalisation of CSR is difficult because of its broad nature and the abstract relationship between business and society. However, Carroll's (1979) total social responsibility framework, derived from the corporate social performance model discussed in the previous section, offered a new way to organise thinking about the ambiguous word 'social' and the organisational responsibilities in society (Jamali, 2008). Given the notion that business and society are interwoven and that society has certain expectations regarding appropriate corporate behaviour (Wood, 1991), the stakeholder concept popularised by R. Edward Freeman (1984) in the management literature, personalised social or societal responsibilities by delineating specific groups that business should consider in its CSR orientation and activities (Carroll, 1991, 1999). Freeman indicated that, "Stakeholders in an organisation are those groups or individuals who can affect or are affected by the achievement of the organisation's objectives or are those actors with a direct or indirect interest in the company" (Verdeyen, Put, & van Buggenhout, 2004, pp. 326-327). In other words, the survival of an organisation, from the perspective of strategic management, was not only limited to shareholders (Jones, 1995), but also extended to stakeholder groups such as customers, employees, suppliers, community and social activist groups and the natural environment (Carroll, 1991; Lee, 2008), that have a stake in and the power to affect the performance of an organisation. Therefore, "there is a natural fit between the idea of corporate social responsibility and an organisation's stakeholder" (Carroll, 1991, p. 43). Matten et al. (2003) also supported this idea as being a necessary process in the operationalisation of CSR. Furthermore, a growing number of shareholders and institutional investors began to accept the idea that the strategic adoption of CSR, using stakeholder theory, would lead to financial rewards

in the long run and improve the bottom-line performance of their organisations. When CSR is no longer treated as an incompatible trade-off between economic and social goals, its meaning and implication for business become more positive and acceptable to shareholders and managers (Lee, 2008).

The notion that the strategic adoption of CSR, as a means of improving financial performance, would motivate businesses to pursue can be explained by the instrumental power of stakeholder management theory. In essence, apart from instrumental theory that purports to describe what will happen if managers or organisations behave in certain ways over such matters as financial performance, there are two other aspects to stakeholder theory (Donaldson & Preston, 1995). Descriptive or empirical formulations of the theory are intended to describe and/or explain how organisations actually behave. To contextualise the descriptive component of this study, it can be understood from the acceptance of CSR by organisations having stakeholders other than shareholders (Donaldson & Preston, 1995), the identification of an organisation's stakeholders and the CSR activities that stakeholders have a direct or indirect interest in. Moreover, normative theory is concerned with the moral propriety or rightness of the behaviour of organisations. In this respect, the drivers of an organisation' CSR activities are the moral and ethical dimensions of CSR. Organisations coming from a moral perspective presuppose that businesses are responsible to society and should do what is expected from society (Carroll, 1979). A similar idea, drawing on the premise of stewardship theory, is that a manager has a moral imperative to do the right thing regardless of whether his or her decisions affect the organisation's financial performance (Donaldson & Davis, 1991).

To operationalise CSR in the hotel industry, the strategic adoption of CSR is appropriate in terms of gaining shareholders' and managers' support for the primary goals of achieving profit maximisation and maintaining a strong competitive position. Stakeholder theory implies that organisations benefit from engaging in those CSR activities non-financial stakeholders perceive to be meaningful; otherwise these groups might withdraw their support. Cooper (2004) suggested that it is important to identify which stakeholders are more essential, and thus merit receiving a greater proportion of management's time. In this study, the primary stakeholders go beyond traditional parties such as shareholders and customers to include prospective and existing employees, suppliers, communities, and the environment. For example, the hotel sector is creating a negative effect on climate change due to the nature of its business; thus, through public scrutiny, prospective and existing employees, customers or the government might withdraw support for an organisation that does not act responsibly to better society and the earth. In light of this, hotel organisations cannot merely pursue CSR in accordance with instrumental motives that lack the critical moral aspect. This study, therefore, is grounded in convergent stakeholder theory, combining normative and instrumental theory, as a response to the call for a more balanced paradigm in stakeholder management theory (Jones & Wicks, 1999). This study, in a sector-specific context, simultaneously combines the paradigm as a convergent theory that has a strong and explicit moral basis that is logically coherent and is able to be operationalised (Kakabadse, Rozuel, & Lee-Davies, 2005). Bacharach (1989) advised that such a theory is useful and possesses sufficient explanatory power in terms of its scope and comprehensiveness.

2.3 Overview of Perceived Corporate Social Responsibility (PCSR)

2.3.1 Concepts and Definitions

Generally, there is no clear definition of perceived corporate social responsibility (PCSR) because CSR is still a relatively young field of research. In simple terms, PCSR can be interpreted as an individual's (or employee's) perception of CSR activities in organisational settings. As a result of different conceptualisations and the operationalisation of CSR at the individual level of research, empirical studies in the last decade have focused on four major directions with their respective terminologies. First, studies have used perceived CSR (Glavas & Kelley, 2014; Lacey, Kennett-Hensel, & Manolis, 2015; Lee & Kim, 2013), the employees' perception of CSR (Kim et al., 2016; Park & Levy, 2014) or one that explicitly focus on CSR activities such as an employee's perception of CSR activities or practices (Hansen et al., 2011; Hofman & Newman, 2014; Lee, Park, & Lee, 2013). Second, some authors have bifurcated the activities or practices into external CSR (Brammer et al., 2007) and internal CSR (Jayabalan, Appannan, Low, & Ming, 2016) and have adapted perceived CSR (the employees' perception of external CSR or internal CSR) to that format (De Roeck, Marique, Stinglhamber, & Swaen, 2014). Third, micro-human resource management (HRM) researchers have used perceived socially responsible human resource management (Newman, Miao, Hofman, & Zhu, 2015; Shen & Zhu, 2011). Finally, drawing on the concepts of corporate citizenship, some studies have used perceived corporate citizenship (Evans & Davis, 2008; Evans, Davis, & Frink, 2011; Maignan & Ferrell, 2000), perceptions of corporate citizenship (Peterson, 2004) or employees' evaluations of their organisation's corporate citizenship (Dhanesh, 2012). By and large, these empirical studies are at an individual level of analysis that examines the effect of CSR (activities or practices) on employees' attitudinal or

behavioural outcomes. To ensure the consistency of the terminology, PCSR is used as a collective term that refers to similar concepts throughout this study. The conjectures of this PCSR study are established in this section. A detailed explanation of the PCSR domain is discussed in the instrument development section located in Chapter 5.

As highlighted in the conceptual development of CSR in Section 2.2.1, corporate citizenship is an alternative theme of CSR that took the centre stage in the 2000s (Carroll, 1979). The conceptual foundation of PCSR may emerge from this theme based on the growing belief in society that acting as an exemplary organisation by providing well-accepted managerial practices is closely linked to good business (Burke & Logsdon, 1996; Mullen, 1997). Examples of these well-accepted managerial practices are the financing of employees' education, the adoption of environmentally friendly policies and sponsorship of community events (Maignan & Ferrell, 2000). Organisations or employers that are socially minded and have such good practices are regarded as good corporate citizens.

Maignan and Ferrell (2000) carried out the first study to conceptualise and operationalise the concept of perceived corporate citizenship that integrated the literature on CSR using the four dimensions of economic, legal, ethical and discretionary citizenship (Carroll, 1979; Sethi, 1975), corporate social responsiveness (Ackerman & Bauer, 1976), corporate social performance (Wartick & Cochran, 1985; Wood, 1991), and stakeholder management theory (Clarkson, 1995; Donaldson & Preston, 1995). Their study identified organisation's CSR activities as those "typifying the fulfilment of economic, legal, ethical, and discretionary responsibilities with respect to the three stakeholder groups of interest" (Maignan & Ferrell, 2000, p. 286). Due to the breadth of the construct for multi-industry samples between two

countries, the study limited the measure to only three primary stakeholders: customers, employees and public stakeholders (representatives of the community in which business operate) (Maignan & Ferrell, 2000, p. 285).

Similar to Maignan and Ferrell's (2000) study, Evans et al. (2011) used perceived psychological climate as a foundation for arguing that perceived corporate citizenship creates feelings of accountability that in turn serve as a cognitive guide for behaviour sanctioned by an organisation. The study conceptualised perceived corporate citizenship as an individual interpretation of the work climate in which an employee is embedded. The reference point of the work (psychological) climate was taken from Maignan and Ferrell (2000) and referred to an employer's fulfilment of its economic responsibility; its legal responsibility to operate its business within the boundaries of the law; its ethical responsibility to go beyond legal standards and adhere to general moral expectations; and its discretionary responsibility to fulfil its philanthropic obligations. These four responsibilities also captured the essence of Carroll's four-category responsibility framework (Carroll, 1979, 1991, 1999).

Brammer et al. (2007) was the first study to examine the relationship between organisational commitment and employee perception of external CSR. External CSR was defined as the external image and reputation of the organisation. The study's findings posited that "employees may be expected to base their opinions of external CSR on internal and external information sources" (p. 1704). The construct of employee perception was operationalised according to three aspects of socially responsible behaviour: employee perceptions of CSR in the community, procedural justice in the organisation and the provision of employee training. However, there was no specific definition of PCSR mentioned in the study. Alternatively, Lee, Park, and Lee (2013), operationalised employee perception of CSR activities as the degree

to which employees perceived a company's support activities in furtherance of a social cause. Their study clarified the concept of CSR activities as being a second-order construct composed of three sub-dimensions: philanthropic, ethical and environmental activities. In another study, Glavas and Kelley (2014) explored the way perceived corporate social responsibility was related to employee attitudes (job satisfaction and commitment), and defined CSR as "caring for the well-being of others and the environment with the purpose of also creating value for the business" (p. 171). The term CSR was manifested in a company's strategies and operating practices that operationalised its relationship with and effects on both the natural environment and the well-being of all of its key stakeholders. This study distinguished Maignan and Ferrell's (2000) study by emphasising two additional stakeholders, the environment and social aspects, which contemporary society has expected.

Overall, an increasing number of empirical studies have tested the effects of CSR activities on employees' attitudes such as job satisfaction and commitment. However, the majority of these studies have tended to define the CSR domain only in terms that were relevant to their research interests. As highlighted above, very few studies have conceptualised PCSR by providing a clear domain and definition. Further, none of them have been suited to the hotel industry with regard to the stakeholder groups that are grounded in Carroll's four categories of CSR and stakeholder theory.

In recent years, the effect of business on the environment and the social community has received greater attention. Previous studies have suggested that CSR activities are better understood theoretically and tested empirically when they are organised by stakeholder type rather than by responsibility type (Park & Levy, 2014; Turker, 2009a). Because each responsibility type can possibly be linked to multiple stakeholders, a clear investigation of the activities linked with stakeholders or

beneficiaries could therefore be impeded (Clarkson, 1995; Lindgreen et al., 2009; Park & Levy, 2014; Turker, 2009a). Figure 2.1 below depicts the conceptual relationship between CSR responsibility type based on Carroll's (1979) four CSR categories and an organisation's stakeholders. The line shows how each responsibility type may be linked to multiple stakeholders.

Figure 2.1: Relationship between Carroll's (1979) Four CSR Categories and Organisation's Stakeholders

(Source: Developed by the author)
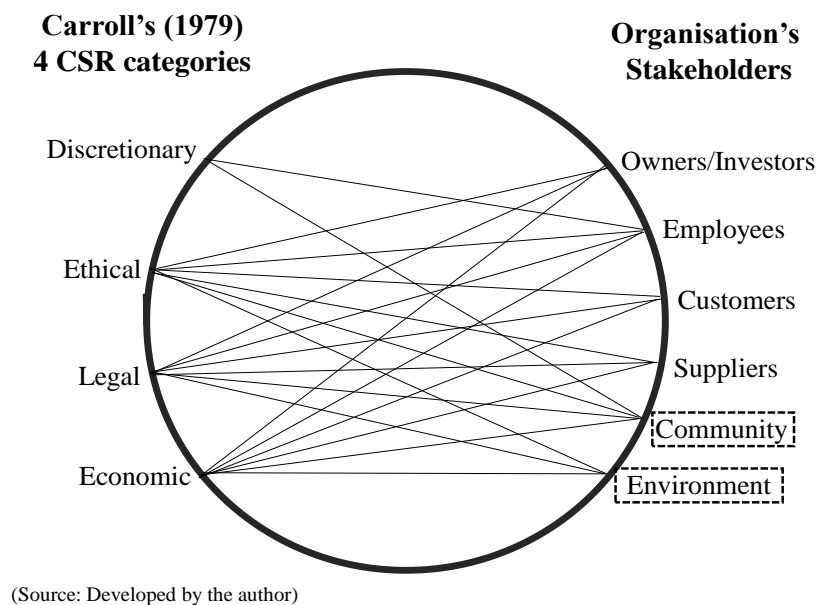
The environment and the community are included as stakeholders or beneficiaries in this study because the hotel sector creates a great deal of food and non-food waste and has a very high consumption of water and energy. As such, for hotels that are aware of the consequences of their business operations and implement proactive measures to minimise their negative effects on the environment or the community, these targeted measures can be regarded as hotel's CSR activities. These CSR activities, in turn, benefit these two key stakeholders and others in the long run.

Figure 2.2 displays the relationship. For example, a hotel may leverage its technology and implement paperless check-in and checkout procedures to eliminate the heavy consumption of paper during front desk operations. This CSR activity, as shown in the connecting line, is mainly ethical and discretionary in nature (CSR categories) creating benefits for two stakeholder groups: owners/investors and the environment. Therefore, the domain for hotel-specific CSR activities in this study adopts stakeholder groups as sub-dimensions of the PCSR construct (Park & Levy, 2014; Turker, 2009a) in which Carroll's four CSR categories of responsibility are embedded. The merit in this is that it closes the gap found in the previous unclear investigations of activities that are linked to stakeholders only and therefore may enhance the operationalisation of the PCSR construct.

Figure 2.2: Relationship of Hotel's Stakeholders and CSR Activities with CSR Categories

(Source: Developed by the author)
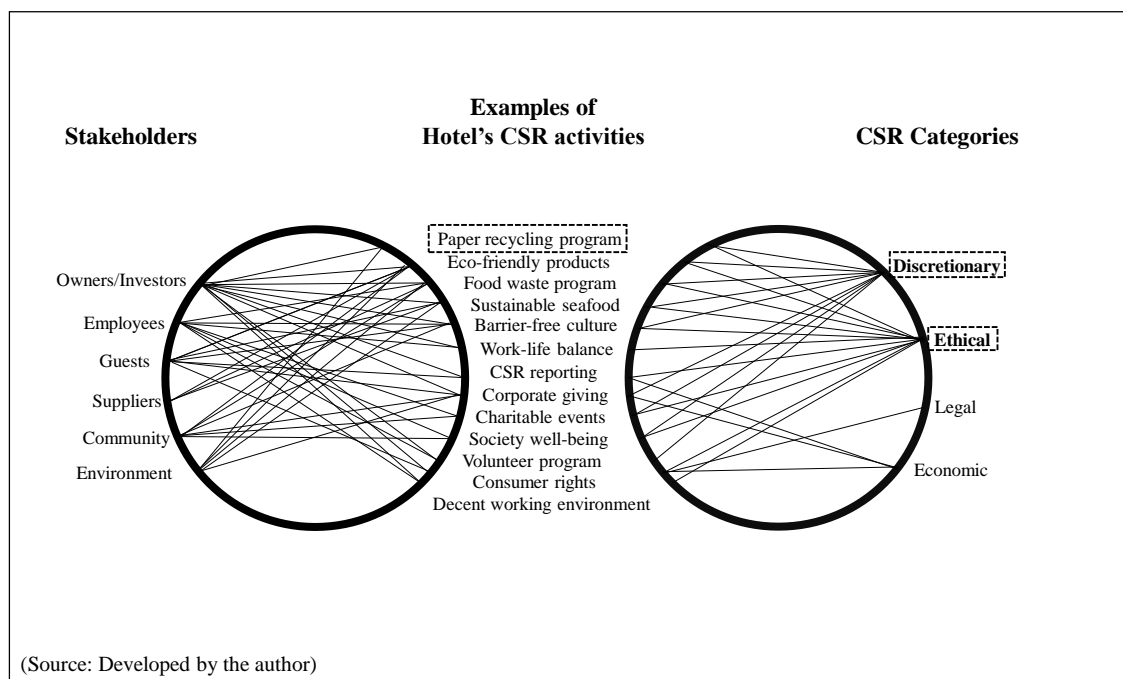
To operationalise PCSR, this study first defines it as the overall perception of hotel employees of their organisation's CSR activities. CSR activities comprise social responsibilities typifying economic, legal, ethical and discretionary citizenship for key stakeholders including employees, customers, owners/investors (Carroll, 1979; Maignan et al., 1999; Maignan & Ferrell, 2000), suppliers, the local community and the natural environment. Specifically, CSR activities refer to initiatives, programmes and/or policies implemented by hotel organisations that encompass areas such as the reduction of operational effects on the environment, contribution to the community through corporate giving and volunteering, and improvement to employee welfare and well-being. Some individuals might not have a strong view of their employer because it is a 'denier' or 'complier' in terms of its corporate responsibility maturity stage (Grayson & Nelson, 2013), only meeting its basic economic and legal responsibilities. Conversely, some individuals may view their employer as a good corporate citizen, i.e. highly socially responsible, because the organisation complies with many of the ethical and discretionary responsibilities expected of it (see Section 2.4). Employees' positive and negative evaluations are an important determinant of organisational success. The importance of PCSR is highlighted in the following section.

2.3.2 Importance of PCSR
2.3.2.1 Social Identity Theory

Relying on social identity theory, an organisation's socially oriented activities that enhance its identity are an important premise of this study. Organisational behaviour researchers who have studied the process by which employees come to identify with some organisations have coined the term organisational identification.

There are an increasing number of empirical studies of corporate citizenship focusing on organisational identification (De Roeck et al., 2014; Evans et al., 2011; Kim et al., 2010; Park & Levy, 2014). Organisational identification is deemed "one form of psychological attachment that occurs when members adopt the defining characteristics of the organisation as defining characteristics for themselves" (Dutton, Dukerich, & Harquail, 1994, p. 242). According to Ashforth and Mael's (1989) research on social identity theory and organisations, employees tend to classify themselves in social or other groups implying membership. An employee's perception of his or her group's identity (i.e., hotels in this study's context) will influence that member's (i.e., hotel employees') self-concept. Working in a socially responsible organisation thus strengthens its employees' self-image and self-esteem (Peterson, 2004), fulfilling the need for belonging, membership (Turban & Greening, 1997) and organisational identification (Evans et al., 2011; Kim et al., 2010).

Organisational identification can have both positive and negative effects on a member's sense of self. When organisational identification is strong, for example from good citizenship in this study, employees are proud to identify themselves with their employer. Having a strong self-concept and self-definition leads the employee to take an attitudinal approach to commitment as a result of a cognitive link (Mowday, Porter, & Steers, 1982; Porter, Steers, Mowday, & Boulian, 1974). Conversely, if the reputation of, for example a hotel's social performance, is perceived to be negative, social identity theory predicts there will be a detrimental effect on its employees' work attitude (Dutton et al., 1994). Organisational identification has long been recognised as a critical construct in the organisational behaviour literature, affecting both the satisfaction of the individual and the effectiveness of the organisation (Ashforth & Mael, 1989; O'Reilly & Chatman, 1986). With regard to the emphasis

on good corporate citizenship in CSR studies, social identity theory may explain the psychological mechanism underlying employees' favourable attitudes toward their organisation's CSR activities by fostering organisational identification and in turn, linking this to corresponding organisational behavioural outcomes.

2.3.2.2 Social Exchange Theory

Another important theory that links PCSR to organisational outcomes in this study is social exchange theory. Social exchange theory is among the most influential conceptual paradigms for understanding workplace behaviour because an exchange orientation provides an interesting avenue for research in relation to co-workers, work groups, supervisors and the organisation (Cropanzano & Mitchell, 2005). According to Blau (1964), social exchange refers to relationships that entail unspecified future obligations. In a business context, this notion is often contrasted with economic exchange characterised by short-term or transactional contracts. Social exchange is antithetically represented by more long-term relational contracts based on interdependent exchanges between an employer and employee (Cropanzano, Rupp, & Byrne, 2003). This reciprocal interdependent exchange ideology emphasises that the actions of one party lead to a responses by another. If, for example, a person supplies a benefit, the receiving party should respond in kind (Cropanzano & Mitchell, 2005). This response does not involve explicit bargaining but implicit cooperation, such as OCB, due to felt obligation. An organisation is benefited by the practical importance of OCB that improves organisational efficiency and effectiveness (Organ, 1988; Organ, Podsakoff, & MacKenzie, 2006). Examples of employees' exchange efforts include performing extra duties without complaint, volunteering to help co-workers or newcomers and using time efficiently without taking extra breaks. By and

large, a long-term relational contract between an employer and an employee is established through a sequential process involving rounds of exchange initiatives.

In this study, CSR activities can be regarded as exchange initiatives or activities that are geared towards the employee dimension in ways that cause feelings of indebtedness, for example, supporting an employee's career advancement by reimbursing his or her tuition fees. The positive perception resulting from the organisation engaging in this CSR activity (PCSR) may enhance the employee's commitment to the organisation, especially normative organisational commitment. Commitment is one of the macromotives underpinning relational contracts and social exchange (Blau, 1964). Macromotives are sets of attributes that characterise people's feelings and beliefs about their exchange partners (Konovsky & Pugh, 1994). This is another important premise of this study, that the CSR activities implemented by an organisation, and especially those that have a direct effect on its current employees, may be seen as input into the social exchange process that drives a person to believe in their exchange partner, thereby causing them to reciprocate with positive behavioural outcomes. Organisational commitment is a three-component construct. Employees that have a strong normative commitment based on a sense of obligation appear to have a stronger exchange orientation than the other two components of commitment.

Although previous organisational studies have examined employees' overall organisational commitment from the perspective of the welfare and employment conditions that positively lead to organisational citizenship behaviour (Cropanzano et al., 2003; Huang & You, 2011), empirical studies have omitted the strong exchange ideology underpinning the psychological mechanism related to employees' values and their interest in the overall CSR activities that benefit them. This important

knowledge gap in the CSR research suggests the need for further investigation into the mediating effects of the individual components using a multidimensional approach.

2.3.3 Organisational Outcomes of PCSR

There has been surprisingly little research addressing individual-level reactions associated with CSR and the concept of organisational identification (Aguilera et al., 2007; Evans et al., 2011; Peterson, 2004). According to a content analysis of 181 articles published in 17-top tier journals between 1970 and 2011, 33% of the articles focused on the institutional level of analysis, 57% studied CSR on an organisational level and only 4% focused on the individual (employee) level of analysis (Aguinis & Glavas, 2012). Further, CSR research is virtually absent from journals devoted to micro organisational behaviour (OB) and micro human resource management (HRM) (Aguinis & Glavas, 2012). The author conducted a review of the previous empirical research at the individual level of analysis and identified two broad research foci: employees' attitudinal and behavioural outcomes, as Table 2.1 below shows.

Table 2.1: Empirical Research on CSR at the Individual Level of Analysis

A. Employees' Attitudinal Outcomes		Sources
1.	PCSR and organisational identification	Carmeli, Gilat, & Waldman, 2007; De Roeck, Marique, Stinglhamber, & Swaen, 2014; Evans & Davis, 2008; Evans, Davis, & Frink, 2011; Greening & Turban, 2000; Jones, 2010; Kim, Lee, Lee, & Kim, 2010; Newman, Miao, Hofman, & Zhu, 2015; Park & Levy, 2014; Turban & Greening, 1997
2.	PCSR and organisational attractiveness	Evans & Davis, 2008; Greening & Turban, 2000; Turban & Greening, 1997
3.	PCSR and improved employee relations	Agle, Mitchell, & Sonnenfeld, 1999; Glavas & Piderit, 2009
4.	PCSR and organisational commitment	Aguilera, Rupp, Williams, & Ganapathi, 2007; Brammer, Millington, & Rayton, 2007; Collier & Esteban, 2007; Dhanesh, 2012; Du, Bhattacharya, & Sen, 2015; Glavas & Kelley, 2014; Hofman & Newman, 2014; Kim, Lee, Lee, & Kim, 2010; Kim, Song, & Lee, 2016; Lee, Kim, Lee, & Li, 2012; Maignan, Ferrell, & Hult, 1999; Newman, Thanacoody, & Hui, 2011; Peterson, 2004; Shen & Zhu, 2011; Turker, 2009b
5.	PCSR and affective commitment	Dhanesh, 2012; Jayabalan, Appannan, Low, & Ming, 2016; Lee & Kim, 2013
6.	PCSR and normative commitment	Dhanesh, 2012
7.	PCSR and continuance commitment	Dhanesh, 2012
8.	PCSR and an overall perception of justice	De Roeck, Marique, Stinglhamber, & Swaen, 2014
9.	PCSR and organisational trust	Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Lee, Kim, Lee, & Li, 2012; Lee, Song, Lee, Lee, & Bernhard, 2013
10.	PCSR and employee loyalty	Bhattacharya, Sen, & Korschun, 2011
11.	PCSR and employee engagement	Glavas & Piderit, 2009

Table 2.1: Continued

A. Employees' Attitudinal Outcomes (Continued)		Sources
12.	PCSR and employee attachment	Lee, Park, & Lee, 2013
13.	PCSR and job satisfaction	De Roeck, Marique, Stinglhamber, & Swaen, 2014; Du, Bhattacharya, & Sen, 2015; Glavas & Kelley, 2014; Lee, Kim, Lee, & Li, 2012; Lee, Song, Lee, Lee, & Bernhard, 2013; Valentine & Fleischman, 2008
14.	PCSR and retention	Jones, 2010
15.	PCSR and turnover intention	Du, Bhattacharya, & Sen, 2015; Jones, 2010; Kim, Song, & Lee, 2016; Lee, Kim, Lee, & Li, 2012; Newman, Thanacoody, & Hui, 2011
B. Employees' Behavioural Outcomes		**Sources**
16.	PCSR and in-role performance	Jones, 2010
17.	PCSR and organisational citizenship behaviour	Evans, Davis, & Frink, 2011; Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Jones, 2010; Lee & Kim, 2013; Lin, Lyau, Tsai, Chen, & Chiu, 2010; Newman, Miao, Hofman, & Zhu, 2015
18.	PCSR and customer-oriented behaviour	Lee, Song, Lee, Lee, & Bernhard, 2013

(Source: Compiled by the author)

Organisational involvement in CSR activities has been shown to positively influence the attitudes and behaviour of employees. Specifically, a number of studies have attempted to identify the positive effects of PCSR and organisational identification on an organisation's attractiveness to prospective employees (Carmeli et al., 2007; De Roeck et al., 2014; Evans & Davis, 2008; Evans et al., 2011; Greening & Turban, 2000; Jones, 2010; Kim et al., 2010; Newman et al., 2015; Park & Levy, 2014; Turban & Greening, 1997). Other major attitudinal outcomes have included improved employee relations (Agle, Mitchell, & Sonnenfeld, 1999; Glavas & Piderit, 2009), organisational commitment (Aguilera et al., 2007; Brammer et al., 2007; Collier & Esteban, 2007; Dhanesh, 2012; Du et al., 2015; Glavas & Kelley, 2014;

Hofman & Newman, 2014; Kim et al., 2010; Kim et al., 2016; Lee et al., 2012; Maignan et al., 1999; Newman et al., 2011; Peterson, 2004; Shen & Zhu, 2011; Turker, 2009b), an overall perception of justice (De Roeck et al., 2014), organisational trust (Hansen et al., 2011; Lee et al., 2012; Lee, Song, et al., 2013), employee loyalty (Bhattacharya, Sen, & Korschun, 2008), employee engagement (Glavas & Piderit, 2009), employee attachment (Lee, Park, & Lee, 2013), job satisfaction (De Roeck et al., 2014; Du et al., 2015; Glavas & Kelley, 2014; Lee et al., 2012; Lee, Song, et al., 2013; Valentine & Fleischman, 2008), retention (Jones, 2010) and turnover intention (Du et al., 2015; Jones, 2010; Kim et al., 2016; Lee et al., 2012; Newman et al., 2011).

Among the employees' attitudinal outcomes, the majority of the studies have focused on organisational identification and attractiveness, organisational commitment, job satisfaction, retention and turnover intentions. With regard to organisational commitment, only a few CSR studies have examined it using a multidimensional approach (Brammer et al., 2007; Dhanesh, 2012; Jayabalan et al., 2016; Lee & Kim, 2013). Among these limited studies, Brammer et al. (2007) found that internal CSR was positively correlated with affective commitment. Jayabalan et al. (2016) also confirmed this positive relationship using other CSR dimensions, namely: employee health and occupational safety, workplace diversity and employee compensation and benefits. Dhanesh's (2012) study found a positive relationship between ethical-legal dimension and affective commitment but there was no relationship with normative commitment and only a marginally negative relationship with continuance commitment. Given that organisational commitment is one of the most important attitudinal outcomes of employees, affecting their retention, the inadequacy of the studies exploring the relationship between PCSR and organisational commitment constitutes a huge knowledge gap in the CSR literature.

A few studies have addressed PCSR and organisational citizenship behaviour, or the extra-role behaviour of employees (Evans et al., 2011; Hansen et al., 2011; Jones, 2010; Lee & Kim, 2013; Lin et al., 2010; Newman et al., 2015). Evans et al. (2011) found a direct effect of Carroll's four CSR dimensions on OCB but only for employees that were helpful and compassionate. Another study found a direct effect for legal and ethical dimensions on OCB (Lin et al., 2010). Other studies have found indirect effects of PCSR on OCB through mediators such as affective commitment (Lee & Kim, 2013), organisational identification (Jones, 2010) and organisational trust (Hansen et al., 2011). Nevertheless, the direct effect of PCSR on OCB is still an under-researched area. With regard to customer-oriented behaviour, only one study on responsible gambling in the casino industry has examined the legal aspect of CSR and customer-oriented behaviour through the mediators of organisational trust and job satisfaction (Lee, Song, et al., 2013). The direct effect between PCSR and COB is also unknown.

In conclusion, only a small minority of CSR research has focused on the individual level of analysis (Aguinis & Glavas, 2012), particularly the attitudinal outcomes of affective commitment, normative commitment, continuance commitment and the behavioural outcomes of organisational citizenship and customer-oriented behaviour. Indeed, PCSR is a vibrant field of inquiry, and empirical research into its dynamics is at an early stage. Accordingly, it is important to address this important knowledge gap to understand the psychological mechanisms underpinning employees' responses to CSR (Aguinis & Glavas, 2012).

2.3.4 Measurement of PCSR Construct

CSR is regarded as a construct that is difficult to measure (Carroll, 1999; Tuzzolino & Armandi, 1981) because CSR does not seem to have a universally agreed-upon definition (McWilliams et al., 2006). Moreover, the different concepts and definitions developed since the 1950s encompassing CSR make its theoretical development and measurement difficult (McWilliams et al., 2006). When the alternative theme of corporate citizenship surfaced in the 2000s, various institutions developed different types of performance indicators to evaluate organisational performance, such as Fortune's reputation index and the nine-dimension index of social responsibility developed by Kinder, Lydenberg, Domini, & Co. (KLD) (Waddock & Graves, 1997). However, "these indices were not based on theoretical arguments and did not appropriately represent the economic, legal, ethical and discretionary dimensions of the construct" needed for empirical research (Maignan & Ferrell, 2000, p. 285). Despite previous efforts to measure socially responsible activities of organisations both in the academic and business communities (Turker, 2009a), there is still a paucity of measurement instruments available to capture employees' perceptions at the individual level of analysis (Park & Levy, 2014). For the purpose of measurement review, it makes sense to centre attention on more recent journal articles that are similar to the scope of this study. Table 2.2 outlines 24 articles in the area of micro-OB and micro-HRM in CSR research. The author selected the articles based on the constructs studied in relation to this study: organisational identification, organisational commitment, organisational citizenship behaviour and customer-oriented behaviour (Table 2.2). The PCSR measurement instrument and the dimensionality of the PCSR construct were also examined.

Table 2.2: A Review of PCSR Dimensionality from Previous Empirical Studies

Unidimensional Approach			
1 Dimension	Authors	Construct	Measurement scale
Social parameter: a) Corporate giving	Kim, Lee, Lee, & Kim (2010)	OI, OC	5-item perceived CSR measure (Lichtenstein, Drumwright, & Braig, 2004)
	Lee & Kim (2013)*	AOC, OCB	6 items (Brammer, Millington, & Rayton, 2007; Sheldon & Park, 2011)
	Lacey, Kennett-Hensel, & Manolis (2015)	Positive WOM	5-item perceived CSR measure (Lichtenstein, Drumwright, & Braig, 2004)
b) Volunteer-programme attitudes	Jones (2010)	OP, OI, OCB, IS	4 items
c) Social initiatives	Du, Bhattacharya, & Sen (2015)	OC, JS, IQ	3 items
Multidimensional Approach: Carroll's (1979) model			
4 Dimensions	Authors	Construct	Measurement Scale
a) Economic b) Legal c) Ethical d) Discretionary	Maignan, Ferrell, & Hult (1999)	OC	29-item scale
	Maignan & Ferrell (2000)	Scale development	18-item scale
	Peterson (2004)	OC	18-item scale (Maignan & Ferrell, 2000)
a) Economic b) Legal c) Ethical d) Discretionary	Evans & Davis (2008)	OA	18-item scale (Maignan & Ferrell, 2000)
	Evans, Davis, & Frink (2011)	OI, OCB	18-item scale (Maignan & Ferrell, 2000)
	Lee, Kim, Lee, & Li (2012)	OT, JS, OC, TI	30 items (Carroll, 1979; Corson, Steiner, & Meehan, 1974; Lee, Park, Moon, Yang, & Kim, 2009; Ostlund, 1977)
	Kim, Song, & Lee (2016)	OC, TI	13 items (Carroll, 1979; Lee, Song, Lee, Lee, & Bernhard, 2013)
3 Dimensions	Authors	Construct	Measurement Scale
a) Economic b) Ethical-legal c) Discretionary	Dhanesh (2012)	OC (AC, NC, CC)	18-item scale (Maignan & Ferrell, 2000)
a) Philanthropy b) Ethical c) Environment	Lee, Park, & Lee (2013)	EA	a) 6 items (Lichtenstein, Drumwright, & Braig, 2004) b) 5 items (Maignan & Ferrell, 2000) c) 3 items environment (Montgomery & Stone, 2009)

Table 2.2: Continued

Multidimensional Approach: Carroll's (1979) model (Continued)			
3 Dimensions	Authors	Construct	Measurement Scale
a) Economic b) Legal c) Philanthropy	Lee, Song, Lee, Lee, & Bernhard (2013)	OT, JS, COB	12 items (Carroll, 1979; Lee, Kim, Lee, & Li, 2012)
2 Dimensions	Authors	Construct	Measurement Scale
a) Social responsibility b) Environmental responsibility	Glavas & Kelley (2014)	JS, OC	8-item scale
Multidimensional Approach: Carroll's (1979) and Stakeholder's model			
4 Dimensions	Authors	Construct	Measurement Scale
a) CSR to society b) CSR to employees c) CSR to customers d) CSR to government	Turker (2009a)	OC	17-item scale
3 Dimensions	Authors	Construct	Measurement Scale
a) CSR-environment and community b) CSR-employees c) CSR-customers	Park & Levy (2014)*	OI	22 items
Aggregate Model			
Multi-construct	Authors	Construct	Measurement Scale
a) Community relations b) Treatment of women and minorities c) Employee relations d) Treatment of the environment e) Quality of services and products	Turban & Greening (1997)	OA	KLD ratings
a) Procedural justice b) External CSR c) Training & development	Brammer, Millington, & Rayton (2007)	OC	a) 6 items b) 1 item c) 3 items
a) Community outreach b) Diversity c) Workplace and employee issues d) Natural environment	Hansen, Dunford, Boss, Boss, & Angermeier (2011)	OT, OCB	KLD rating
a) Perceived internal CSR-employees b) Perceived internal CSR-customers	De Roeck, Marique, Stinglhamber, & Swaen (2014)	OJ, OI, JS	a) 4 items b) 5 items
a) Health and safety b) Work life balance c) Training and development d) Workplace diversity e) Compensation and benefits	Jayabalan, Appannan, Low, & Ming (2016)	OAC	
a) Legal compliance HRM b) Employee-oriented HRM c) General CSR facilitation HRM	Newman, Miao, Hofman, & Zhu (2015)	OI, OCB	a) 6 items b) 4 items c) 3 items

(Source: Compiled by the author)

Note. * stands for hotel sample. AC/AOC/OAC stands for affective organisational commitment. CC stands for continuance commitment. EA stands for employee attachment. IQ stands for intention to quit. IS stands for intention to stay. JS stands for job satisfaction. NC stands for normative commitment. OA stands for organisational attractiveness. OC stands for organisational commitment. OCB stands for organisational citizenship behaviour. OI stands for organisational identification. OJ stands for overall justice perceptions. OP stands for organisational pride. OT stands for organisational trust. TI stands for turnover intention.

Measuring PCSR can be broadly categorised into two main strands in empirical studies: Carroll's four-category framework or the aggregate model that combines different measures. First, it should be noted that there are altogether five studies that have taken a unidimensional approach to studying CSR. This dimension covers social parameters such as corporate giving, volunteering and social initiatives. The indicators of corporate giving include room night donations, restaurant contributions, donations from employee wages and cash and charitable contributions collected from customers on the property (Lichtenstein, Drumwright, & Braig, 2004). The study of Du et al. (2015) used three items to measure social initiatives. The items included 'My organisation is socially responsible'; 'My organisation has put in substantial resources to various social initiatives'; and 'My organisation is really committed to its social initiatives'. Despite these attempts to consider the social parameters of CSR only, they are not relevant to this study.

Carroll's four-category framework has been the most popularised among the empirical studies (Dhanesh 2012; Maignan & Ferrell, 2000; Peterson, 2004). Although there have been a number of criticisms of the original pyramid framework in the 1980s and early 1990s (Wartick & Cochran, 1985; Wood, 1991), after further development and clarification of the concept, considerable research has conducted in accordance with Carroll's four CSR categories (Schwartz & Carroll, 2003). Maignan and Ferrell (2000) who integrated the conceptual contributions of Carroll's (1979) model with stakeholder management theory, developed the most important scale. CSR was operationalised in a multidimensional construct: economic, legal, ethical and discretionary citizenship. The significance of their study is that a valid and reliable scale was developed based on the concept of corporate citizenship, which has subsequently been tested in two countries (the United States and France).

Nevertheless, the data gathered reflected managerial evaluations only, they were not conceptualised to capture the general employee's perception. The stakeholders in the study were also limited to customers, employees and the public. Yet, the instrument is one of the few that have provided a clear definition of PCSR, with sound psychometric properties. Thus, a few studies have borrowed Maignan and Ferrell's (2000) 18-item, corporate citizenship scale (Dhanesh, 2012; Evans & Davis, 2008; Evans et al., 2011; Peterson, 2004), and three studies have modified it into a three-dimensional construct: economic, ethical-legal and discretionary responsibilities (Dhanesh, 2012), philanthropic, ethical and environmental activities (Lee, Park, & Lee, 2013) and economic, legal and philanthropic CSR (Lee, Song, et al., 2013). Glavas and Kelley (2014) studied it in a two-dimensional construct: social and environmental responsibilities.

In response to the studies that have criticised the use of responsibility type to measure CSR (Clarkson, 1995; Lindgreen et al., 2009; Park & Levy, 2014; Turker, 2009a), Turker (2009a) extended the measurement literature by developing a scale incorporating both Carroll's (1979) model and stakeholders as a sub-dimension of CSR. The four-dimensional construct is: CSR to society, CSR to employees, CSR to customers and CSR to government. In another study of hotel frontline employees, Park and Levy (2014) further modified this into a three-dimensional construct covering CSR-environment and community, CSR-employees and CSR-customers.

In recent years, some CSR studies have used a multi-construct, aggregate model to measure organisational outcomes such as overall perception of justice, organisational identification and job satisfaction (De Roeck et al., 2014), organisational trust and organisational citizenship behaviour (Hansen et al., 2011), organisational affective commitment (Jayabalan et al., 2016) and organisational

identification and citizenship behaviour (Newman et al., 2015). For example, Brammer et al. (2007) measured procedural justice, external CSR and training and development using three different scales. Newman et al. (2015) adopted six items to measure the legal compliance of HRM, four items to measure employee-oriented HRM and three items to measure the general CSR facilitation of HRM. This explains the inconsistencies observed in the measurement of CSR.

Only three studies have developed instruments with sound psychometric properties; however, the limitations of their narrow stakeholder groups, focus on managerial evaluations and limited CSR dimensions (Glavas & Kelley, 2014; Maignan & Ferrell, 2000; Turker, 2009a) for understanding the collective perceptions of employees may have deterred the expansion of CSR knowledge for future CSR employee research. Finally, the samples used in these empirical studies have varied from very broad multi-industry executives (Dhanesh, 2012; Peterson, 2004; Turker, 2009a) to employees in single organisations (Brammer et al., 2007). Hospitality employees' samples have included, for example, the casino industry (Kim et al., 2016; Lee, Song, et al., 2013) where samples from hotel are very limited in size. Lee and Kim (2013) surveyed five hotels in the same international hotel group while Park and Levy (2014) surveyed hotel employees throughout the United States but using online surveys without detailed explanation of how respondents were selected. The limitations of the samples has opened the door to future research opportunities exploring CSR perceived by employees working in various hotel types and different hotel groups for better generalisability (Lee & Kim, 2013).

In short, the dimensionality of CSR has been dubious in previous employee CSR literature because some empirical studies have approached PCSR using a unidimensional construct, and others have used multi-dimensional constructs or

multi-constructs. Only one study has developed an instrument integrating Carroll's (1979) model and a stakeholder approach (Turker, 2009a), and only two articles have studied CSR in the hotel context (Lee & Kim, 2013; Park & Levy, 2014). Given the paucity of PCSR instruments used to measure hotel employees' perceptions in the micro OB and micro HRM contexts, there is a strong need to develop a self-reported instrument that can accurately capture employees' perceptions on an individual level.

2.4 CSR in the Business World

CSR is one of the most prominent concepts on the corporate agenda (Smith, 2003). An academic study by Kolodinsky, Madden, Zisk, and Henkel (2010) found that 90% of Fortune 500 firms embraced CSR as an essential element in their organisational goals. Further, as cited in Grayson and Nelson (2013), McKinsey's 2011 sustainability survey reported that more than 70% of over 3,200 companies from a range of industry sectors indicated that sustainability was either a top priority or within their top three priorities of the CEO's global agenda. The change of mind-set among CEOs and organisations in the twenty-first century is reckoned to be due to the success of many awareness campaigns implemented within the business community concerning the importance of sustainability and the efforts needed to weave social and environmental approaches into innovative business strategies and operations (Grayson & Nelson, 2013).

Different companies among the various industries and sectors may be at disparate stages of their evolution in terms of corporate responsibility maturity. According to Grayson and Nelson (2013), there are five evolutionary stages, namely: (a) denier; (b) complier; (c) risk mitigator; (d) opportunity maximiser; and (e) champion and transformer. Companies that are in the first stage deny any responsibility for their environmental, social and economic impact. Companies in the second stage are seen to be complying with legal requirements. However, legal requirements vary from country to country. Thus, doing business internationally, as many hotels do, may lead to inconsistencies in an organisation's business approach in different parts of the world. There are a growing number of companies entering the third stage of corporate responsibility maturity, seeking to mitigate risks. A small vanguard of risk mitigators has moved beyond this stage to become opportunity maximisers. These companies have taken a proactive 'solutions-oriented' approach to achieve for-profit business and commitment to sustainability. This is a challenging stage because it is only possible if companies find commercially attractive opportunities on a regular and systematic basis. Finally, companies that are in the final stage are "willing to share competitive technologies and expertise and to work in transformational partnerships with others in order to respond to the scale of global challenges" (Grayson & Nelson, 2013, p. 120). Many organisations that are opportunity maximisers have started to share their exemplary cases to enhance the overall development of social responsibility. Some corporations have ridden the bangwagon of CSR, reportedly to showcase their performance to shareholders and investors.

2.4.1 Development of CSR Reporting

Disclosure of social performance through CSR reporting has become the de facto law for businesses nowadays. Marlin and Marlin (2003), as cited in Jones, Comfort and Hillier (2006), provided a summary of CSR reporting in a three-stage development. The first phase was in the early 1970s, reporting was "seen to be composed of advertisements and annual reports" (p. 330). The focus was on environmental issues and was not linked to corporate performance. In the late 1980s, reporting, in the second phase, was "characterised by the introduction of a social audit, which examined the performance of companies with respect to their communities, employees, customers, suppliers and investors" (p. 331). Companies such as Ben & Jerry's and Body Shop were pioneers of this approach. The last phase occurred in the late 1990s when the social auditing approach was expanded to include the introduction of externally certified standards.

The Global Reporting Initiative's (GRI) sustainability reporting guidelines are the world's most accepted and widely used certified standard for reporting on the environment, society and the economy (Global Reporting Initiative, n.d.). Key examples of financial performance-related ratings are the Dow Jones Sustainability Index (McIntosh, Thomas, Leipziger, & Coleman, 2003), Fortune reputation rating and KLD evaluations (Margolis & Walsh, 2003). Measurements of environmental practices include ISO 14001, which focuses on organisational processes to manage environmental issues (McIntosh et al., 2003). AA1000S provides a standard for social dimensions, comprising the principles and process of planning, accounting, auditing, reporting, embedding and stakeholder engagement (McIntosh et al., 2003). LEED certification (Leadership in Energy and Environmental) is a unified approach using metrics to measure the greening of global furniture, fixtures and equipment (FF&E)

(U.S. Green Building Council, 2015). EarthCheck is one of the certified standards that is supported by the hotel industry and implemented by such organisations as the Banyan Tree, Dusit International, the Peninsula Hotels, Hard Rock Hotel, TAJ Hotels Resorts and Palaces, Las Vegas Sands Corporation, Langham Hospitality Group, Alila Hotels and Resorts, Carlson Rezidor Hotel Groups, Melia Hotels International, Sandals Resorts International and Design Hotels (EarthCheck, n.d.). All in all, multinational corporations have increasingly realised that it is not only important to be a good corporate citizen, but also, through CSR reporting, to recognise that it drives innovation, helps growing business and increase their organisation's value (KPMG, n.d.).

2.4.2 CSR Reporting in the Hospitality Industry

Through the implementation of Agenda 21, the emphasis of CSR reporting has escalated to an international level. The World Travel and Tourism Council (World Travel and Tourism Council, n.d.) and the World Tourism Organisation (UNWTO) (UNWTO, n.d.) have promoted sustainable tourism by setting international guidelines. In general, the hospitality industry in the United States has focused its CSR reporting on environmental issues and the efficient use of energy and technology (Holcomb et al., 2007; Kalisch, 2002). With regard to hospitality organisations within the United Kingdom and the EU countries, CSR reporting have focused more on "equal opportunities, non-discrimination, working conditions, fair pay, vocational training and life-long learning, health and safety and the relationship between all levels of employers and employees" (Holcomb et al., 2007, p. 463).

Holcomb et al. (2007) was one of the first research papers looking at CSR on hotel companies in the public domain. Their findings revealed that 80% of the hotel

companies' CSR reporting at that time was related to charitable donations. Sixty percent of the hotel companies reported diversity policies, and 40% mentioned social responsibility in their vision or mission statements. The study suggested there were five categories that best fit hotel companies' reporting: "community, environment, marketplace, vision and values and workforce" (Holcomb et al., 2007, p. 466).

In terms of the maturity stages of corporate responsibility, as mentioned in Section 2.4, there have been a few companies at the 'opportunity maximiser' or 'champion and transformer' stages that have been willing to share their competitive technologies and expertise and to work at transformational partnerships (Grayson & Nelson, 2013). Shangri-La Hotels and Resorts, for example, adopted the GRI in CSR reporting in 2010. It benchmarked the industry by providing comprehensive coverage of the CSR programmes since 2005. Its 'Sustainability' programme had engaged 40,800 employees in over 70 properties worldwide with the objective to remain financially viable and operationally sustainable in five key areas (Shangri-La Hotels and Resorts, n.d.). The first area is 'Environment', referring to climate change mitigation; biodiversity conservation; ozone depletion; water use management; indoor air quality and water disposal management. Its 'health and safety' programme offered its employees knowledge of safety prevention, anti-discrimination and sexual harassment seminars and crisis management workshops. In terms of its 'employees', the commitment focused on a clear, honest and respectful interactions. A work-life balance programme was featured, promoting physical and mental health, including sports events, yoga, meditation classes and weight management. Its 'supply chain' referred a responsible procurement policy that preferred local community-based suppliers and the use of eco-friendly products to instigate growth and development in the community. Finally, its 'stakeholder relations' extended to the wider community

such as 'care for people' and 'care for nature' projects that promoted children's health and education, biodiversity conservation and habitat protection, respectively (Shangri-La Hotels and Resorts, n.d.).

According to Ghassan Aidi, President of the International Hotels and Restaurants Association, "many hospitality businesses have been effective at reducing energy consumption and associated carbon emissions" (Aidi, 2012, p. 220). For example, Hilton Worldwide has used its LightStay system to conserve enough energy to power 5,700 homes a year. Between 2009 and 2011, IHG used its Green Engage initiative to deliver a 15% reduction in energy consumption per available room night (Aidi, 2012). The Marriott Hotel group (Marriott, n.d.) also reduced energy consumption by 13% between 2007 and 2009 (Aidi, 2012). To mitigate the effects of business on the natural environment, their goals were focused on five areas, namely "(a) to further reduce energy and water consumption by 25% per available room; (b) to create green construction standards for hotel developers; (c) to green the multi-billion dollar supply chains; (d) to educate associates and guests to support the environment; and (e) to invest in innovative conservation initiatives including rainforest protection and water conservation" (Fuller, 2012, pp. 40-42). In terms of food waste, the Jumeirah Group has recycled over 56 tonnes of food waste to be used in gardens as fertilisers (Lawless, 2012). Aidi (2012) suggested changing the attitude of the sector towards food waste and to view it innovatively as a resource.

With regard to the luxury resorts, Sonu Shivdasani, Founder of Six Senses and CEO of Soneva, has created a pioneering vision for green tourism by coining the concept of barefoot and intelligent luxury. He has posited that luxury holidays and care for the environment can co-exist (Shivdasani, 2012). In accordance with this principle many CSR initiatives have been implemented. For example, roof insulation

that yields a potential energy saving of 50%, sensors in doors and windows, solar thermal collectors, banned imported water and replacement of plastic straws with biodegradable paper straws. 'EcoCare Maldives' has campaigned to protect sharks and UNESCO's Biosphere Reserve has been created to ensure that the area remains pristine and is used in a sustainable manner (Shivdasani, 2012). With respect to community outreach programmes, the president and CEO of Kempinski Hotels, Reto Wittwer, has stated that "employees are more likely to feel attracted to and stay within companies that have a positive impact on the environment and that have a business purpose that goes beyond producing guest facilities" (Wittwer, 2012, p. 205). One of Kempinski's 'Stop TB Partnership' programmes (part of the World Health Organisation) committed to combating tuberculosis, has received favourable support from its employees, who share the knowledge they gain with their families and friends. The workplace can thus become a remarkable springboard to reach the local community (Wittwer, 2012).

Unlike other industries, hotels form a very special sector that can become an industry specific contributor to social responsibility by engaging in environmental protection, supporting philanthropy, volunteering, using responsible supply chains and providing responsible workplaces. The examples are summarised in Appendix 2 showing the key areas of CSR contributed by hotels. These include biodiversity conservation; reducing the carbon footprint; conserving energy; managing water and waste; recycling and reusing; donations; partnership with non-governmental organisations to help disadvantaged families and vulnerable people; caring for society's well-being; supporting eco-friendly and fair-trade products; providing honest disclosure of hotel's products; providing awareness and education programme to suppliers, customers and employees; supporting workforce diversity; enhancing

employees well-being, health and occupational safety; and providing fair compensation and welfare benefits.

2.4.3 CSR Climate in Hong Kong

Although the concept of corporate social responsibility (CSR) has endured for decades in the United States and Europe (Carroll, 2004), only a minimal number of studies have been undertaken to explore the CSR initiatives, activities and programmes of businesses in Hong Kong (Tsai, Tsang, & Cheng, 2012). In fact, it is only recently that CSR has become a hot topic in Hong Kong because the majority of Hong Kong businesses are run by SMEs, and debates still revolve around the bottom line issue of financial returns (Carroll & Shabana, 2010). In 2012, CSR Asia developed a CSR guide for Hong Kong's SMEs (CSR Asia, n.d.). This proactive move was in response to the positive rollout of the Caring Company Scheme (Caring Company, n.d.), a programme similar to the accreditation concept in which companies are regarded as 'trustworthy' based on their CSR performance in collaboration with NGOs. CSR has subsequently received greater attention and higher awareness among human resource practitioners, owners and employees due to the snowball effect.

Hotel employees in Hong Kong are certainly more aware of CSR compared to a decade ago. The majority of the five-star hotels in Hong Kong are managed by international hotel chains and are engaged in CSR reporting. Employees are made aware of CSR activities and programmes through social media and the socialisation process of employee communications (Smidts, Pruyn, & Van Riel, 2001). Individual perceptions of whether their employer is a 'good citizen' or socially oriented affects the employees' attitudes (Maignan et al., 1999; Peterson, 2004) and the role they play as members of their organisation (Evans & Davis, 2008). One study showed that

"employees prefer to work in socially responsible organisations and their organisational commitment level is positively affected by CSR to society, natural environment, next generations, non-governmental organisations, employees and customers" (Turker, 2009b, p. 201). Employees are proud to identify with organisations that have a favourable reputation (Kim et al., 2010; Turban & Greening, 1997), and their work attitudes reflect this (Peterson, 2004). To understand in what ways employees' attitudes and their associated behaviour are influenced, it is important to measure employee perception at an individual level.

2.5 Organisational Commitment

2.5.1 Overview of OC

Organisational Commitment is one of the concepts related to work commitment, with extensive research devoted to it in the literature on organisational psychology and organisational behaviour. Organisational commitment theory has a very solid theoretical foundation because it has been a topic of long standing interest for management scholars (Morrow, 1983). The construct of organisational commitment has also played an increasingly important role in studies of work attitudes and behaviour (Morrow, 1983).

According to Meyer and Herscovitch (2001), commitment has been defined and measured in many different ways (Meyer & Allen, 1991; Morrow, 1983; Mowday et al., 1982). Due to disagreements over dimensionality among early researchers, many scholars have subsequently formulated their own definitions and measures of work commitment instead of relying on the existing approaches to it (Morrow, 1983). Some authors have viewed commitment as a singular or unidimensional construct (Becker, 1960; Mowday, Steers, & Porter, 1979; Wiener, 1982), whereas others have argued

that it should be multidimensional. The mainstream conceptualisation of the multidimensional construct, however, is borrowed from two different perspectives, O'Reilly and Chatman's (1986) model and Meyer and Allen's (1991) three-component model. In contrast to O'Reilly and Chatman who labelled commitment as three distinct forms or types (i.e. compliance, identification and internalisation), Meyer and Allen (1991) argued that it was more appropriate to consider affective, continuance and normative commitment as components, instead of distinct types, because employees' relationships with their organisation might reflect varying degrees of all three (Meyer & Allen, 1997).

Mowday et al. (1979), who conducted much of the original research on organisational commitment, developed a 15-item organisational commitment questionnaire that measured attitudinal or affective commitment. This measurement instrument was then shortened to a 9-item version. Later, Meyer and colleagues (Allen & Meyer, 1990; Meyer & Allen, 1984, 1991; Meyer et al., 1993) developed an 18-item scale comprising affective commitment, normative commitment and continuance commitment measures. This instrument has frequently been used in recent research (Ellemers, de Gilder, & van den Heuvel, 1998).

The three components of commitment (affective, normative and continuance) are related to an employee's mind-set that binds the individual to his or her organisation (Meyer & Herscovitch, 2001). The primary behavioural outcome of all three mind-sets is the same: continued employment. Employees who are committed to an organisation are less likely to quit. This was clearly demonstrated when continuance and normative commitment were being conceptualised. Affective commitment is more diverse and includes not only continued employment, but also attendance and performance (Meyer & Allen, 1991). In particular, affective

commitment shows a weak, negative relationship with absenteeism, tardiness and turnover (George & Jones, 2012). Overall, "the expected behavioural consequences of commitment to an organisation have included lower turnover, reduced absenteeism and improved performance, as discussed above, plus increased organisational citizenship behaviour" (Meyer & Herscovitch, 2001, p. 310). Further, commitment has not only been positively correlated with job performance, but also job satisfaction, job involvement and extra-role behaviour, in addition to being negatively correlated with turnover and absenteeism (Wang, 2009).

2.5.2 Definitions of OC

Organisational commitment has been defined in many different ways in the work commitment literature (Meyer & Allen, 1997; Meyer & Herscovitch, 2001). In early studies, there was little consensus concerning the definition of the concept and its measurement (Buchanan, 1974; Morrow, 1983). Most of the scholars viewed and conceived of organisational commitment as a singular construct and related it to the psychological bond established between employees and their organisations. For example, Kanter (1968, p. 499) described it as "the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations which are seen as self-expressive" to their organisation, whereas Sheldon (1971) viewed it as providing "a positive evaluation of an organisation and an intent to work toward the goals of the organisation (p. 144). A summary of the various definitions of commitment is shown in Appendix 3 (Appendix 3 – Definitions of Commitment).

Buchanan (1974) has extended psychological bonding to include affective orientation. Organisational commitment was described as "a partisan, affective

attachment to the goals and values of an organisation, to one's role in relation to the goals and values, and to the organisation for its own sake, apart from its purely instrumental worth" (Buchanan, 1974, p. 533). As such, commitment was related to "the relative strength of an individual's identification with and involvement in a particular organisation" (Porter et al., 1974, p. 604). Subsequently, the focus of the definitions gradually shifted to other aspects, i.e. the calculative and moral dimensions of commitment (Buchanan, 1974; Mowday et al., 1979). The notion of calculative dimension was taken from Becker's (1960) side-bets theory, where commitment was used to explain a conscious psychological state that is shaped by environmental conditions and has implications for "consistent behaviour" (p. 33). Wiener's (1982) definition of "the totality of normative pressures to act in a way which meets organisational goals and interests" (p. 421) highlighted the dimension of values and morality that encouraged employees to remain in an organisation.

The lack of consensus on the definition of commitment, has indeed contributed to the subsequent efforts to conceptualise the construct of organisational commitment. Porter et al. (1974) criticised the restricted definitions that only explained an employee's mental attachment to his or her organisation (Morrow, 1983; O'Reilly & Chatman, 1986). Thereafter, various definitions elicited from different dimensions started to form the basis of a multiple component perspective of organisational commitment (Meyer et al., 1990). In his review of the studies from the 1990s, Fields (2002) showed that there was a growing consensus that commitment was not unidimensional but was a multidimensional construct in the same way that affective attachment, potential costs and moral obligation were, as highlighted above. O'Reilly and Chatman (1986) proposed that commitment reflected discrete combinations of the psychological foundations that tied employees to their organisation (Fields, 2002;

Meyer & Allen, 1997). The nature of a psychological bond could take three forms: compliance, identification and internalisation. O'Reilly & Chatman (1986) wrote:

> Compliance occurs when attitudes and behaviour are adopted not because of shared beliefs but simply to gain specific rewards. In this case, public and private attitudes may differ. Identification occurs when an individual accepts influence to establish and maintain a satisfying relationship; that is, an individual may feel proud to be a part of a group, respecting its values and accomplishments without adopting them as his or her own. Internalisation occurs when influence is accepted because the induced attitudes and behaviour are congruent with one's own values; that is, the values of the individual and the group or organisation are the same (p. 493).

Some researchers have questioned whether compliance should be viewed as a component of commitment or the opposite because it is distinct from other common definitions (Fields, 2002). There have also been difficulties in distinguishing between identification and internalisation because the measures have tended to correlate highly with one another. Similar patterns have occurred with the correlations of measures with other variables (Meyer & Allen, 1997). As such, O'Reilly and Chatman's (1986) study only served to sensitise researchers to the multidimensional nature of commitment.

Meyer and Allen (1991) noted the variation in definitions and stated that the commonality observed in viewing commitment as a psychological state was that it "(a) characterised employee's relationship with the organisation, and (b) has implications for the decision to continue membership in the organisation" (p. 67).

Subsequently, organisational commitment was generally defined as "a psychological link between the employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organisation" (Allen & Meyer, 1996, p. 252). This definition reflected three broad themes: commitment reflecting an affective orientation toward an organisation, recognition of the costs associated with leaving an organisation and the moral obligation to remain with an organisation. The construct comprises three variables: affective commitment, normative commitment and continuance commitment. Since individual employees remain in an organisation due to different reasons, the multidimensional approach to commitment derived from different conceptual bases (Allen & Meyer, 1996; Meyer & Allen, 1991; Meyer & Allen, 1997) is therefore appropriate in this research context. It helps to examine the underlying psychological mechanisms that drive employees to have positive responses to an organisation's CSR activities. Dimensions and measurement of the OC construct are discussed in the following section.

2.5.3 Dimensions and Measurements of OC
2.5.3.1 Dimensions of OC

Meyer and Allen's (1991) study of the three-component conceptualisation of organisational commitment identified three approaches, namely affective, normative and continuance commitment. In their words:

> Affective commitment refers to an employee's emotional attachment to, identification with and involvement in their organisation. Employees with a strong affective commitment continue employment with their organisation because they want to do so. Normative commitment reflects a feeling of

obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with their organisation. Continuance commitment refers to an awareness of the costs associated with leaving an organisation. Employees whose primary link to their organisation is based on continuance commitment remain because they need to do so (p. 67).

According to the definitions of commitment as summarised in Appendix 3, affective commitment is derived from a common concept of affective attachment or orientation toward an organisation. Kanter (1968) defined it as "cohesion commitment" meaning "the attachment of an individual's fond of affectivity and emotion to the group" (p. 507). Buchanan (1974) also stated that commitment was "a partisan, affective attachment to the goals and values of an organisation, to one's role in relation to the goals and values, and to the organisation for its own sake, apart from its purely instrumental worth" (p. 533).

Normative commitment, being a less common component, refers to the obligation or moral responsibility to remain with an organisation. This can be seen in Wiener's (1982) definition, which described it as "the totality of internalised normative pressures to act in a way which meets organisational goals and interests" (p. 421) and the definitions of other authors (Marsh & Mannari, 1977; Wiener & Gechman, 1977). The notion suggests that individuals remain in an organisation solely because "they believe it is the right and moral thing to do" (Meyer & Allen, 1991).

Continuance commitment is defined by its 'cost-based nature as depicted in Appendix 3. This concept originates from Howard Becker's (1960) side-bet theory of commitment, which describes it as a disposition to engage in consistent lines of activity. He stated that:

Commitment contains an implicit explanation of one mechanism producing consistent human behaviour. Commitments come into being when a person, by making a side bet, links extraneous interests with a consistent line of activity. Side bets are often a consequence of the person's participation in social organisations" (p. 32).

In the context of organisational commitment, a side bet is made when something of importance to an individual (e.g. job security, pension or medical benefits) becomes a cost associated with leaving a company. Without recognising this cost, there is no commitment. Even if a person has such an interest he or she will not act to implement it unless he or she believes it to be necessary. It is a conscious psychological state that is shaped by environmental conditions (e.g. the existence of side bets) and has implications for behaviour (e.g. continued employment with an organisation) (Meyer & Allen, 1991). In terms of previous empirical studies, affective organisational commitment has appeared to generate the most research interest, compared to the other two components: normative and continuance commitment (Allen & Meyer, 1996; Ellemers et al., 1998; Wang, 2009).

2.5.3.2 Measurements of OC

There is a considerable amount of academic research on the scales of organisational commitment (Fields, 2002). The organisational commitment questionnaire (OCQ) developed by Mowday et al. (1979) is a 15-item scale used to assess the acceptance of organisational values, the willingness to exert effort and the desire to maintain membership in an organisation (Meyer & Allen, 1991). It has been the most commonly used measure of affective attachment because it has been regarded as 'psychometrically adequate and stable' due to strong evidence of its internal consistency, test-retest reliability, and convergent, discriminant and predictive validity (Meyer & Allen, 1991). However, the OCQ primarily measures affective commitment alone (Fields, 2002).

In terms of measures used to assess commitment conceptualised as perceived cost, there are some inherent problems in Ritzer and Trice's (1969) and Hrebiniak and Alutto's (1972) studies of whether the measures reflect a cost-induced commitment (Meyer & Allen, 1984, 1991). Likewise, Marsh and Mannari's (1977) 4-item measure of lifetime commitment and Wiener and Vardi's (1980) 3-item scale measuring normative commitment have only achieved internal consistency. Further, the psychometric properties of the scale have not been reported (Meyer & Allen, 1991). Other measurement scales have included the psychological attachment instrument (Sutton & Harrison, 1993), organisational commitment (Cook & Wall, 1980; Marsden, Kalleberg, & Cook, 1993) and organisational commitment scales (Balfour & Wechsler, 1996).

Allen and Meyer (1996) directed substantial attention toward the operationalisation of organisational commitment. The measure of the affective, continuance and normative commitment scales has been used in a wide variety of

samples and settings (Allen & Meyer, 1996) and has been critically examined both empirically and conceptually by a number of researchers (Cohen, 1996; Dunham, Grube, & Castaneda, 1994; Hackett, Bycio, & Hausdorf, 1994; McGee & Ford, 1987; Vandenberg & Self, 1993). The original 24-item scale (Meyer & Allen, 1997) with eight items falling under each component was subsequently shortened to six items each. The revised 18-item scale was adopted in this study.

2.6 Organisational Citizenship Behaviour

2.6.1 Overview of OCB

Organisational citizenship behaviour (OCB) has grown rapidly in the management literature (Groth, Mertens, & Murphy, 2005). From 1983 to 1988 there were more than 122 papers published on the subject. That number amounted to an almost ten-fold increase over the period from 1993 to 1998 (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Research interest in citizenship-like behaviour has expanded from the field of organisational behaviour to a variety of different domains and disciplines such as human resource management (Borman & Motowidlo, 1993; Paine & Organ, 2000), marketing (Bettencourt & Brown, 1997; Kelley & Hoffman, 1997; MacKenzie, Podsakoff, & Ahearne, 1988; MacKenzie, Podsakoff, & Fetter, 1993; MacKenzie, Podsakoff, & Paine, 1998; Podsakoff et al., 2000), strategic management (Cappelli & Rogovsky, 1998; Podsakoff et al., 2000) and international management (Farh, Earley, & Lin, 1997).

The topic of citizenship behaviour has incorporated many related concepts such as organisational citizenship behaviour (Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Smith, Organ, & Near, 1983), contextual performance (Borman & Motowidlo, 1993), prosocial organisational behaviour (Brief & Motowidlo, 1986; Dozier &

Miceli, 1985; Puffer, 1987; Staw, 1984), organisational spontaneity (George & Brief, 1992), extra-role behaviour (Van Dyne, Cummings, & McLean-Parks, 1995) and whistle blowing (Dozier & Miceli, 1985; Staw, 1984). Schnake's (1991) comprehensive review of the organisational citizenship literature observed that OCB, prosocial organisational behaviour and extra-role behaviour were all used to describe the same or very similar behaviour. However, over 20 years of research, OCB has been shown to be distinct from other related employee behaviour and a variety of antecedents and outcomes have been identified (Groth et al., 2005).

Citizenship-like behaviour has been marked by the conventional wisdom of the human relations era in the late 1930s that assumed a worker's satisfaction would affect his or her productivity (Organ et al., 2006, p.31). In 1938, Chester Barnard wrote his book on the functions of the executive and initiated the concept of willingness to cooperate (Barnard, 1938). According to Podsakoff et al. (2000), the roots of almost every form of citizenship behaviour can be traced back to Katz (1964) who raised the distinction between dependable role performance (in-role behaviour) and innovative and spontaneous behaviour (extra-role behaviour) (Katz, 1964; Katz & Kahn, 1966). Katz presented three types of behaviour that have been critical to organisational effectiveness: "First, joining and staying in the organisation; Second, meeting or exceeding standards of performance; Third, innovatively and spontaneously going beyond prescribed roles to perform actions such as cooperating with and protecting other organisation members, undertaking self-development and representing the organisation favourably to outsiders" (Coleman & Borman, 2000, p. 26). Subsequently, Organ (1977) suggested an expanded domain of performance behaviour labelled OCB and suggested that this construct might be considered as a part of the total job performance. Organisational citizenship behaviour is defined as

"individual behaviour(s) that are discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promote the effective functioning of the organisation" (Organ, 1988, p. 4).

González and Garazo (2006) suggested that OCB has several behavioural dimensions and is a multi-dimensional construct. Organ (1988) proposed five dimensions of OCB which includes altruism, conscientiousness, sportsmanship, courtesy and civic virtue. In simple terms, it is about helping other members of an organisation; preventing problems deriving from work; not complaining about trivial matters; responsible participation in the firm and conscientious role performance (Organ, 1988). It is one of the most widely used OCB dimension and is a sign of willingness to go beyond prescribed job roles. Williams and Anderson (1991) proposed the separation of Organ's five-dimensional framework into OCB-O behaviour (sportsmanship, civic virtue and conscientiousness) that benefitted the organisation in general and OCB-I behaviour (altruism and courtesy) that immediately benefitted specific individuals and indirectly contributed to the organisation (Organ, 1997). Later on, Farh, Zhong, and Organ's (2004) study of OCB in the Chinese context suggested a concentric model of OCB dimensions that provided a holistic view of beneficiaries within four arenas: society, organisation, group and self.

Given the dramatic increase in OCB research, there are many overlapping concepts between constructs. Farh et al. (2004) categorised them into seven common dimensions, namely (a) helping behaviour (altruism); (b) sportsmanship; (c) organisational loyalty; (d) organisational compliance; (e) individual initiative; (f) civic virtue and (g) self-development. Paine and Organ (2000) highlighted the importance of studying dimensionality across other cultures apart from the empirical

research based on studies conducted in the United States (Farh et al., 2004).

2.6.1.1 Antecedents and Outcomes of OCB

According to Podsakoff et al. (2000), empirical research has focused on four major categories of antecedents, namely "individual (or employee) characteristics, task characteristics, organisational characteristics, and leadership behaviour" (p. 526). The reliable antecedents have included job attitude (Organ, 1988), job satisfaction (Bateman & Organ, 1983; Morrison, 1994; Williams & Anderson, 1991), cultural influences (Farh et al., 1997; Farh et al., 2004; Paine & Organ, 2000), organisational commitment (Cropanzano et al., 2003; de Gilder, 2003; Organ & Ryan, 1995; Williams & Anderson, 1991) and transformational leadership behaviour (Podsakoff et al., 1990).

In the management research literature, OCB has been found to affect overall organisational effectiveness (Borman & Motowidlo, 1993; Organ, 1988; Paine & Organ, 2000). The practical importance of OCB is that it improves organisational efficiency and effectiveness by contributing to resource transformation, innovativeness and adaptability (Organ, 1988). Although there is little direct empirical evidence, there are several potential reasons why OCB influences work group and/or organisational performance, which in turn contribute to organisational success. According to Podsakoff et al. (2000), OCBs may:

(a) enhance co-worker productivity; (b) enhance managerial productivity; (c) free resources up for more productive purposes; (d) reduce the need to devote scarce resources to purely maintenance functions; (e) serve as an effective means of coordinating activities between team members and across work groups; (f)

enhance the organisation's ability to attract and retain the best people by making it a more attractive place to work; (g) enhance the stability of organisational performance, and (h) enhance an organisation's ability to adapt to environmental changes (pp. 544-545).

More recent studies have suggested that OCB contributes to the creation and development of social capital; thus it contributes to building a competitive advantage (Bolino, Turnley, & Bloodgood, 2002). Moreover, both the conceptual literature and empirical studies support the direct and indirect contributions of OCB to the customer's perception of service quality (Bell & Menguc, 2002; Bienstock, DeMoranville, & Smith, 2003; Hui, Lam, & Schaubroeck, 2001; Lin, Hung, & Chiu, 2008; Morrison, 1996) and customer loyalty (Castro, Armario, & Ruiz, 2004).

2.6.2 Definitions of OCB

The dramatic growth of OCB research into related management domains has made it difficult to define due to the conflicting conceptual connotations among scholars from different disciplines. Dennis Organ first coined the phrase 'organisational citizenship behaviour' after drawing on the work of Barnard (1938), Katz (1964) and Katz and Kahn (1966). OCB was initially defined as on-the-job behaviour not ordinarily incorporated into formal on-the-job descriptions, and it was frequently associated with two dimensions: altruism and generalised compliance (Bateman & Organ, 1983; Smith et al., 1983). This definition was later supplemented by the concept of 'the good soldier syndrome' (Organ, 1988) and OCB was redefined as:

individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organisation; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable (p. 4).

Given the conceptual and operational difficulties with restrictive assumptions, i.e. that OCB is discretionary and unrewarded, Organ (1997) redefined OCB to bring it more in line with Borman and Motowidlo's (1993) definition of "contributions to the maintenance and enhancement of the social and psychological context that supports task performance" (p. 91). It was supported by Farh et al. (2004) that OCB is not part of the formal or enforceable requirements of a job and that it has substantial positive consequences in the social, psychological, organisational and political contexts.

Other frameworks related to OCB have included prosocial organisational behaviour (POB), contextual performance and extra-role behaviour. POB is a concept that is closely related to the OCB dimension of altruism. Brief and Motowidlo (1986) proposed a broad working definition of it, with 13 specific kinds of prosocial organisational behaviour. The definition provided that such behaviour be: "(a) performed by a member of an organisation; (b) directed toward an individual, group or organisation with whom he/she interacts while carrying out his or her organisational role, and (c) performed with the intention of promoting the welfare of the individual, group or organisation toward which it is directed" (p. 711). Brief and

Motowidlo (1986) highlighted three distinctions between different kinds of prosocial behaviour. First, they said, POBs are organisationally functional. Second, POBs are role prescribed. Finally, POBs involve the targets that prosocial acts are directed at, such as co-workers (i.e. supervisor, peer or subordinate) or customers of an organisation. In general, POB describes "any behaviour in an organisational setting aimed at improving the welfare of someone to whom the behaviour is directed" (Organ et al., 2006, p. 32). POB might include helping a co-worker with a personal issue such as offering advice on how to improve childcare. The behaviour specified is not limited to any specific or direct organisational relevance provided that it occurs within an organisational setting. Motowidlo's interest in organisational behaviour soon led him to work with Borman and others (e.g. Borman & Motowidlo, 1993) on contextual performance.

Contextual performance was previously studied by a group of industrial psychologists in a large-scale human resource project for the United States Army (Borman & Motowidlo, 1993; Organ et al., 2006). This group bifurcated overall job performance into task performance and contextual performance and found that the best predictors of individual task performance were knowledge, skills and abilities (KSAs), with a focus on cognitive abilities and general intelligence. Alternatively, contextual performance was defined by those "contributions that sustain an ethos of cooperation and interpersonal supportiveness of the group" (Organ et al., 2006, p. 31). The form of contextual performance has been described as interpersonal facilitation, such as helping colleagues and job dedication, including self-disciplined behaviour with respect to rules and the use of time. In general, contextual performance is very similar to the helping and general compliance dimensions of OCB. However, the contextual performance framework includes no reference to what is expected with

regard to job descriptions or formal rewards, as specified in the restrictive assumptions of OCB. Accordingly, the concepts operationally defined by those measures are different (Organ et al., 2006).

George and Brief (1992) developed the concept of organisational spontaneity, drawing from Katz (1964) in discussing 'innovative and spontaneous' behaviour that promotes organisational effectiveness. Similar to OCB, this behaviour includes "cooperating with others, protecting the organisation, volunteering constructive and creative ideas, self-development, and cultivating a favourable view of the organisation by outsiders" (Organ et al., 2006, p. 32). Organ et al. (2006) gave extra-role behaviour (ERB) a meaning similar to that of OCB, defining it as "behaviour that attempts to benefit the organisation and that goes beyond existing role expectations" (p. 33). Van Dyne et al. (1995) positioned the helping dimension (altruism) of OCB within the larger framework of ERB. In simple terms, altruism "enhances the affective bonds among organisational members, arises from and generates positive emotional states of members, and promotes consensus rather than conflict" (Organ et al., 2006, p. 33).

In contrast to the helping dimension (altruism) of OCB, whistle blowing highlights the unethical or illegal practices occurring within an organisation. According to Dozier and Miceli (1985) and Staw (1984), whistle blowing is the act of revealing an improper organisational practice to someone who might be able to correct it. Staw (1984) pointed out that if organisational wrongdoing is openly brought to the attention of persons outside of an organisation, for example to a person in the media, the whistle-blowing act might be regarded as threatening to the organisation (Brief & Motowidlo, 1986). In contrast, if the wrongdoing is revealed to persons within the organisation, for example to persons with higher levels of authority,

it might more readily be interpreted as an effort to benefit the organisation, which is clearly a prosocial act directed toward the organisation.

As discussed above, there are many overlapping conceptualisations of OCB. However, Organ's (1988) definition has been applied to this study because his OCB dimensions cover a broader framework backed by voluminous research. Additionally, Organ's definition has been identified as a certain work behaviour that, at least in the long run, leads to organisational effectiveness (Van Dyne, Graham, & Dienesch, 1994). Therefore, his dimensions and measurements of OCB will be discussed in the following section.

2.6.3 Dimensions and Measurements of OCB
2.6.3.1 Dimensions of OCB

In spite of the proliferation of research on OCB, there has been a lack of consensus on its dimensionality (Podsakoff et al., 2000). This study has reported that there are almost 30 potentially different forms of citizenship behaviour. The most commonly accepted conception of OCB in the Western context has been Organ's (1988) five-dimensional typology, which includes altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Due to its long history and high degree of research consistency, this framework has been widely adopted in the OCB literature (Podsakoff et al., 2000).

Altruism is the "discretionary behaviour that has the effect of helping a specific other person with an organisationally relevant task" (Bearden & Netemeyer, 1999, p. 440; MacKenzie et al., 1993, p. 71). Good citizens tend to help co-workers to minimise work related problems (Organ et al., 2006). Conscientiousness is the "behaviour that goes well beyond the minimum role requirements of the organisation"

(Bearden & Netemeyer 1999, p. 440; MacKenzie et al., 1993, p. 71). It describes activities that exceed work role requirements such as spontaneous obedience to organisational rules and regulations, lower rates of absenteeism, strict punctuality and less time spent on breaks (Organ, 1988). Conscientiousness has implications for productivity and accountability in the workforce (Wang, 2009). Sportsmanship is the "willingness on the part of a salesperson to tolerate less than ideal circumstances without complaining" (Bearden & Netemeyer, 1999, p. 440; MacKenzie et al., 1993, p. 71). It relates to a positive work attitude, avoidance of complaints and giving substantial support to the organisation. Courtesy describes behaviour that enhances the organisational communication system and that takes steps to prevent problems from occurring; for example, giving advance notice, communicating in a timely manner, and transferring information to involved parties (Organ et al., 2006). Civic virtue is "behaviour indicating that the salesperson responsibly participates in and is concerned about the life of the company" (Bearden & Netemeyer 1999, p. 440; MacKenzie et al., 1993, p. 71). It is indicative that employees prioritising organisational interests. Civic virtue includes attending meetings that are not mandatory, discussing work-related issues on personal time and "sharing informed opinions and new ideas with others" (Graham, 1991, p. 255).

Williams and Anderson (1991) divided Organ's five OCB dimensions into two distinct subgroups, namely (a) OCB-O behaviour (sportsmanship, civic virtue and conscientiousness) that benefits the organisation in general and (b) OCB-I behaviour (altruism and courtesy) that immediately benefits specific individuals, thereby indirectly contributes to the organisation (Organ, 1997). Similarly, this categorisation of OCB into OCB-I and OCB-O aligns well with Coleman and Borman's (2000) contextual performance behaviour including 'interpersonal support' and

'organisational support' (Hackett, Farh, Song, & Lapierre, 2003).

OCB's long historical development has also resulted in cultural variations, namely the Western context and the Chinese context. The different dimensions of these variations are compared in Appendix 4 – Comparison of OCB Dimensions and Measurements. Farh et al. (1997) conducted a study in Taiwan to explore the similarities and differences between the Western and Chinese contexts. Five dimensions (TOCB) were developed to explore the topic, including (a) identification with the company, (b) altruism toward colleagues, (c) conscientiousness, (d) interpersonal harmony and (e) protecting company resources. Among these dimensions, the first three appear to be similar to Organ's (1988) dimensions of civic virtue, altruism and conscientiousness. The other two dimensions, interpersonal harmony and protecting company resources, can be attributed to a context that is strongly rooted in the Chinese culture: in-group collectivism, which is distinguishable from universal collectivism (Farh et al., 1997).

Apart from Taiwan, Farh et al. (2004) extended OCB research to the mainland Chinese context to explore the varying cultures and economic systems within the People's Republic of China (China). The study collected 726 OCB items commonly observed in the workplace and the results identified 10 OCB dimensions (COCB). Five of the dimensions, i.e. taking the initiative, helping co-workers, voice, group activity participation and promoting the company image, are similar to the common OCB dimensions empirically investigated in the Western context. Another five dimensions are extensions of these, namely self-training, social welfare participation, protecting and saving company resources, keeping the workplace clean and interpersonal harmony. Keeping the workplace clean refers to maintaining the neatness and cleanliness of a workplace. It is considered to be a form of

conscientiousness, or indication of thoughtfulness, in many organisations (Farh et al., 2004). The other two, self-training and protecting and saving company resources, have also been mentioned by Western authors without being empirically investigated. It is suspected that China is at a more advanced stage of economic development than appears. However, due to the scarcity of resources at the time of the study, which was a decade ago, support for training was relatively limited compared to the West. Conserving resources (e.g. office supplies) may have been a salient form of OCB in terms of cost cutting. The dimension of interpersonal harmony is identical to the TOCB given that the Chinese people have long been known for their concern for solidarity and harmony in social relationships. Additionally, social welfare participation is quite unique in China in that it is rooted in the communist legacy. Very often, employees are required to participate in state-sanctioned activities, such as blood donation, tree planting and adherence to the one-child policy to assure that their organisation has a good relationship with the government, and in turn, a guaranteed supply of resources from the government for the organisation to survive. This concept is prominent in cultural studies of Hofstede's (1980) dimensions of individualism-collectivism. Collectivism is characterised by a tight social framework in which people distinguish between in-groups and out-groups. For example, employees expect their in-group (organisation) to look after them. Employees are said to believe that they owe absolute loyalty to the organisation as a reciprocal exchange. Further, the masculinity-femininity paradigm places emphasis on the collectivist culture and cooperative relationships (Organ et al., 2006; Paine & Organ, 2000).

Notwithstanding the foregoing, neither the TOCB nor COCB are applicable to Hong Kong because Hong Kong is a cosmopolitan city that thrives on international trade and commerce (Chiu & Ng, 2010), and the economic systems in Hong Kong

and China are different. The five extended COCB dimensions that have been formulated are derived from a unique Chinese sample that varies from samples in Hong Kong. Although Hong Kong tends to have similar cultural values in terms of collectivism and femininity, and cherishes cooperation and interpersonal harmony, Paine and Organ's (2000) cross cultural study on OCB posited that even though Taiwan and Hong Kong have collectivist cultures they are more strongly focused on the family than on organisations. Nonetheless, Hong Kong was crowned the 'Best Business City in the World' at the 2012 Business Traveller Asia-Pacific Travel Awards (Yuen, 2013, October 21). According to the Global Financial Centres Index, it is the world's number three financial centre in terms of competitiveness, only ranked after New York and London (China Daily Asia.com, 2014). As such, Hong Kong's business environment has constantly attained a very high international standard. All of the high tariff A hotels and many of the high tariff B hotels that are managed by renowned brands (see Table 4.3), have a mix of employees from different cultural backgrounds and nationalities that cater to the needs of their international travellers. Due to the nature of the hotel industry, local employees tend to be exposed to international corporate cultures with strong Western influences.

Lam, Hui, and Law's (1999) cross-country study of OCB, including employees from Hong Kong, used the Western OCB scale developed by Podsakoff et al. (1990). The structure of the dimensions was found to be the same across samples from Hong Kong, Japan, Australia and the United States (Fields, 2002; Lam et al., 1999). Chiu and Ng's (2010) study of female employees in Hong Kong also adopted Western OCB scale of Smith et al. (1983). With respect to the voluminous and fruitful literature stemming from Organ's (1988) seminal work in this area, and based on the previous literature, employees in Hong Kong should be familiar with the Western OCB context.

As such, this study has adopted Organ's (1988) definition, dimensions and measurements in combination with Williams and Anderson's (1991) OCB-I and OCB-O categorisation as shown in Figure 2.3.

Figure 2.3: Categorisation of OCB in the Western Context
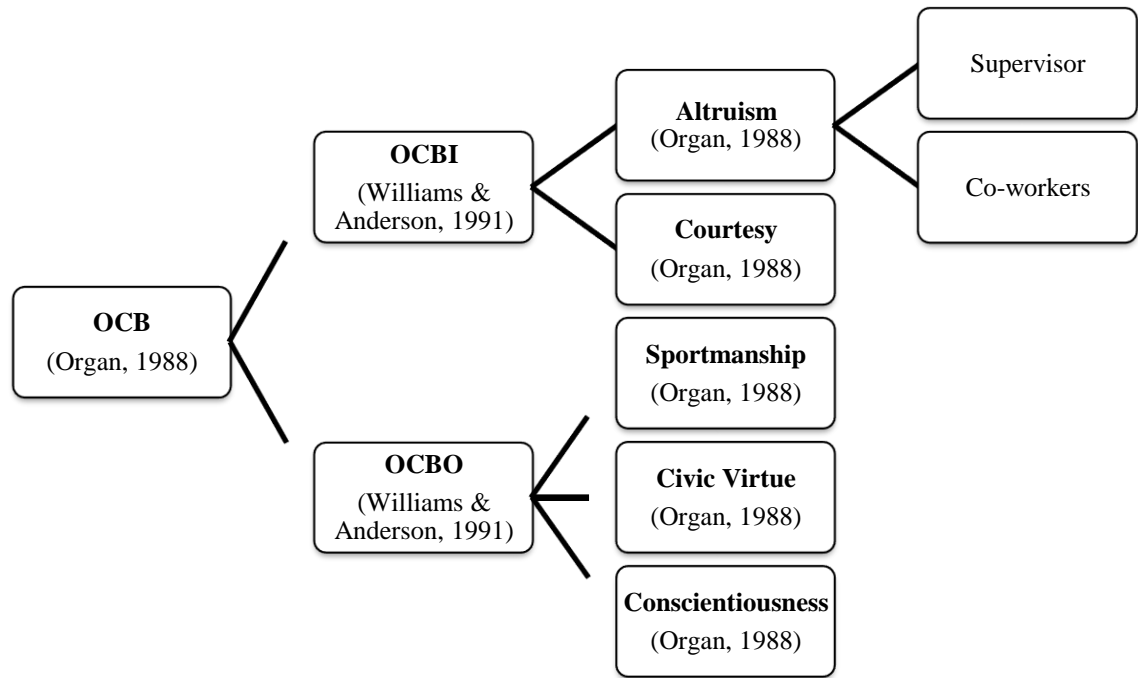
(Source: Organ, 1988; Williams & Anderson, 1991)

2.6.3.2 Measurements of OCB

As listed in Appendix 4 – Comparison of OCB dimensions and measurements, Smith et al. (1983) developed a 16-item behaviour rating scale involving two factors, altruism and generalised compliance (Coleman & Borman, 2000). Subsequently, Organ (1988) added other constructs to his OCB model. In addition, the 24-item organisational citizenship behaviour scale developed by Podsakoff et al. (1990) has been frequently used in OCB studies. Because both the reliability and validity of the instruments have been substantial in numerous empirical studies in Western societies,

they have become the standard for measuring Organ's five OCB dimensions (Hackett et al., 2003; Lam et al., 1999).

With respect to OCB in the Chinese context, Farh et al. (1997) modified the Western OCB dimensions and developed 20 items to measure organisational behaviour in Taiwan, followed by an 18-item scale with 10 dimensions to explore the content domain in China (Farh et al., 2004). Paine and Organ (2000) suggested that researchers take into account of the cultural differences when defining what constitutes OCB in various countries. Following Organ's (1997) suggestion, this study adopts the entire domain of constructs proposed by Podsakoff et al. (1990).

2.7 Customer-oriented Behaviour

2.7.1 Overview of COB

Both service marketing researchers and practitioners have been studying the concept of customer orientation (Stock & Hoyer, 2005). It has been said that customer-oriented organisations benefit from a greater degree of customer loyalty and satisfaction (Chen, 2007). Customers are a primary concern in modern society (Chen, 2007), especially in a service economy where service quality and customer satisfaction have been identified as the two main elements in the customer service process (Susskind, Borchgrevink, Brymer, & Kacmar, 2000). In spite of the intangible nature of services and the high level of customer interaction, customer orientation can be expected to play a crucial role in an organisation's economic success (Hennig-Thurau, 2004).

Customer orientation is important because service employees exhibiting a high degree of customer orientation are said to engage in behaviour that increases the satisfaction of their customers (Dunlap et al., 1988). The term customer orientation is

also understood to be interchangeable with service orientation or market orientation as a result of different theoretical perspectives that have emerged from diverse disciplines (Teng & Barrows, 2009). Research on this topic has been conducted at two levels of analysis, namely the (a) organisational level (Kohli & Jaworski, 1990) with respect to a company's customers and competitors (Stock & Hoyer, 2005), and the (b) individual level related to the interpersonal contact between employees and customers (Stock & Hoyer, 2005). Viewed from the perspective of Saxe and Weitz's (1982) study of the needs dimension, customer orientation relates to the "ability of salespeople to help their customers and the quality of the customer-salesperson relationship" (p. 343).

In terms of the organisational level, many management studies have examined service orientation and its role in enhancing a company's competitive advantage in such areas as foodservice enterprises (Kim, Leong, & Lee, 2005) and manufacturing companies (Bowen, Siehl, & Schneider, 1989). The implication is that service-oriented companies can satisfy their customers through specific market-oriented and service-oriented procedures. By training their employees to establish the fundamental tenets of organisational behaviour, a company can develop a corporate ethos differentiating it from competing firms (Kim et al., 2005). Many researchers have also argued that service orientation is a key factor that generates higher levels of employee job satisfaction (Kohli & Jaworski, 1990), organisational commitment (Kohli & Jaworski, 1990; Lee, Park, & Yoo, 1999) and organisational citizenship behaviour (Donavan, Brown, & Mowen, 2004).

From an individual-level perspective, an employee's behaviour in person- to-person interactions is influenced by his or her personality traits, which in turn, influence the worker's service performance (Brown, Mowen, Donavan, & Licata,

2002). According to Donavan et al. (2004), this perspective is consistent with traditional views of personality. Personality research has a long history in marketing and is known to predict such things as salesperson performance (Brown et al., 2002). As Pervin and John (1997) observed, personality relates to the "characteristics of the person that account for consistent patterns of feeling, thinking, and behaving" (p. 4). The exercise of customer-oriented behaviour by an employee results from a combination of personal (e.g. personality traits, goals, functional motives) and environmental factors (e.g. nature of the job, short-term situational effects) (Donavan et al., 2004). As such, many studies have been interested in the selection process of service-oriented job applicants who possess such personality traits. Studies have also examined the internal benefits reaped by service employees through their ability to improve their personality traits to satisfy customers, and in turn to enhance their job satisfaction (Donavan et al., 2004). Service-oriented employees with a customer-first disposition are most likely to satisfy customers (Chen, 2007). Ultimately, job satisfaction from positive servicing experience increases employees' commitment and benefits to the firm through extra-role behaviour such as performance of OCB (Donavan et al., 2004; González & Garazo, 2006).

Many researchers have examined the consequences of customer-oriented behaviour, namely organisational commitment (Brown et al., 2002; Chen, 2007; Hennig-Thurau, 2004; Kim et al., 2005; Lee et al., 1999; Perryer & McShane, 2008) and organisational citizenship behaviour (Brown et al., 2002; Donavan et al., 2004). Despite the quantity of research on customer orientation from the perspective of individual personality traits, (i.e. possessing customer-oriented behaviour that enhances job satisfaction through positive customer interactions), this study has

departed from the previous literature, arguing that customer-oriented behaviour is a behavioural outcome (Perryer & McShane, 2008; Stock & Hoyer, 2005).

2.7.2 Definitions of COB

Although researchers have used the concept of service orientation and customer orientation interchangeably, these concepts can be independently identified according to the different perspectives taken by marketing scholars in the personal selling (Saxe & Weitz, 1982), psychology (Hogan, Hogan, & Busch, 1984) and services marketing literature relating to personality traits (Brown et al., 2002). First, the definition of COB can be traced back to Saxe and Weitz's (1982) study of customer orientation in salespeople's behaviour. Saxe and Weitz termed it customer-oriented selling and viewed it from a marketing perspective. They called for an integrated, companywide approach to customer satisfaction and establishing mutually beneficial, long-term relationships. Customer-oriented selling was defined as a way of doing business at the individual level, i.e. salespeople. The term referred to the "degree to which salespeople practice the marketing concept by trying to help their customers make purchase decisions that will satisfy customer needs" (Saxe & Weitz, 1982, p. 344). Saxe and Weitz (1982) also borrowed the dimension of 'concern for others' from previous interpersonal behaviour models and considered low pressure selling, needs satisfaction and problem solving to be selling approaches when they developed the SOCO scale to measure customer orientation. Saxe and Weitz's approach was supported by Stock and Hoyer's (2005) attitude-behaviour model of salespeople's customer orientation, which was based on "employee's behaviours [sic] that are geared toward satisfying customers' needs adequately" (p. 536).

Alternatively, Hogan et al. (1984) broadly defined service orientation as "a set of attitudes and behaviour that affects the staff of any organisation and its customers" (p. 167). This referred to the disposition to be helpful, thoughtful, considerate and cooperative at the individual level. Chen (2007) adopted the ideology of Hogan et al. (1984) and defined service orientation as a corporate culture from the 'customer first' point of view. Similarly, from the services marketing literature, Brown et al. (2002) defined service orientation in terms of employee customer orientation and stated that it was "an employee's tendency or predisposition to meet customer needs in an on-the-job context" (p. 111). Their studies extended the previous literature by improving the understanding of personality traits in determining performance outcomes. As Spivey, Munson, and Locander (1979) suggested, an outgoing personality is predictive of sales success in retail sales. Therefore, this study is not interested in understanding the correlation of employees' personality traits with performance outcomes such as job satisfaction or organisational commitment. Instead, customer-oriented behaviour is conceptualised in a manner consistent with the previous research of Saxe and Weitz (1982) on customer orientation. This study adopts Saxe and Weitz's (1982) definition, grounded in the ability of salespeople to help their customers by engaging in behaviour that increases customer satisfaction (Stock & Hoyer, 2005). Customer-oriented behaviour is defined as the ability of employees, who have customer interaction on a daily basis, to help customers by engaging in discretionary behaviour that increases customer satisfaction. The discretionary behaviour includes low pressure selling, problem solution selling approaches and needs satisfaction (Saxe & Weitz, 1982; Stock & Hoyer, 2005). In terms of measuring COB, because half of the Saxe and Weitz's (1982) 24-item SOCO (Sales Orientation-Customer Orientation) scale is related to selling orientation, items, which

may not apply in the context of customer-contact employees, Stock and Hoyer's (2005) attitude-behaviour model of salespeople's customer orientation has been used to measure the relevant variables. Related behaviour includes "trying to help to achieve the customer's goals, discussing the customer's needs, and trying to influence the customer with information rather than by pressure" (p. 538). The details are discussed in the following section.

2.7.3 Dimensions and Measurements of COB

The first attempt to directly measure customer orientation at the individual level was made by Saxe and Weitz in 1982 (Brown et al., 2002). The 24-item SOCO scale (Sales Orientation-Customer Orientation) was designed to measure the degree to which a salesperson engages in customer-oriented selling. It includes 12 positively phrased customer orientation items and 12 negatively phrased selling orientation items (Saxe & Weitz, 1982), with seven components in the scale, namely "(a) a desire to help customers make satisfactory purchase decisions; (b) helping customers assess their needs; (c) offering products that will satisfy those needs; (d) describing products accurately; (e) adapting sales presentations to match customer interests; (f) avoiding deceptive or manipulative influence tactics; and (g) avoiding the use of high pressure" (Saxe & Weitz, 1982, p. 344). In general, the scale was designed to help organisations understand their employees' beliefs about their ability to satisfy customer needs. Saxe and Weitz's (1982) study indicated that the notion that customer orientation is related to sales performance. Since the publication of the SOCO scale (Bearden & Netemeyer, 1999), several other studies in management research have investigated this construct (Michaels & Day, 1985; Williams & Attaway, 1996).

Other researchers have performed investigations from the perspective of service orientation. It has been suggested that having an outgoing personality is predictive of sales success in retail sales (Spivey et al., 1979), and therefore employee personality is an important dimension (Brown et al., 2002). Hogan et al. (1984) defined service orientation as a combination of three basic personality traits: adjustment, sociability and agreeableness. They developed a 94-item SOI scale, which was later shortened to 14 items with the 3 subscales of empathy, virtue and sensitivity. The scale was based on measuring service dispositions or personality traits. However, it was criticised on the ground that service behaviour might not be accurately predicted (Teng & Barrows, 2009).

The 39-item McBride's biodata instrument, developed by Peters in 1894 and modified by McBride, Mendoza, and Carraher (1997), contains three topical scales, namely good impression, sociability and helpfulness, and measures behaviour through job analysis. It is effective for identifying service orientation at all levels of contact employees. Nevertheless, the scale formation has been criticised for not being extensive enough, and only two of its dimensions, i.e. good impression and sociability, have demonstrated a significant correlation with the service-rating criterion (Teng & Barrows, 2009). SPI was developed by Lee-Ross (1999) to measure employees' attitudes and perceptions. The 7 dimensions of this 18-item scale are disposition, extra, affinity/understanding, competence/ability, deference, individual, consideration and communication. According to Teng and Barrows' (2009) comparison of service orientation measures for hospitality employees, both SOI (Hogan et al., 1984) and Biodata (McBride et al., 1997) measures have had high validity and stability whereas SPI's (Lee-Ross, 1999) predicted dimensionality has been unstable in certain studies.

Kelley (1992) was among the first researchers to study the construct of customer orientation of service employees (COSE) (Hennig-Thurau, 2004). Hennig-Thurau (2004) built on his study and suggested that the customer orientation of a service firm's customer-contact employees is crucial to business success. However, these studies examined the organisational climate, organisational socialisation and personal constructs such as motivational effort and direction, which are not appropriate for this study. Because hotel customer-contact employees share job role characteristics similar to the salespeople in Stock and Hoyer's (2005) study, the attitude-behaviour model with six items was chosen. All of the statements, however, have been subject to further refinement to suit the context of this study.

2.8 Conclusion regarding Knowledge Gaps in the CSR Literature

CSR has been a subject of considerable debate in the business world for more than half a century. The natural fit between social responsibilities and stakeholder theory has enhanced the strategic adoption of CSR in management studies. However, CSR is still a broad concept without a universally agreed upon definition. Thus, it has been very difficult to measure due to the diversity of its conceptual development. Although Carroll's (1979) four CSR categories in the total social responsibility framework have made operationalisation of CSR easier, the majority of the current CSR literature has focused on top management and the views of external stakeholders such as customers. These studies have been carried out at an organisational and institutional level of analysis, whereas the individual level (employee research) has been the least researched.

At the individual level of analysis, employees' attitudinal and behavioural outcomes have been the two broad research foci. Among the empirical studies,

employees' perception of their organisation's CSR activities have been positively correlated with organisational identification and attractiveness, organisational commitment, job satisfaction, retention and turnover intentions. Organisational commitment has generally been studied as one general construct in the CSR literature. However, it has regularly been examined as a three-component model in many organisational behavioural studies because affective commitment, normative commitment and continuance commitment are derived from very different conceptual bases. The absence of a comprehensive conceptualisation of organisational commitment may have deterred understanding of the underlying mechanisms that link employees' positive responses to CSR activities. Furthermore, there has been a scarcity of articles on employee behavioural outcomes such as organisational citizenship and customer-oriented behaviour. This calls for further and more in-depth employee research.

PCSR is still a relatively young field of research, and empirical studies have adopted different approaches to conceptualise and operationalise the PCSR construct. However, there is a dearth of research conceptualising PCSR with a clear domain and definition. Only a few studies have developed PCSR instruments with sound psychometric properties. However, the number of PCSR dimensions being used were inconsistent in these researches. Further, the data gathered have only reflected managerial evaluations and there have been a limited number of stakeholder groups being identified. The samples used in these empirical studies have also varied from multi-industry business organisations to single organisations. Given the paucity of PCSR instruments used to measure hotel employees' perceptions in the micro OB and micro HRM contexts, there is a strong need to develop a self-reported instrument that can accurately capture employees' perceptions of their organisation. An industry-

specific sample can enhance the generalisability of the empirical results for the entire hotel industry.

2.9 Chapter Summary

This chapter has reviewed the conceptual development of CSR, its relationship with stakeholder theory and the relevancy and implications for the hotel industry. The domain and definitions of PCSR were developed in this section. Drawing upon social identity theory and social exchange theory, this chapter also discussed the importance of PCSR outcomes on positive employees' attitudes and behaviour. The limitations of measuring PCSR were thoroughly examined through a literature review of 23 articles. The trend of CSR reporting among the hospitality industry was highlighted, which explains the importance of employees' perceptions of socially oriented organisations. An overview of the key constructs, namely, organisational commitment, affective commitment, normative commitment, continuance commitment, organisational citizenship behaviour and customer-oriented behaviour were presented, with individual examinations of their definitions, dimensions and measurements. Finally, this chapter concluded with the limitations and knowledge gaps found in the current CSR literature. It summarised the strong need for employee research in developing a PCSR instrument to investigate employee responses to CSR activities implemented by their organisations.

CHAPTER 3 CONCEPTUAL MODEL AND HYPOTHESES

3.1 Introduction

This chapter introduces the conceptual model and research hypotheses. The first section explains how the conceptual model was developed from social identity and social exchange theories. Second, it hypothesises the relationships between the key constructs in this study. Finally, a brief summary of this chapter is presented.

3.2 Conceptual Model and Hypotheses

Based on the comprehensive literature review and one of the important research gaps found in micro organisational behaviour and HRM in CSR research, this section develops a conceptual model to examine the relationship between an employee's perception of CSR activities and organisational employee-related outcomes to explain the unknown underlying mechanisms. The conceptual model was constructed to guide this study. Figure 3.1 below depicts perceived corporate social responsibility (PCSR) as the independent variable, with organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB) as the dependent variables, and affective commitment (AC), normative commitment (NC) and continuance commitment (CC) as the mediating variables.

Figure 3.1: Conceptual Model
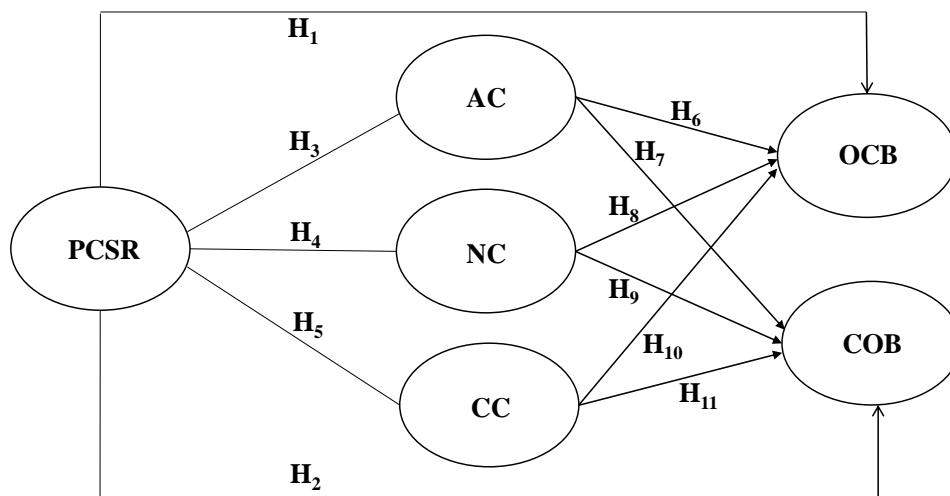
Note. PCSR stands for perceived corporate social responsibility; AC stands for affective commitment; NC stands for normative commitment; CC stands for continuance commitment; OCB stands for organisational citizenship behaviour; COB stands for customer-oriented behaviour.

3.2.1 Direct Relationships of PCSR, OCB and COB

As discussed in Section 2.3.2 pertaining to the importance of PCSR explained by the social identity theory, this study proposes that individuals will identify more strongly with an organisation when they perceive it to have a good reputation (Newman et al., 2015). The good reputation perceived by employees may result from the organisation pursuing different types of CSR activities that fulfil economic, legal, ethical and discretionary responsibilities directly or indirectly benefitting key hotel stakeholders, namely, employees, guests, the local community, the natural environment and the owners/investors. The psychological mechanisms underpinning this presumption are that individuals (employees) tend to classify themselves into social or group categories, such as organisational membership, to enhance their self-esteem (Ashforth & Mael, 1989). Under this presumption, those employed by

organisations that having a positive external and/or internal identity created through their CSR activities feel proud of their employment, thereby heightening their self-concept and leading them to identify more strongly with their employer. These employees consider their organisation's values and interests and integrate them into their self-concept (Dutton et al., 1994). They engage in extra-role behaviour towards co-workers, work groups and the organisation (Brammer et al., 2007; Newman et al., 2015; Peterson, 2004; Turker, 2009b) and customer-oriented behaviour, which is regarded as an essential feature of strong service quality (Chow, Lo, Sha, & Hong, 2006). In general, hotel performance is driven by customer satisfaction, which is highly determined by employees' positive behaviour, both internally within the organisation or externally during service encounters. Employees that enable the organisation to reach its goals positively enhance their self-concept and self-esteem because doing so reflects an alignment with the organisation's interests. This discussion leads to our first two hypotheses:

H1: *Perceived corporate social responsibility is positively and directly related to organisational citizenship behaviour.*

H2: *Perceived corporate social responsibility is positively and directly related to customer-oriented behaviour.*

3.2.2 The Indirect Relationships between PCSR, OCB and COB

The focus of organisational identification, through social identity theory, provides an explanation of the link between an employee's perception of CSR activities and his or her subsequent display of positive attitudes and behaviour. In fact, there are many more empirical studies in CSR research showing a clear link between PCSR and organisational commitment (Aguilera et al., 2007; Brammer et al., 2007; Dhanesh, 2012; Du et al., 2015; Glavas & Kelley, 2014; Hofman & Newman, 2014; Maignan et al., 1999; Peterson, 2004; Shen & Zhu, 2011) than there are for employee behavioural outcomes. Committed employees not only have a strong belief in and acceptance of their organisation's goals and values and a willingness to exert considerable effort on behalf of their organisation, but they also have a strong desire to remain a member of the organisation (Porter et al., 1974). Evidence of an employee's commitment to an organisation is found in lowered absenteeism and turnover, which in turn enhance organisational effectiveness (Williams & Anderson, 1991). Notwithstanding the above, the examination of commitment in empirical research on CSR has heretofore been limited to unidimensional approaches. Cohen (1996), for example, found that each commitment has different consequences because the construct of organisational commitment varies greatly in its conceptual base among affective commitment, normative commitment and continuance commitment. To date, almost no studies have examined the three individual components in terms of the direct relationship of perceived corporate social responsibility and employees' behavioural outcomes such as organisational citizenship and customer-oriented behaviour. This is an important gap in the existing research. Besides, merely examining employees' commitment as a whole for retention outcome is insufficient to explain the behavioural dynamics in a highly competitive service-oriented industry.

Because the evidence suggests that employee behaviour may have implications for organisational performance (Organ et al., 2006), to provide concrete implications for the hotel sector regarding the effect of employees' perception of CSR, it is imperative to understand what mediating role the individual components of commitment play in enhancing these outcomes. Therefore, this study proposes a framework to separate this construct into three components and to examine commitment using a three-dimensional approach, recognising that employees may be committed to multiple foci (Reichers, 1985). The indirect relationship between (a) PCSR and OCB, and (b) PCSR and COB through the mediating effects of affective commitment, normative commitment and continuance commitment is examined. The three individual components of commitment are presumed to be the outcome of PCSR. Thus, the three hypotheses are:

H3:   *Perceived corporate social responsibility has a positive relationship with affective commitment.*

H4:   *Perceived corporate social responsibility has a positive relationship with normative commitment.*

H5:   *Perceived corporate social responsibility has a positive relationship with continuance commitment.*

This study then further distinguishes the effects of the three components on employees' organisational citizenship and customer-oriented behaviour. According to previous studies, employees with strong affective commitment tend to have stronger attachment than those with either normative or continuance commitment (Meyer & Herscovitch, 2001). Social identity theory linking employees' self-concept to their organisation explains the psychological emotions that attach to organisations with good citizenship reputations. As a result of a favourable organisational identity perceived by employees, based on the organisation's CSR activities or PCSR, employees with strong affective commitment feel emotionally attached to their organisation, and in turn, have greater motivation or a desire to contribute meaningfully through OCB. For example, these employees display altruistic behaviour in the form of helping co-workers and newcomers, conscientious behaviour in obeying organisational rules or making suggestions for improvements in the work process, sportsmanship by having positive work attitudes and avoiding making complaints, courtesy by communicating in a timely manner, civic virtue through attending meetings that are not mandatory or discussing work issues on personal time. There are many ways to enhance overall workgroup effectiveness and efficiency. Given that their profession or occupation is highly customer-focused in nature, employees that are motivated to perform better will also have higher customer orientation (Perryer & McShane, 2008). In essence, organisational citizenship behaviour and customer-oriented behaviour are inseparable for hospitality employees who intend to take extra steps at work. Hence, affective commitment motivates employees to perform more organisational citizenship behaviour, which benefits individuals and organisations, and to perform more customer-oriented behaviour that enhances customer satisfaction and increases the possibility of repeat visits, thereby

increasing organisational profits. In other words, affective commitment mediates the relationship between perceived corporate social responsibility and organisational citizenship and customer-oriented behaviour. The two proposed hypotheses are:

H6: *Affective commitment mediates the relationship between perceived corporate social responsibility and organisational citizenship behaviour.*

H7: *Affective commitment mediates the relationship between perceived corporate social responsibility and customer-oriented behaviour.*

Another organisational behavioural concept, social exchange theory, suggests that commitment may reflect the perception of a favourable social exchange with a focal partner through reciprocity (Blau, 1964; Cropanzano & Mitchell, 2005; Konovsky & Pugh, 1994). In organisational studies, this focal partnership refers to the relationship between employers and employees where reciprocity is achieved through the positive exchange of attitudes and behaviour. In particular, employees with higher normative commitment due to a sense of obligation may have a stronger exchange orientation and do what is right for the organisation such as engaging in organisational citizenship behaviour (Meyer & Allen, 1991).

Today, some hotels are regarded as employers of choice when their employees positively evaluate them for being caring companies that consider their employees' interests in their business decisions. These organisations are generally socially responsible employers that provide welfare and decent working conditions such as work-life balance initiatives (Ko, 2007). For example, the hotel may help working parents by providing paternity leave or scholarships for their children. These working parents may feel that they are valued by their organisation through the attitude of

helping. Their strong ties to the organisation through felt obligation or feelings of indebtedness will urge them to reciprocate with the same attitude and behaviour by exercising a higher level of behaviour, namely OCB, with altruism, courtesy, sportsmanship, civic virtue or conscientiousness; and COB that puts customers' needs and interests at the forefront of their minds. The CSR activities implemented by an organisation that have direct benefits for current employees may be seen as input into the social exchange process and the sense of responsibility embedded in normative commitment may enhance these behavioural outcomes. This study infers that normative commitment mediates the relationship between perceived corporate social responsibility on organisational citizenship and customer-oriented behaviour. The two hypotheses are:

> *H8: Normative commitment mediates the relationship between perceived corporate social responsibility and organisational citizenship behaviour.*
>
> *H9: Normative commitment mediates the relationship between perceived corporate social responsibility and customer-oriented behaviour.*

Similarly, employees with continuance commitment may mediate the relationship between perceived corporate social responsibility and organisational citizenship and customer-oriented behaviour, but with a different degree of significance when compared to employees with strong affective or normative commitment. Continuance commitment means an employee remains in an organisation because the perceived benefits associated with staying outweigh the personal costs associated with leaving (Meyer & Allen, 1997; Shahnawaz & Juyal, 2006). The focus is on the perception of their investment of time and effort in their

occupation and organisation. In other words, employees may be expected to leave an organisation when they find a way to avoid the associated costs or when an opportunity arises with benefits sufficient enough to override their existing employment conditions (Snape, Lo, & Redman, 2008). However, whereas these employees remain members of the organisation, Chiu and Ng's (2010) study found a positive correlation of continuance commitment with the compliance dimension of organisational citizenship behaviour. This OCB dimension includes punctuality, attendance at work, giving advance notice if unable to come to work and not taking extra breaks. Such behaviour is primarily geared towards performance and the interest of the workgroup and organisation. For example, one frontline employee whose work role involves food donation or a glass bottle recycling programme, which are the organisation's CSR activities, may trigger reciprocal behaviour resulting from the interdependent exchange ideology that the organisation is doing good for society and the environment. Therefore, the last two hypotheses are:

H10:   *Continuance commitment mediates the relationship between perceived corporate social responsibility and organisational citizenship behaviour.*

H11:   *Continuance commitment mediates the relationship between perceived corporate social responsibility and customer-oriented behaviour.*

3.3 Chapter Summary

This chapter has provided a summary of the development of the conceptual model, displaying the proposed direct and indirect effects of PCSR on OC, OCB and COB. The mediating effects of affective, normative and continuance organisational commitment have been highlighted. Drawing upon the social identity theory and social exchange theory, 11 hypotheses have been presented.

CHAPTER 4 METHODOLOGY

4.1 Introduction

This chapter describes the study's methodology. The first section presents an overview of the research design. The second section explains the detailed procedures of instrument development. The final section describes the key design issues in the main survey including sample size, sample design and procedures, limitations, and data analysis techniques used.

4.2 Research Design

This research was a cross-sectional study aiming to investigate the impact of perceived corporate social responsibility (PCSR) of customer-contact employees on organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB). The mediating effect of organisational commitment (OC) in terms of three separate constructs, namely affective commitment (AC), normative commitment (NC) and continuance commitment (CC) were also examined.

An overview of the research design is depicted in Figure 4.1. A mixed-method approach of using both qualitative and quantitative research was employed. The research design comprised two main stages. The first stage was primarily a developmental process of the new construct, PCSR. An extensive literature review was conducted and personal interviews were used to identify the key dimensions and attributes of PCSR. A pilot study was carried out to refine the instrument. The measurements of other constructs such as OC, OCB and COB were adopted from existing studies.

The second stage was a main survey in the form of a self-administered questionnaire. It involved a sample of hotel customer-contact employees using the instrument being developed. The questionnaire is comprised of three parts. Part A consisted of statements on perceived corporate social responsibility (PCSR). Part B consisted of statements on three other constructs, namely (a) organisational commitment (OC), (b) organisational citizenship behaviour (OCB) and (c) customer-oriented behaviour (COB). Part C covered demographic information.

Figure 4.1: Research Design
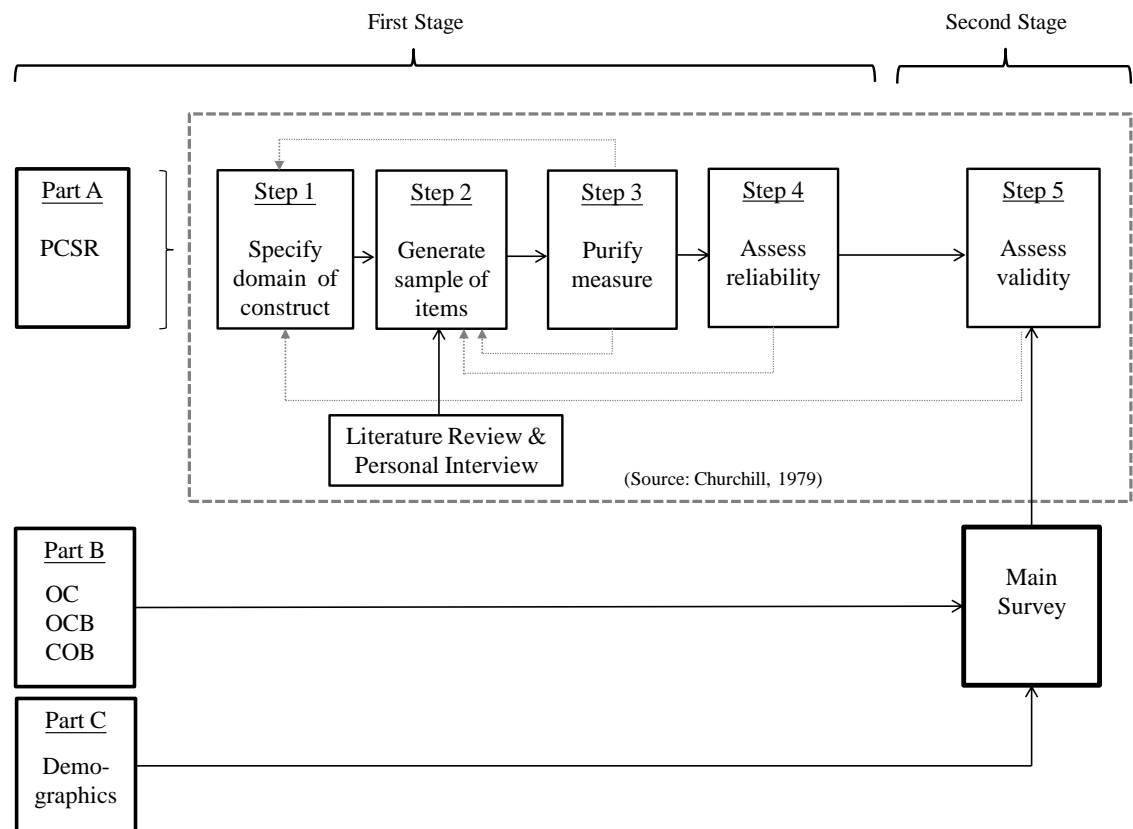
(Source: Developed by the author)
Note: PCSR stands for perceived corporate social responsibility. OC stands for organisational commitment.
OCB stands for organisational citizenship behaviour. COB stands for customer-oriented behaviour.

4.3 First Stage – Instrument Development of PCSR

In order to develop a reliable and valid PCSR instrument, which was one of the key objectives in this research, this study adopted an iterative process with a five-step procedure suggested by Churchill (1979) (see Figure 4.1 Research Design). Steps 1 and 2 involved a clear conceptual specification of the PCSR domain and generation of sample items. Steps 3 and 4 included the process of items purification and assessment of reliability. Assessment of validity (Step 5) was conducted using the data from the main survey. The details are laid down in Table 4.1 with the respective aims and expected outcomes of each step.

Table 4.1: Detailed Steps of the Research Process

Detailed Steps		Aims	Expected Outcome
First Stage	**Step 1: Specify domain of PCSR construct**		
	Literature Review a) CSR definitions b) CSR practices	- Identify the relevant definitions that impels the research - Identify all CSR practices in the global hotel industry and in Hong Kong	- Conceptualisation of the domain, the scope and depth of the PCSR construct in the hotel industry
	Step 2: Generate sample of items		
	Personal Interviews a) Hotel employees b) Hotel management, HR and CSR team c) CSR-related social service organisation	- Identify CSR practices among hotels in Hong Kong - Identify an initial understanding of employees' perception of CSR	- Identification of PCSR domain and dimensions
	PCSR Items	- Identify PCSR items - Conduct face validity check by employees	- Creation of a PCSR instrument
	Step 3 & 4: Purify measure and assess reliability		
	Expert Review Pilot Study	- Conduct content validity check - Examine the theoretical structure of the instrument	- Refinement of the survey instrument
Second Stage	**Step 5: Assess validity**		
	Main Survey	- Assess the validity of the PCSR instrument - Validate the research model	- A verified model indicating the effects of PCSR on OC (AC, NC, CC), OCB and COB

(Source: Developed by the author)

4.3.1 Literature Review

An extensive literature review was conducted to identify the relevant definitions that impel the research. As the study context was the hotel industry in Hong Kong, this step included identification of CSR practices in the global hotel industry and in the context of Hong Kong. The expected outcome was to conceptualise a new construct of PCSR in the hotel industry.

4.3.2 Personal Interviews

Personal interviews were used to identify CSR practices among hotels in Hong Kong. This step also provided an initial understanding of employees' perception of CSR. As qualitative interviewing is one of the most prevalent methods to seek 'deep' information (Johnson & Rowlands, 2012), views from hotel management, human resource managers, CSR personnel and a CSR-related social service organisation in Hong Kong were also collected. This way of using varied data from different sources allowed a certain level of triangulation, which would help to counter biases inherent in the data sources (Babbie, 2008). There were altogether 18 interviews. A micro perspective of CSR practices in hotels in the operational and policy planning context was collected from hotel employees and hotel managers. The macro view of CSR practices in Hong Kong among various industries was obtained from a CSR-related social service organisation.

A convenience and snowball sampling method was used (Finn, Elliott-White & Walton, 2000). "Snowball refers to the process of accumulation as each subject suggests other subjects" (Babbie, 2008, p. 205). This would be particularly helpful to line up interviews with the senior management. An interview guide in a semi-structured format was prepared well in advance. The merit of an interview guide was

to allow more flexibility to probe for clarification and elaboration during the interviews (Fontana & Frey, 1994). A trial run of the interview with two hotel employees was conducted to examine any practical problems with the questioning. The sequence of the questions in the interview guide was revised so as to improve the flow of ideas.

During the interviews, the author decided wisely and ethically how far to go in probing for informants' answers as it may involve sensitive issues due to the disclosure of the organisation's policies. In sum, three ethical concerns were fully considered. They were (a) informed consent, i.e. consent received from the subject after he or she had been carefully and truthfully informed about the research; (b) right to privacy, i.e. protecting the identity of the subject; and (c) protection from harm, i.e. the physical or emotional harm of the subjects (Fontana & Frey, 1994). Consent for audio recording was obtained before the interviews started. Memos were written after the interview to help the author to remember details that might be excluded from the transcripts, thus facilitating analytical thinking during the transcription process (Maxwell, 2013). All the data in the interviews were transcribed word by word in the form of interview transcripts. Key concepts were developed from the coding process and themes were identified. According to Strauss (1987), the excellence of research rests in large part on the excellence of coding. Qualitative coding is about data retention and the goal in this study is to "learn from the data" through revisiting the data extracts until a pattern is identified and explained (Richards, 2009, p. 94). In order to develop statement items for the PCSR instrument that could best represent individual themes, some items were adopted from previous CSR studies while some items were developed according to the interviews.

The scale format was also considered at this stage. According to Campbell and Stanley (1963), it is suggested to (a) limit the number of items to the most essential questions; (b) use five- to seven-point response scales to ease completion; and (c) use simple and understandable wording of questions. Clark and Watson (1995) also highlighted that language should be simple, straightforward and appropriate for the reading level of the target population. Also, each content area should also be well represented by three or more items; otherwise the chance of that content being represented in the final scale will be reduced (Clark & Watson, 1995; Netemeyer, Bearden, & Sharma, 2003; Osborne & Costello, 2005). To operationalise this new construct, these design considerations were made.

Moreover, hotel employees were invited to conduct face validity checks for all statement items. Face validity is the most important validity test because it is "the extent to which the content of the items is consistent with the construct definition" (Hair, Black, Babin, & Anderson, 2010, p. 689). Although it is based solely on the researcher's judgment, "without an understanding of every item's content or meaning, it is impossible to express and correctly specify a measurement theory" (Hair et al., 2010, p. 710). There were two considerations in this process. First, the instrument involved theoretical or technical terms that may not be easily understood by all target respondents who are hotel employees that vary in educational level. Second, the final survey was in the form of a bi-lingual format, i.e. English and traditional Chinese, so problems may arise from the multicultural context and potential language barrier. Therefore, the face validity of the items was assessed by current hotel employees. Useful comments were recorded to enhance the reading comprehension.

4.3.3 Expert Review

Upon completion of Steps 1 and 2 with a PCSR instrument being created, Step 3 began by inviting a panel of experts to examine the content validity of these items. The purpose was to ensure agreement between the operational definition and the theoretical definition. Content validity is the extent to which the instrument's content comprehensively and logically assesses the full scope of the aspects that it is intended to measure, and at the same time, does not include unnecessary items. Content validity of the construct of PCSR was assessed based on the items' representativeness and applicability to the industry through expert judgment by seven academic professors and four human resource managers.

4.3.4 Pilot Study

Step 4 was a pilot test which was imperative for studying the instrument's theoretical structure. Any ambiguities and unreliable items could be re-examined at this stage. Through purifying the measure and assessing the instrument's reliability, the expected outcome would be to refine the instrument for the main study. The pilot study was performed in November 2014 with customer-contact employees working in high tariff A and B hotels in Hong Kong. Formal invitation emails were sent to human resource managers in May 2014. Ten hotels volunteered to participate in the study. A total of 300 self-administered questionnaires were distributed to hotel employees through the human resources department. The completed questionnaires were collected by the researcher in person. There were 204 usable questionnaires and the valid response rate was 68.0%.

The usable questionnaires were analysed using the Statistical Package for Social Sciences software (SPSS 20). Exploratory factor analysis was employed to understand the structure of the variables and to obtain theoretically meaningful factors (Hair et al., 2010). Decisions of the number of factors to be retained included the considerations of factors with eigenvalues greater than 1.0 (Hair et al., 2010). An oblique rotation method was selected (Hair et al., 2010). Internal consistency reliability was used to examine the newly developed PCSR instrument as it is commonly used in the assessment of survey instruments for groups of items that are combined to form a single scale. The item-total correlations and Cronbach's coefficient alpha were used as the diagnostic measure in this study.

4.4 Second Stage – Main Survey

The main survey was also carried out in self-administered surveys as it is a cost-efficient method to collect data on large populations (Kerlinger, 1973). The data collection period was from 4 March to 4 April 2015. The survey instrument was a six-page bi-lingual questionnaire in English and traditional Chinese. The majority of hotel employees are local Hong Kong people who read traditional Chinese. The language used in the hotel context is usually English and Chinese. Hence, a bi-lingual questionnaire was deemed necessary.

4.4.1 Sample Size

Determination of the sample size is one of the important issues in research design (MacCallum & Austin, 2000). However, there is no universal rule as to how many subjects are required in a survey for structural equation modelling analysis. According

to Stevens (2009), 400 is the minimum number that is necessary to avoid misspecification errors. Joreskog (1993) suggested the use of construct indicators in studies as a rule of thumb to determine the minimum sample size. Specifically, when there are k indicators, the minimal sample size should be k(k+1)/2. In this study, the largest subscale, PCSR, had 36 indicators; therefore, a sample of 666 was considered adequate using this criterion. Assuming a response rate of 60%, it was estimated that at least 1,110 surveys would be required. But to be on the safe side, a total of 1,200 questionnaires were distributed. Finally, there were 822 samples collected from 18 participating hotels.

4.4.2 Sample Design

The study population were full-time hotel customer-contact employees in Hong Kong. Due to the constraints of obtaining a sampling frame, i.e. a list of all hotel employees in Hong Kong, a random or systematic sampling method was not possible. For the purpose of this study, a hotel listing taking reference from the hotel classification system in Hong Kong (Hong Kong Tourism Board, n.d.) was established. Hotels in Hong Kong are categorised into high tariff A hotels, high tariff B hotels, medium tariff hotels and unclassified hotels. Other accommodation in Hong Kong such as tourist guesthouses and youth hostels do not come under this classification (PartnerNet, 2015).

The hotel classification system in Hong Kong uses a scoring method to divide hotels by a composite score so as to provide an overall measure that reflects the category of a hotel. The score is computed based on five key indicators, including 'facilities' (.25), 'location' (.20), 'staff-to-room ratio' (.20), 'average achieved room rate' (.20) and 'business mix' (.15) (PartnerNet, 2015). The numbers in brackets

indicate the weighting of each indicator. In order to earn recognition as a high tariff A hotel, a composite score of 3.00 to 3.99 has to be attained. The mix of business visitors tend to achieve 20% or above and the staff to room ratio (SRR) is above 1.00 (PartnerNet, 2015). Moreover, they have to be situated in a convenient location and provide comprehensive facilities in terms of food & beverage, information technology, business support, and health and fitness. The prime locations of high tariff A hotels are Tsim Sha Tsui, Central, Admiralty, Causeway Bay and international theme parks. On the other hand, second-tier locations, where most high tariff B hotels are located, include Jordan, Mong Kok, Yau Ma Tei, Wan Chai and terminals next to convention and exhibition centres (PartnerNet, 2015).

Another key indicator for consideration is the use of average hotel room occupancy rate and average achieved hotel room rate. As at December 2013, high tariff A and B hotels had achieved an average occupancy rate of 86% and 89% and an average room rate of HK$2,382 and HK$1,201 respectively (PartnerNet, 2013a, Dec). These two categories of hotel account for more than half of the total number of hotels (52.21%) and represent 63.87% of the total number of hotel rooms in Hong Kong. All these official figures indicate that these two categories of hotel are highly representative of Hong Kong's key inbound market including business and leisure travel.

For the context of this study, high tariff A hotels are owned or managed by multi-national corporations. As such, it was presumed that many hotels that fall into this category have already implemented CSR policies and programmes. The awareness level of hotel employees regarding their organisation's orientation to CSR is more explicit whereas high tariff B hotels may or may not have a clear CSR policy or programme in place. They may vary from the corporate responsibility maturity stage

(Grayson & Nelson, 2013) as mentioned in Section 2.4. Medium tariff hotels are generally focused on business return rather than corporate social responsibility. As such, high tariff A and B hotels were selected for both the pilot test and main survey in this study. According to the Hotel Supply Situation Report, Hotel Room Occupancy Report and New Confirmed Hotel Projects, there are altogether 226 hotels contributing 70,564 rooms in Hong Kong (PartnerNet, 2013a, Dec, 2013b, Dec). Table 4.2 below depicts the hotel statistics of each category (PartnerNet, 2013a, Dec, 2013b, Dec). As at the first quarter of 2014, high tariff A hotels contributed 34 hotels and 17,522 hotel rooms whereas high tariff B hotels accounted for 84 hotels and 27,546 hotel rooms.

Table 4.2: Hotel Statistics of Hong Kong

	No. of Hotels	Percentage	No. of Rooms	Percentage
High Tariff A Hotels	34	15.04%	17,522	24.83%
High Tariff B Hotels	84	37.17%	27,546	39.04%
Medium Tariff Hotels	88	38.94%	20,048	28.41%
Unclassified Hotels	20	8.85%	5,448	7.72%
Total:	226	100%	70,564	100%

(Source: Compiled by the author)

However, the hotel classification list is kept confidential by the Hong Kong Hotels Association. In order to identify the high tariff A and B hotels for this research, the most updated list of Number of Rooms by Individual Hotel – as at December 2013 was obtained from the Hong Kong Tourism Board (PartnerNet, 2013b, Dec). The hotel names were listed according to alphabetical order. The researcher then shortlisted the 118 hotels manually by taking into consideration the indicators and by

comparing the hotel room rate taking reference from TripAdvisor. Besides, as some of the high tariff A and B hotels did not participate in the Hong Kong Tourism Board's research, the shortlisted hotels were then compared with the member hotel list of the Hong Kong Hotels Association (HKHA). As this association is the official body that represents Hong Kong's hoteliers, it is deemed to be another trustworthy source for validation (Hong Kong Hotels Association, n.d.). Table 4.3 below is the hotel list used in this research.

Table 4.3: List of High Tariff A and B Hotels

Tariff Type	Name of Hotel
High Tariff A Hotels (Total: 34 hotels)	Conrad Hong Kong
	Crowne Plaza Hong Kong Causeway Bay
	Disney's Hollywood Hotel
	EAST
	Four Seasons Hotel Hong Kong
	Gateway Hotel
	Grand Hyatt Hong Kong
	Harbour Grand Hong Kong
	Harbour Grand Kowloon
	Hong Kong Disneyland Hotel
	Hotel ICON
	Hotel Nikko Hong Kong
	Hyatt Regency Hong Kong, Tsim Sha Tsui
	InterContinental Grand Stanford Hong Kong
	InterContinental Hong Kong
	Island Shangri-La, Hong Kong
	JW Marriott Hong Kong
	The Kowloon Hotel
	Kowloon Shangri-La Hotel
	The Landmark Mandarin Oriental, Hong Kong
	The Langham, Hong Kong
	Mandarin Oriental, Hong Kong
	Marco Polo Hongkong Hotel

Table 4.3: Continued

Tariff Type	Name of Hotel
High Tariff A Hotels	The Mira Hong Kong
	The Peninsula Hong Kong
	Prince, Hong Kong
	Regal Hong Kong Hotel
	Renaissance HK Harbour View Hotel
	The Ritz-Carlton, Hong Kong
	The Royal Garden
	Royal Pacific Hotel & Towers
	Sheraton Hong Kong Hotels & Tower
	The Upper House
	W Hong Kong
Tariff Type	**Name of Hotel**
High Tariff B Hotels (Total: 84 hotels)	Auberge Discovery Bay Hong Kong
	Bauhinia Hotel (Central)
	Bauhinia Hotel (Tsim Sha Tsui)
	Best Western Grand Hotel
	Best Western Hotel Causeway Bay
	Best Western Hotel Harbour View
	BP International
	Butterfly on Hollywood
	Butterfly on Morrison
	Butterfly on Prat
	Butterfly on Wellington
	City Garden Hotel
	Cosmopolitan Hotel
	Courtyard by Marriott Hong Kong
	Courtyard by Marriott Hong Kong Sha Tin
	Crowne Plaza HK Kowloon East
	Dorsett Mongkok, Hong Kong
	Dorsett Regency Kwun Tong, Hong Kong
	Dorsett Tsuen Wan, Hong Kong
	Eaton, Hong Kong
	Empire Hotel HK Causeway Bay
	Empire Hotel Kowloon, Tsim Sha Tsui

Table 4.3: Continued

High Tariff B Hotels	Empire Hotel Wan Chai
	The Excelsior, Hong Kong
	Harbour Plaza 8 Degree
	Harbour Plaza Metropolis
	Harbour Plaza North Point
	Holiday Inn Express Causeway Bay HK
	Holiday Inn Express Hong Kong Kowloon East
	Holiday Inn Express Hong Kong Mongkok
	Holiday Inn Express Hong Kong Soho
	Holiday Inn Golden Mile Hong Kong
	Hong Kong Gold Coast Hotel
	Hong Kong SkyCity Marriott Hotel
	Hotel Bonaparte by Rhombus
	Hotel de Edge by Rhombus
	Hotel Indigo Hong Kong Island
	Hotel LKF by Rhombus
	Hotel Panorama by Rhombus
	Hotel Penington by Rhombus
	Hotel sáv
	Hyatt Regency Hong Kong, Sha Tin
	Ibis Hong Kong Central & Sheung Wan
	Ibis North Point
	The Imperial Hotel
	Island Pacific Hotel
	The Kimberley Hotel
	L'hotel Causeway Bay Harbour View
	L'hotel elan
	L'hotel Island South
	L'hotel Nina et Convention Centre
	Lan Kwai Fong Hotel @ Kau U Fong
	Langham Place, Mongkok, HK
	Lanson Place Hotel
	Le Meridien Cyberport
	Lodgewood by L'hotel
	The Luxe Manor

Table 4.3: Continued

High Tariff B Hotels	Metropark Hotel Causeway Bay Hong Kong
	Metropark Hotel Kowloon
	Metropark Hotel Mongkok Hong Kong
	Metropark Hotel Wanchai Hong Kong
	Mira Moon
	Newton Hotel Hong Kong
	Newton Inn North Point
	Novotel Century Hong Kong
	Novotel Citigate Hong Kong
	Novotel Nathan Road Kowloon Hong Kong
	Ovolo Aberdeen Harbour
	Ovolo Central
	Ovolo Southside
	Ovolo West Kowloon
	OZO Wesley Hong Kong
	The Park Lane, Hong Kong
	Prudential Hotel
	Ramada Hong Kong Hotel
	Ramada Hotel Kowloon
	Regal Airport Hotel Meeting & Conference Centre
	Rosedale Hotel Kowloon
	Rosedale on the Park, Hong Kong
	Royal Park Hotel
	Royal Plaza Hotel
	Shamrock Hotel
	South Pacific Hotel
	Stanford Hillview Hotel

(Source: Compiled by the author)

Hotel employees are generally divided into front-line (or 'front-of-the-house') and 'back-of-the-house'. Front-line employees usually refer to operational employees holding junior positions such as restaurant servers or guest service agents. Since this study focused on the perceptions of customer-contact employees, the survey population was customer-contact employees at different levels. They are defined as full-time employees whose job role involves constant customer interaction. They work in departments such as food and beverage, front office, housekeeping, concierge, security, public relations, and sales and marketing whereas employees working in finance, human resource, engineering, and stewarding departments were excluded from this study.

4.4.3 Survey Procedures

A formal invitation email was sent to the human resource managers of all the hotels on the list in September 2014 (Appendix 5 – Invitation Letter for Survey Distribution). Eighteen hotels showed their interest to participate. Follow-up emails and personal phone calls were made in the same month to confirm the meeting details with the interested hotels. The goal of the visit was to explain the research objectives, sampling design and data collection arrangements. As the number of guest rooms and staff-to-room ratio may differ from hotel to hotel, the number of customer-contact employees employed in each participating hotel may vary. An assigned number of questionnaires were discussed with each participating hotel during the visit. Sixteen hotels were provided with 60 surveys. Two hotels with over 700 rooms received 120 surveys each. A survey protocol was constructed to ensure consistency among participating hotels (Appendix 6 – Survey Protocol). The human resource managers were asked to select three operational departments to take part. Each department

selected was given 20 or 40 questionnaires. Division managers were responsible to distribute the surveys to employees. The surveys were assigned to employees during their daily briefing session(s) until all surveys were distributed. To encourage employees to fill in the questionnaire with an assurance of data privacy, each questionnaire had an attached self-adhesive envelope. Employees were reminded to return the completed questionnaire by putting it in the envelope, sealing it and dropping it into the collection box located at the human resources department. The agreed number of questionnaires together with the survey protocol and returned envelope were delivered to the contact person in the participating hotels two weeks before the data collection period.

Moreover, a strategy was employed to ensure that the sample population was reached. Two screening questions were included in the first section of the questionnaire. They were 'Are you currently a full-time employee?' and 'Do you have customer-contact opportunities on a daily basis?'. Employees who were working part-time or had no customer-contact on a daily basis were excluded from the sample.

4.4.4 Analysis of Survey Data

The analytical technique used in the main survey was Structural Equation Modelling (SEM) via Linear Structural Relationships (LISREL) 8.80. The reason for choosing SEM was because it is particularly useful for handling research problems that are conceptualised as latent variables measured by multiple indicators. It is also common in cross-sectional designs and is a well-recognised data analysis technique frequently used to address a variety of questions arising in organisational behaviour including application in tourism and hospitality disciplines (MacCallum et al., 2000). In contrast to regression analysis or other dependence techniques which seek to

explain relationships through a single equation, SEM comprises a set of linear equations and can simultaneously test a set of relationships representing multiple equations in the model (Hair et al., 2010). In this respect, a two-step approach, using confirmatory factor analysis (CFA) and then SEM, suggested by Anderson and Gerbing (1988) was employed to determine where the poor model fit is located.

First, CFA was performed to confirm the factor structure (validate the factors) and to ensure that the measurement of each construct was assessed for uni-dimensionality and reliability. Unlike exploratory factor analysis, CFA "seeks to determine the extent to which the postulated structure is actually consistent with the empirical data at hand" (Diamantopoulos, 1994, p. 4). The measurement model would describe how each latent variable is measured or operationalised by corresponding manifest indicators. The procedure of CFA investigates the overall fit of the structural model, the relationships between the latent variables and their indicators, and the hypothesised paths.

Second, SEM was conducted using maximum likelihood as the estimation method. The reason for choosing this was because it is one of the most commonly used methods that demonstrate robustness against moderate violation of normality (Joreskog, 1993). Covariance and asymptotic matrices were employed. SEM attempts to find the best solution such that the covariance matrix derived from the data is similar to the matrix implied by the model. A hypothesised model fits the data when the differences between the two matrices are minimised. If the goodness of fit is sufficient, the hypothesised model represents a plausible account of the relationships between variables. If the contrary is found, the model is rejected.

The fit of a model was assessed through a series of criteria: chi-square statistics, degree of freedom, standardised root mean square residual (Standardised RMR), root mean square error of approximation (RMSEA) and the comparative fit index (CFI). The chi-square test has been widely adopted to assess model fit. A non-significant chi-square value is desired as it indicates that the fit of the model to the sample data does not differ significantly from the population as a whole. However, the chi-square statistic is highly sensitive to sample size, so results often indicate unacceptable fit even though it is acceptable (Bagozzi & Yi, 1988). CFI compares the fit of two different models for the same data. It estimates how much better the test model is than the independent model. An acceptable CFI is one that is above .90. The Standardised RMR index reflects the average discrepancy between predicted and observed correlations. A small Standardised RMR is preferred as it indicates that the predicted and observed correlations do not deviate significantly. The RMSEA index reports model error per degree of freedom. It takes into account the model complexity. An RMSEA below .05 suggests a close fit, a value below .08 suggests a reasonable fit and one above .10 suggests a marginal fit.

In the present study, a model was considered to empirically fit the observed data when the chi-square to degrees of freedom ratio was approximately 3:1; since the number of observed variables (m) was more than 30 in this study, the CFI values should be greater than .90, the Standardised RMR value should be .08 or less (with CFI above .92), and the RMSEA values should be below .07 (with CFI = .90 or higher). Table 4.4 shows the characteristics of different fit indices as suggested by Hair et al. (2010) that demonstrate the goodness-of-fit statistics across different model situations.

Table 4.4: Goodness-of-Fit across Different Model Situations

No. of stat. vars. (m)	N < 250			N > 250		
	m ≤ 12	12 < m 30	m ≥ 30	m < 12	12 < m < 30	m ≥ 30
χ^2	Insignificant *p*-values expected	Significant *p*-values even with good fit	Significant *p*-values expected	Insignificant *p*-values even with good fit	Significant *p*-values expected	Significant *p*-values expected
CFI/TLI	.97 or better	.95 or better	Above .92	.95 or better	Above .92	Above .90
SRMR	Biased upward, use other indices	.08 or less (with CFI of .95 or higher)	Less than .09 (with CFI above .92)	Biased upward; use other indices	.08 or less (with CFI above .92)	.08 or less (with CFI above .92)
RMSEA	Values < .08 with CFI = .97 or higher	Values < .08 with CFI of .95 or higher	Values < .08 with CFI above .92	Values < .07 with CFI of .97 or higher	Values < .07 with CFI of .92 or higher	Values < .07 with CFI of .90 or higher

(Source: Reproduced from Hair et al., 2010, p. 672)
Note. m stands for number of observed variables; *N* applies to number of observations per group when applying CFA to multiple groups at the same time.

4.5 Chapter Summary

This chapter presented the study's methodology and a conceptual overview of the research design and procedures. A two-stage approach was used. The first stage included an extensive literature review to conceptualise the PCSR construct, followed by personal interviews to validate its dimensions. The PCSR instrument was then refined by a panel of experts to test for content validity and a pilot test was conducted to examine its theoretical structure. The second stage was the main survey distributed to 1,200 hotel employees in Hong Kong for the purpose of assessing the instrument's validity and validating the research model.

CHAPTER 5 INSTRUMENT DEVELOPMENT OF PCSR AND FINAL INSTRUMENT FOR THE MAIN SURVEY

5.1 Introduction

This chapter describes the process of instrument development for the construct of perceived corporate social responsibility (PCSR). The first section presents the specification of the construct domain. The second section presents the item generation process. The third section explains the expert review process for item purification. The fourth section presents the results of the pilot study for reliability assessment. The fifth section explains how other constructs are measured, followed by the consideration of translation and pre-test. The last section summarises the final instrument for the main survey.

5.2 Specification of Construct Domain

According to Churchill (1979), the very first step of developing an instrument is to specify the domain of construct. In this study, it included the conceptual definition of PCSR and the scope and depth of its dimension, that is, six types of stakeholder groups and Carroll's (1979) four CSR dimensions.

5.2.1 Conceptual Definition of Perceived Corporate Social Responsibility

Pursuant to the extensive literature review of CSR and the matters discussed in Section 2.2 (What is corporate social responsibility?) and Section 2.3 (Overview of perceived corporate social responsibility), Carroll's (1979, p. 500) definition of CSR was adopted in this study. It asserts that "the social responsibility of business encompassing the economic, legal, ethical and discretionary expectations that society

has of organisations at a given point in time". Consistent with this definition, PCSR is defined herein as the employees' overall perception of their organisation's CSR activities, or other interchangeable terms such as initiatives, programmes and policies. CSR activities comprise the economic, legal, ethical and discretionary responsibilities of an organisation that benefits its stakeholders. Specifically, the activities encompass such areas as reducing the operational effect on the environment, contributing to the community through corporate giving and volunteering, and improving employee welfare and well-being.

5.2.2 Stakeholder Groups and Carroll's (1979) CSR Dimensions

Freeman (1984) defines stakeholders as "those groups or individuals who can affect or are affected by the achievement of the organisation's objectives or are those actors with a direct or indirect interest in the company" (Verdeyen et al., 2004, pp. 326-327). Clarkson (1995) distinguished the stakeholder groups into primary stakeholders and secondary stakeholders who are influenced by a corporation's activities. The primary stakeholders include "shareholders or investors, employees, customers, suppliers and the public stakeholder group: the governments and communities that provide infrastructures and markets, whose laws and regulations must be obeyed, and to whom taxes and other obligations may be due" (Clarkson, 1995, p. 106). The secondary stakeholders refer to entities which do not engage in transactions with the organisation such as the media and special interest groups (Clarkson, 1995).

Based on the concept of stakeholder theory and Carroll's CSR dimensions, Maignan and Ferrell (2000) is regarded as the first attempt to operationalise the CSR construct using four distinct but correlated dimensions of economic citizenship, legal

citizenship, ethical citizenship and discretionary citizenship. When viewing its 18-item scale, three groups of primary CSR stakeholders can be identified among the four dimensions: customers, employees and public stakeholders. Suggestions on investigating channel members and investors were highlighted in the said study. This scale is also regarded as the most important one to measure CSR at the organisational level (Turker, 2009a) as it displays both strong internal reliability and discriminant validity.

Turker (2009a) extended Maignan and Ferrell (2000) in measuring CSR using a combination of social and non-social stakeholders as the CSR dimensions. It includes CSR to society, CSR to employees, CSR to customers and CSR to government. However, it was an exploratory study, and confirmatory factor analysis was not conducted in the research, but only split sample analysis was chosen for the validation assessment. Furthermore, a study of employees' perceptions of CSR also extended Carroll's CSR dimensions into seven dimensions using stakeholder groups (Rego, Leal, & Cunha, 2011). The economic responsibility was divided into economic responsibilities toward customers and economic responsibilities toward owners. Legal and ethical responsibilities remained the same whilst the discretionary responsibility was sub-divided into discretionary responsibilities toward employees, discretionary responsibilities toward the community, and discretionary responsibilities toward the natural environment.

A recent study in the hotel context also explored CSR dimensions in three stakeholders: environment and community, employees, and customers (Park & Levy, 2014). However, the scale's validity and reliability is not clearly mentioned in the study. In spite of the increasing attention to using broader stakeholder groups to operationalise the CSR construct, there appears to be no consensus with regard to the

full scope of stakeholders. In the present study, six types of stakeholders were presumed to be the primary stakeholders that were benefitting directly from organisations that pursue social responsibility goals. They are (1) employees; (2) guests; (3) local community; (4) natural environment; (5) suppliers, and (6) owners/investors.

Employees in this study context are defined as hotel staff carrying the capacity of any full-time position with customer-contact opportunities on a daily basis. Since 'Employer of Choice' refers closely to corporate citizenship nowadays, treating employees well has become one of the important dimensions for organisations to be good corporate citizens. As such, employees, being the key internal stakeholders, have direct interest in organisational CSR activities. Specifically, the economic and legal responsibilities precisely influence their employment with regard to compensation, remuneration, and job security. Ethical responsibility is also associated with employees' welfare, benefits and well-being.

Guests are defined as customers who consume any products or services offered by hotels. This includes in-house guests, hotel's club members and walk-in customers who dine at restaurants, attend private banquet functions, corporate events or conferences held in the hotel. Guests are the key external stakeholders for hotels. So, any business decision made including social responsibility should encompass guests' concerns in order to maintain business profit. Fundamentally, the economic and legal responsibilities of a hotel highly affect this stakeholder group as any guest will not prefer to consume in a hotel that has operating loss, legal issues or is even facing liquidation. Ethical responsibility of a hotel that is directed toward this stakeholder will encircle a wide spectrum as it relates to an individual's value, awareness and CSR needs. Their needs may tend to focus on their experience during their stay in the

hotel (Levy & Park, 2011) such as availability of accessibility rooms, fair trade products and information on clean drinking water or food supplies, etc.

Local community is generally defined as a group of interacting people living in a shared geographical location where the hotel is situated. Discretionary or philanthropy responsibility is narrated by the promotion of human welfare or goodwill and is not expected to be unethical if organisations do not pursue this direction (Carroll, 1979, 1991). Hotels that care about the local community may design sustainability projects to maintain the well-being of a society, to meet the needs of community members and continuously respond to community issues such as helping needy or vulnerable people with mobility limitations or who are mentally disabled. Given the nature of this type of responsibility, the dimension of local community in this study primarily relates to discretionary responsibility.

Natural environment is commonly defined as the climate and natural resources, such as water, energy, and the macro ecosystem that affect human living and activities. Over the last two decades, the public has increasingly expected businesses to recognise the social and environmental impacts of their operations. The hotel industry tends to exert numerous negative impacts, namely climate change, air pollution, noise pollution, ecological footprint, biodiversity loss and waste generation (de Grosbois, 2012). Due to their adherence to some international environmental management standards, many hotels have incorporated programmes for energy and water saving. As such, the CSR dimensions involved will relate to economic, legal and ethical dimensions. All in all, many of the environmental issues are not yet legislated on today's society, but nevertheless they are expected by society's members, including employees. The CSR activities involved may vary according to the hotel size, brand, type and location. Hotel structures that encompass city hotel, resort hotel, boutique

hotel or luxury hotel may have different considerations of consumption in terms of energy, water, waste, food, paper, linen, laundry, consumables, stationery or cleaning materials, and so forth.

Suppliers are defined as persons or companies such as contractors involved in providing any goods and/or services that facilitate hotel operation on a daily basis. More and more customers have concerns regarding sustainability and hotels' social responsibility, and as such, there is increasing demand for products and services offered by hotels. For example, hotel suppliers may supply fair trade coffee and chocolates or sustainable seafood to the hotel and benefit from the profit. They have economic, legal and ethical responsibilities toward their stakeholders.

Owners/investors are defined as parties that possess ownership of the hotel and benefit from long-term return on investment (ROI) as a result of the hotel's profitability and goodwill. Due to the complex hotel ownership and management structure, this dimension of owners/investors refers to stakeholders such as the founder of a hotel, owners of a hotel corporation, management companies, potential investors or shareholders of the listed company. Today, cost savings in hotel operations are often evidenced through CSR activities such as reducing energy expenses and water consumption (Levy & Park, 2011). As this stakeholder group's interest is largely about profit motives, brand positioning and regulatory pressure, this dimension is generally economic-related while legal and ethical responsibilities are also covered. The six stakeholders as discussed above cover the scope of the PCSR construct.

To capture the depth of each stakeholder dimension, Carroll's (1979) CSR dimensions are examined below. Despite the increasing attention to CSR in business, it has resulted in a proliferation of definitions and discussions on its dimensionality

(Fatma, Rahman, Khan, 2014). As discussed in Section 2.2, Carroll's (1979) conceptual model of total social responsibilities is by far one of the most cited articles in the CSR literature as it enumerates the social areas and specifies the philosophy of responding to needs (Carroll, 1979). The four social responsibility categories, as named in Carroll's (1979) study, are the commonly used multi-dimensional perspectives of economic, legal, ethical and discretionary (philanthropy) responsibilities to measure CSR today. These four categories are not mutually exclusive and they always simultaneously exist for business organisations. They are termed as Carroll's four CSR dimensions in this section so as to distinguish them from the PCSR dimensions.

First and foremost, the social responsibility of a business is economic in nature because business institutions aim "to produce goods and services to societal members" and "to make an acceptable profit in the process" (Carroll, 1991, pp. 40-41). Historically, the business institution is the basic economic unit of our society, and the profit motive has long been established as the primary incentive for entrepreneurship. In this way, the characteristics of economic responsibility have been performed in a manner consistent with maximising earnings per share, maintaining a strong competitive position and a high level of operating efficiency (Carroll, 1991). Although there are increasing debates over amoralisation, suggesting that "hotels have put revenue generation and wealth creation as their first priority toward shareholders" (Tsai et al., 2012, p. 1150), economic responsibility is still regarded as fundamental to the nature of the hotel business in this study. Therefore, it is imperative for the hotel business to pursue the additional three responsibilities mentioned above.

Second, business have legal responsibilities. Carroll (1979) emphasised that businesses are expected to operate under some ground rules, i.e. laws and regulations. It is important to perform in a manner consistent with the expectations of the government and the law, and to provide goods and services that at least meet minimal legal requirements (Carroll, 1991). However, "laws and regulations frequently reflect the minimums that our lawmakers can agree upon in the give-and-take of political maneuvering" (Carroll, 1998, p. 4). Laws often do not mirror society's current thinking, and thus may not address societal problems effectively. In other words, laws may lag behind ethical thinking (Carroll, 1998). All in all, legal responsibilities are seen to coexist with economic responsibilities as one of the fundamental precepts necessary to a free enterprise system.

Third, ethical responsibilities refer to the "additional behaviours and activities that are not necessarily codified into law but nevertheless are expected of business by society's members" (Carroll, 1979, p. 500). This responsibility is among the most difficult for businesses to deal with because it emanates from ethical principles such as justice, rights and utilitarianism. Carroll (1991) emphasised that,

> it is important to perform in a manner consistent with expectations of societal and ethical norms, recognise and respect new or evolving ethical and moral norms adopted by society, prevent ethical norms from being compromised to achieve corporate goals, doing what is expected morally or ethically and recognise that corporate integrity and ethical behaviour go beyond mere compliance with laws and regulations (p. 41).

Because there are always new values and norms emerging that society expects businesses to meet, "ethical responsibilities are often ill defined or continually under public debate as to their legitimacy" (Carroll, 1991, p. 41). Accordingly, there is a dynamic interplay within the dimension of legal responsibility at different times and for diverse societies. For example, one study of hotel employees' work-life balance issues highlighted the implementation of a five-day working week by the Hong Kong government in response to the culture of working long-hours (Wong & Ko, 2009). Previously, hotel businesses considered this issue from the perspective of ethical responsibility. Today, however, it has become more closely associated with the law due to changing societal norms and expectations. Similarly, the rising trend of a father's role in child rearing has spurred discussions over legislating paternity leave. Because the government spearheaded the implementation of paternity leave within the civil service, it may be another important priority for human resource practitioners that concern about employees' welfare and benefits. Carroll (1998) suggested that a practice or policy should be justified on the basis of some ethical principle, argument or rationale before it is considered acceptable. Normative ethics are concerned with supplying and justifying a coherent moral system, meaning what should be done. This is in line with convergent stakeholder theory established in this study.

Finally, discretionary or philanthropic responsibility is distinct from ethical responsibility in terms of its ethical or moral sense. It is not considered unethical if a business does not pursue philanthropy because this is a purely discretionary or voluntary decision (Carroll, 1979, p. 500). Examples include making philanthropic contributions, providing day-care centres for working mothers, assisting voluntarily on projects that enhance a community's quality of life or participating in charitable activities within the local community (Carroll, 1991). Robert Payton, an expert on

philanthropy, as cited in Carroll (1998) stressed three related activities: voluntary service, voluntary association and voluntary giving for public purposes. All of these encompass acts or programmes that promote human welfare or goodwill (Carroll, 1991). In Carroll's pyramid of corporate social responsibility, they are considered to be the 'icing on the cake', even though they are regarded as less important than the other three categories of social responsibility. Some organisations, including hotels in Hong Kong, contend that they are being socially responsible if they are just good citizens in the community, committed to some kind of visible or popular activities such as volunteer programmes, philanthropic donations or sponsorships (Maignan & Ferrell, 2000). However, a vital point is that although CSR includes philanthropic contributions, it is not limited to them (Carroll, 1991).

5.3 Item Generation

Upon completion of identifying the scope of the PCSR construct and the depth of each stakeholder dimension, the next step was to generate a sample of items (see Table 4.1 Detailed Steps of the Research Process). The process began by collecting data through personal interviews, followed by item development with reference to previous CSR studies (Maignan & Ferrell, 2000; Park & Levy, 2014; Turker, 2009a).

5.3.1 Personal Interviews

Theoretical sampling and saturation point was considered. According to Glaser & Strauss (1967), the adequate theoretical sample is judged on the basis of how widely and diversely the categories of people are in regard to the type of theory that wish to develop. There is no specific number of interviews in each category. "The

researcher's judgment occurs when the theory is approaching stable integration and dense development of properties" (Glaser & Strauss, 1967, p. 64). In this study, three categories were selected for multi-faceted investigation as they are presumed to provide accurate evidence on distributions of people for the theory building. The sample included 18 interviewees among three categories. The first category of interviewees consisted of 14 hotel employees and the second category included five hotel management executives and CSR personnel. The last category was a senior CSR executive in the government that provides support to all non-governmental organisations (NGOs) in Hong Kong. Organisations that wish to collaborate with any NGOs in Hong Kong for community related activities will liaise with this governmental body. The saturation point of each category of interviewees are explained below.

The interviews were conducted in May and June 2014. Table 5.1 below describes the profile of the interviewees and two additional participants (H16a and H17b). H16a, human resource and training manager, was the contact person of the hotel group that showed interest in this CSR study for personal interview and survey distribution. H16b was the CSR conductor of two brands under this hotel group in Hong Kong. H16a introduced H16b at the beginning of the interview and stayed until the end for discussion of survey distribution. As H16a was an accompanier during the interviewee, no transcript of her was recorded. Also, anonymity of this interview cannot be fully guaranteed as the interviewee (H16b) may hesitate to divulge sensitive information to the researcher. Another participant (H17b) was introduced by H17a after the interview to escort the researcher on a hotel tour regarding CSR procedures in operation. Many photos were taken; however, due to an assurance of data privacy, no audio recording was allowed. No transcript was prepared for the hotel tour session.

Altogether, there were 18 interviews; respective transcripts were presented in Appendix 7 from transcript TE001 to TE018.

Table 5.1: Profile of Interviewees

Hotel Employees					
Code	Tariff Type	Department	Division	Position	Transcript No.
E1	A	F&B	Restaurant outlet	Assistant Manager	TE001
E2	A	Rooms	Concierge	Chief Concierge	TE002
E3	A	HSKP	Guest Room	Supervisor	TE003
E4	A	F&B	Restaurant outlet	Supervisor	TE004
E5	B	Rooms	Executive Floor	Guest Services Agent	TE005
E6	B	Rooms	Front Desk	Reservation Agent	TE006
E7	B	Rooms	Front Desk	Manager	TE007
E8	B	Rooms	Front Desk	Guest Services Agent	TE008
E9	A	F&B	Restaurant outlet	Manager	TE009
E10	A	F&B	In-room dining	Manager	TE010
E11	B	Purchasing	Purchasing	Officer	TE011
E12	A	Rooms	Concierge	Concierge	TE012
E13	B	HSKP	Guest Room	Attendant	TE013
E14	B	F&B	Banquet	Assistant Manager	TE014
Management/Human Resource & CSR Team					
Code	Tariff Type	Department		Position	Transcript No.
H15	A	HR		Director	TE015
H16a	B	HR/Training		Manager	N/A
H16b	B	CSR		Conductor	TE016
H17a	A	F&B		Director	TE017
H17b	A	CSR		Chief Steward/CSR coordinator (Hotel tour only)	N/A
CSR-related Social Service Organisation					
Code	Company Name		Position		Transcript No.
H18	Company X		Senior Manager		TE018

Note. Tariff type: A stands for high tariff A hotels; B stands for high tariff B hotels. F&B stands for food & beverage department; HSKP stands for housekeeping department; HR stands for human resources department.

The first category of interviewees was hotel employees who had participated in their hotel's CSR activities or involved in the execution of any CSR initiatives. The purpose of selecting these experienced employees was to enhance the data's richness. Moreover, employees working in different departments across hotels in Hong Kong may experience their own unique CSR activities due to the nature of operation. As such, hotel employees working in all major operational divisions were invited, including restaurant outlets and in-room dining in the food and beverage department; front desk, executive floor, room reservations and concierge in the rooms department and housekeeping department. An additional invitation was sent to the purchasing department to provide insight into sustainable procurement practices in the hotel industry and the situation of Hong Kong.

The interview questions are listed in Appendix 8 (Interview guide – Employees). The key questions included: 'Please tell me the CSR policies/programmes/initiatives/ activities organised by your hotel'; 'Have you participated in any of these activities before?'; 'Are there any activities that are beneficial particularly to your local community?'; 'Which departments/who are responsible for organising these activities?'; 'Why do you think your hotel implements these activities?'; 'Are there any CSR communication channels?'; 'Does the management support CSR programmes, in what ways?' 'Do you know what is the future plan or direction of CSR in your hotel?'; 'How do you see your hotel's CSR activities in relation to employees' attitude or behavioural change?'; 'Do hotels appeal to you if they are good corporate citizens?' and 'Please use a word or a phrase to express the meaning of CSR to you.'

With regard to the saturation point, the amount of data collected from the first ten employees was very similar. Four additional interviews were then conducted to confirm that the learning curve had reached its peak (Glaser & Strauss, 1967). Data were obtained from employees who worked in operational departments of two tariff type of hotels, namely food and beverage rooms, and housekeeping. The majority of the CSR activities practised in Hong Kong were covered extensively. These data provided a possible coverage of the whole group and the type of knowledge that the author sought (Johnson & Rowlands, 2012).

The second group of interviewees were human resource managers, senior management or CSR personnel who were responsible for developing and implementing CSR policies and planning. Examples of some interview questions included: 'When did your hotel start to implement CSR programmes/activities?'; 'Which departments/who are responsible for organising these activities?'; 'What is the purpose of implementing these activities?'; 'Have your hotel/brand(s) received any CSR awards/accolades?'; 'Please tell me the CSR activities organised by your hotel?'; 'Which activity is the most successful?'; 'In what ways does your management team support CSR?'; 'Are there any mechanisms in your hotel to obtain employee feedback on CSR programmes/activities?'; 'How do your staff perceive CSR activities in your hotel?'; 'Do you see any changes in employees' attitudes and behaviour after they have participated or been involved in CSR activities/work role?'; 'Does your hotel communicate any CSR mission on your hotel website?' and 'What is the future plan or direction of CSR in your hotel?' (Appendix 9: Interview Guide – Senior Management).

Valuable information was obtained from the interviewees. For example, interviewee H15 was experienced in setting up CSR programmes in a few hotels in Hong Kong and China. Thus, his interview provided an overview of the different aspects of CSR in hotels. Moreover, interviewee H16b was specialised in community projects in Hong Kong and South East Asia. Interviewee H17a represented a hotel that is a pioneer in CSR and which has outperformed many other hotels in Hong Kong. Interview H17b escorted the author for a one-hour 'back-of-the-house' tour demonstrating their total commitment to CSR in regard to food waste management, energy and water reduction programmes. The hotel is the only one that has invested in purchasing a food waste composting machine and paper/cardboard recycling machine. In sum, the data obtained from this hotel were very comprehensive since almost all the CSR practices in the Hong Kong hotel industry were covered. Therefore, this category's theoretical saturation point was deemed to be reached.

The last interview was conducted with a senior manager of the Hong Kong Council of Social Service (HKCSS). HKCSS is the umbrella organisation for more than 400 non-governmental organisations (NGOs) which provide over 90% of the social welfare services in Hong Kong. The manager had taken up the role as a match-maker between corporations, small and medium-sized enterprises (SMEs), and non-governmental organisations (NGOs) for community projects. Through various projects lined up by the caring company in the past, more than 8,000 disabled individuals had obtained job opportunities with over HK$440 million generated in donations. The fruitful interview with the manager provided a macro view of all CSR practices in Hong Kong beyond the hotel industry.

Upon completion of all interviews, the data treatment process began by a process of open coding. All CSR activities that were mentioned by the interviewees were identified and coded. It was followed by collapsing into respective coded segments and CSR themes. A sample trail showing the open coding process of the stakeholder of employee is shown in Appendix 10. The example was taken from the CSR theme of work-life balance in Table 5.2 below. Six CSR activities, namely interest class, recreational gathering, work-life balance culture, volunteering, birthday leave and five-day work, were collapsed into a coded segment of policies to enhance work and life balance. It was then themed as work-life balance in this study.

With regard to employees, there were altogether 16 coded segments and themes. The CSR themes were salaries, recruitment and benefits, compensation and promotions, evaluation, employees' interest, employees' treatment, career advancement, continuous education, needs and wants, working environment, welfare facilities, work-life balance, family-friendly support, mental wellness, social inclusion workforce and employee volunteering service. Among them, work-life balance, family-friendly support and employee volunteering service were highly mentioned.

Table 5.2: PCSR Summary Table of Coding – Employees

CSR Activities: Employees	Coded Segments	Themes
Fair and reasonable salary (TE018)	Fair and reasonable salaries	Salaries
Pay salary on time (TE004)	Complies with law	Recruitment/ benefits
Fair promotions not based on personal connections (TE008), welcome every employee who applies for internal transfer and cross training (TE008)	Policies to prevent discrimination	Compensation/ promotions
Evaluation based on employees' capability and performance but not on personal connections (TE008), appreciation letters and thank you cards (TE008)	Fair decision of performance appraisal	Evaluation
Employee survey (TE010), help existing employees to understand newly hired ethnic minority trainees through home visits to increase communication and enhance harmonious working relationships (TE018)	Incorporates employees into business decisions	Employees' interest
Commission for selling additional hotel products, e.g. rooms upgrade or hotel membership (TE008), decent place to rest or sleep while working overtime due to typhoon (TE008)	Fair and respectful treatment	Employees' treatment
Hotel mission to provide employees a chance to grow through cross training or transfer to other departments or sister hotels (TE008)	Skills upgrade for career enhancement	Career advancement
A culture of supporting continuous education (E008)	Supportive on education	Continuous education
Staff meetings to obtain feedback from employees to know what their needs and wants and to accommodate them (TE006), daily needs for food, e.g. special brand of instant noodle (TE006), offering the same hotel membership to employees which is the same as customers (TE008), dental plan (TE006)	Supportive and considerate of employees' needs	Needs and wants
Occupational safety training (TE017, TE018), illness prevention programme (TE017), HACCP certification for a healthy and safe working environment (TE017)	Safe and healthy environment	Working environment

Table 5.2: Continued

CSR Activities: Employees (Continued)	Coded Segments	Themes
Staff restaurant with food that is preferred by employees (TE006, TE008), decent locker room (TE008), decent leisure room (TE006)	Decent, supportive and caring	Welfare facilities
Interest class (TE008), recreational gathering (TE008), volunteering (TE003), 5-day work (TE006, TE018), birthday leave (TE006), a culture to promote work and life balance (TE010)	Policies to enhance work and life balance	Work-life balance
Child care facilities (TE018), paternity leave (TE006, TE018), breast feeding room (TE018), extra day off, e.g. birthday, employees' parents and children (TE006, TE018), staff rate for purchasing rice dumplings (TE006)	Considerate and supportive to employees with family	Family-friendly support
Stress management workshop and counselling service (TE005, TE018)	Supportive	Mental wellness
Hire ethnic minority groups, physically and mentally disabled, LGBT* (TE017, TE018) *LGBT stands for lesbian, gay, bi-sexual or transgendered	Open culture of social inclusion	Socially inclusive workforce
Encourage employees to participate in the hotel's volunteering activities (TE002, TE008, TE010, TE017, TE018), management team to participate as role model (TE006, TE007, TE008, TE010, TE016, TE017, TE018), compensation for volunteering hours or count volunteering hours as working hours (TE006, TE010, TE017, TE018), accommodate duty roster for volunteering even for last minute arrangements (TE006, TE010), provide training to help volunteers (TE001, TE018), provide an internal communication channel to share volunteering experiences such as notice board and intranet (TE001, TE002, TE003, TE004, TE005, TE006,TE007, TE010, TE014, TE016, TE017, TE018)	Supportive of volunteering	Employee volunteering service

(Source: Developed by the author)

Note. HACCP stands for Hazard Analysis Critical Control Point, which is a food safety management system. LGBT stands for lesbian, gay, bi-sexual and transgender.

In terms of guests, six coded segments and themes were developed. Table 5.3 shows the CSR themes: guests' interests, consumer rights, transparent information, availability of responsible products and services, opportunity to conserve the environment and opportunity to engage in charitable events.

Table 5.3: PCSR Summary Table of Coding – Guests

CSR Activities: Guests	Coded Segments	Themes
Accommodate any guests' interests and requests (TE001), provide accessibility rooms to guests with disabilities (TE010)	Incorporation into business decisions	Guests' interests
Bathroom amenities without harmful substances to human health (TE017), use chemical-free cleaning products for room make-up (TE017)	Service beyond the legal requirements	Consumer rights
Content integrity, e.g. employees to provide honest information to customers (TE008)	Full and accurate information provided	Transparent information
Provide fair trade products or products from certified ethical sources, e.g. coffee, chocolates and caviar (TE007, TE017, TE018)	Responsive to guests' needs	Availability of responsible products and services
Provide a choice of recycling leftover conference suppliers or use low-carbon menus during conference meetings (TE017)	'Green meeting' option	Opportunity to conserve the environment
Certain percentage of bill donated to charity (TE017)	Charity engagement and donations	Opportunity to engage in charitable events

(Source: Developed by the author)

Further, ten coded segments and themes emerged for the stakeholder of local community (Table 5.4). The themes were the well-being of society, community's interest, volunteering, NGOs' financial needs, NGOs' partnerships, NGOs' sustainability, local schools, vulnerable people, disabled people and future generations. The common CSR activities identified were elderly home visits, blood donation, beach clean up and tree planting. It was collapsed into community campaigns and projects under the theme of well-being of society. Support volunteer team were also highly mentioned by 14 interviewees. This CSR activity was collapsed into corporate volunteer team under the theme of volunteering. Moreover, the theme of NGOs' financial needs represented by CSR activity of participating in various fundraising events for charities was highlighted by 16 interviewees. As compared to other stakeholder dimensions, local community was the most commonly mentioned beneficiary of hotel's CSR activities through contribution to the well-being of society, volunteerism and donation.

Table 5.4: PCSR Summary Table of Coding – Local Community

CSR Activities: Local Community	Coded Segments	Themes
Elderly home visits (TE002, TE003, TE004, TE005, TE006, TE007, TE008, TE009, TE010, TE012, TE013, TE014, TE015), blood donation (TE005, TE006, TE007, TE011, TE012, TE013, TE014), flag day (TE005), beach clean up (TE001, TE002, TE003, TE010), tree planting (TE005, TE006, TE007, TE008, TE009, TE011, TE016), invite disadvantaged children to dine at hotels (TE015), grant wishes to children who have life-threatening illnesses (TE017), training programme for underprivileged ethnic minority youths (TE017), built a footbridge in the community for residents' convenience (TE005), invite children to hotel to teach them how to bake cakes (TE011), teach children in low-income families about table manners (TE014), provide free lunch and food items for needy persons during Christmas (TE016)	Community campaigns and projects	Well-being of society
Consume products made by NGOs or social enterprises, e.g. design cookie tins and hand-made pouches (TE018)	Incorporation into business decisions	Community's interest
Support corporate volunteer team (TE001, TE002, TE003, TE004, TE005, TE006, TE007, TE008, TE010, TE013, TE015, TE016, TE017, TE018)	Corporate volunteer team	Volunteering
Participate in various fundraising events for charities, e.g. Trailwalker (TE001, TE002, TE003, TE004, TE005, TE006, TE007, TE008, TE010, TE012, TE013, TE014, TE015, TE016, TE017, TE018)	Cash donation and/or sponsorship of products	NGOs' financial needs
Long-term partnership with NGOs, e.g hire and train disabled people (TE002), help new immigrants with job training (TE016), provide retraining schemes for middle-aged unskilled people (TE017), open a $10 canteen to help low-income families and elderly with healthy meals and social needs (TE018)	Long-term partnership	NGOs' partnerships

Table 5.4: Continued

CSR Activities: Local Community (Continued)	Coded Segments	Themes
Support NGOs and social enterprises as normal business suppliers, e.g. purchase hand-made gift bags to put souvenirs for guests, design of tin boxes for cookies (TE017), offer an area in the hotel to sell fair trade products from NGOs (TE007, TE018), teach farmers organic farming skills for long-term sustainability (TE016), advocate fair trade products in workshops (TE016)	Creation of opportunity	NGOs' sustainability
Build primary schools in China (TE008), commit annual deliverables, e.g. help children to develop life skills for employability throughout the 6-year secondary school learning (TE018), provide internship programmes for secondary school children (TE018)	Long-term partnership	Local schools
Join food donation programmes and incorporate collection of edible food into daily work procedures, e.g. pastry, breads, fresh fruits, vegetable trimmings collected from food and beverage outlets (TE004, TE010, TE012, TE017)	Donation of excess edible food	Vulnerable people
Hire physical and/or mentally disabled people (TE014, TE017, TE018), provide Braille signs, remodelled passage-ways, low-level cashier counter at hotel premises (TE018)	Supportive of a barrier-free workforce culture	Disabled people
Provide learning opportunities, e.g. teach children at tutorial centres (TE004), teach low- income families with children on the concept of savings (TE018), provide internship opportunity for ethnic minority secondary school students (TE018)	Alleviation of poverty	Future generations

(Source: Developed by the author)

Table 5.5 shows the eight coded segments and themes under the natural environment. The themes were climate change, energy consumption, recycling, ecosystems, water resources, green building, sustainable seafood and global concern. The most commonly mentioned CSR activities were recycling of glass bottles and/or containers and waste paper reuse under the theme of recycling. The CSR activity of towel and linen reuse programme regarding the theme of water resources was also common in hotel.

Table 5.5: PCSR Summary Table of Coding – Natural Environment

CSR Activities: Natural Environment	Coded Segments	Themes
Paperless check-in check-out system (TE015, TE016), green terrace (TE015), help biodiversity of Asian honeybee populations (TE016), employee awareness programme on environmental conservation (TE017), food waste composting machine to transform food waste into wastewater (TE017), use electric cars as a green limousine service (TE015)	Incorporation into business decisions	Climate change
High-efficiency LED lamps (TE015), turn off electricity by blocking a few floors/lobby when room occupancy is low (TE005, TE006, TE008), automatic sensors to turn off lights (TE008), use natural ventilation and lighting (TE015), better control of air ventilation by doormen (TE002), water-cooled chiller system (TE015, TE017), EarthCheck certification (TE017)	Consumption reduction	Energy consumption

Table 5.5: Continued

CSR Activities: Natural Environment (Continued)	Coded Segments	Themes
Recycle glass bottles/containers (TE003, TE004, TE017), use recyclable plastic water bottles (TE003), use glass water bottles to replace plastic bottles to minimise waste (TE017), use recyclable water bottle caps (TE017), newspaper recycling (TE003), waste paper reuse or handling (TE005, TE006, TE012, TE017), recycle paper for key holders (TE006), upcycling (TE011), use FSC-certified paper packaging (TE017), redesign gift boxes for cost-effective and environmental friendly packaging (TE002), soap reuse or recycling (TE003, TE013), use refillable bathroom amenities instead of disposable plastic bottles (TE006), recycle cooking oil to lubrication for industry use (TE011), donate bed mattresses for reuse (TE013)	Supportive of minimising waste and reuse, recycling and upcycling of materials	Recycling
Biodegradable cleaning products (TE017), eco-friendly guestroom amenities (TE017)	Eco-friendly products	Ecosystems
Towel and linen reuse (TE002, TE005, TE006, TE012, TE013), automatic sensor tap (TE005), water conservation programme (TE016), water management guidelines (TE017)	Consumption reduction	Water resources
Green roof and podium (TE015), ISO14001 (TE011) and/or ISO50001 Certification (TE018), LEED (TE017)	Comply with international green building standards	Green building
Use WWF's 'Sustainable Seafood Guide' or remove endangered species from food and beverage menu (TE017), 'Alternative Shark fin-free Menu' (TE017)	Supportive of sustainable seafood by restaurant outlets	Sustainable seafood
Make donations to other countries apart from Hong Kong and China (TE004, TE016)	Financial support	Global concern

(Source: Developed by the author)

Note. EarthCheck certification is a benchmarking of environmental and social performance. FSC stands for Forest Stewardship Council. LEED stands for Leadership in Energy and Environmental Design, which is a green building certification programme.

With regard to suppliers, three coded segments and themes were identified. The first coded segment was integration of CSR criteria into product selection and evaluation policy and the respective them was selection and evaluation. The second coded segment was policies and guidelines which was then themed as sustainable procurement. The last one was honest and responsible disclosure of food supplies and it was themed as food supplies (see Table 5.6). The CSR activities in this area was least mentioned by the interviewees.

Table 5.6: PCSR Summary Table of Coding – Suppliers

CSR Activities: Suppliers	Coded Segments	Themes
Consider using biodegradable cleaning products (TE011, TE015), evaluate suppliers according to environmental policy (TE011)	Integration of CSR criteria into product selection and evaluation policy	Selection and evaluation
Have procurement policies and clear guidelines (TE011, TE017),	Policies and guidelines	Sustainable procurement
Food scandal of dishonest disclosure of food supplies in restaurant outlets (TE008)	Honest and responsible disclosure of food supplies	Food supplies

(Source: Developed by the author)

Table 5.7: PCSR Summary Table of Coding – Owners/Investors

CSR Activities: Owners/Investors	Coded Segments	Themes
Employ a CSR coordinator, conductor or director to handle CSR programmes (TE015, TE016, TE017, TE018)	Management of CSR activities by responsible personnel or a team	Accountability
CSR mission statement on hotel website (TE008, TE010, TE015, TE017, TE018), educating employees and university students (TE015)	Communication of CSR mission	Hotel mission
CSR annual report, sustainability report, GRI, ESG, ISO26000 (TE015, TE016, TE017, TE018)	Annual and legitimate reporting	CSR reporting

(Source: Developed by the author)

Finally, owners/investors had three coded segments and themes (Table 5.7). They were accountability, hotel mission and CSR reporting. The commonly mentioned CSR activities were employing CSR personnel to handle CSR programmes, CSR mission statement on hotel website and CSR annual or sustainability reports. In sum, there were 46 themes identified for the hotel industry. Figure 5.1 presents an overview of the PCSR coding model categorised by the six stakeholders with respective themes.

Figure 5.1: Overview of the PCSR Coding Model

Employees
- Salaries
- Recruitment/benefits
- Compensation/promotions
- Evaluation
- Employees' interest
- Employees' treatment
- Career advancement
- Continuous education
- Needs and wants
- Working environment
- Welfare facilities
- Work-life balance
- Family-friendly support
- Mental wellness
- Social inclusion workforce
- Volunteering service

Guests
- Guests' interests
- Consumer rights
- Transparent information
- Availability of responsible products/services
- Opportunity to conserve the environment
- Opportunity to engage in charitable events

Local Community
- Well-being of society
- Community's interest
- Volunteering
- NGOs' financial needs
- NGOs' partnership
- NGOs' sustainability
- Local schools
- Vulnerable people
- Disabled people
- Future generations

Natural Environment
- Climate change
- Energy consumption
- Recycling
- Ecosystems
- Water resources
- Green building
- Sustainable seafood
- Global concern

Suppliers
- Selection and evaluation
- Sustainable procurement
- Food supplies

Owners/Investors
- Accountability
- Hotel mission
- CSR reporting

(Source: Developed by the author)

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5.3.2 PCSR Instrument

According to Figure 5.1, the 46 themes were developed into 50 statements in the PCSR instrument. In terms of 'employees', there were 18 statements representing 16 themes. In general, one statement was used to represent each theme except for volunteering service in which three statements were developed. The reason is because volunteering is one of the most common CSR activities in hotels as mentioned above. Interview data shows that some hotels not only encourage employees to participate in volunteering but also provide a platform for employees to share their volunteering experience and receive compensation for volunteering hours (see Table 5.2). Moreover, some companies might extend their support by providing related training so as to bring the best of employees' skills to help needy people. The CSR support with regard to this aspect varies according to each organisation's investment of resources. Therefore, three statements were developed for this theme to represent different levels of management support: 'This hotel encourages employees to participate in voluntary activities'; 'This hotel assists the volunteer team through training workshops so as to help them bring out their best during community work'; and 'This hotel provides a platform for employees to share volunteering experiences (e.g. intranet or staff notice board, etc.)'. The last two statements were newly developed based on information from personal interviews.

In regard to 'guests', six themes were represented by seven statements. The theme of 'opportunity to conserve the environment' was represented by two statements: 'This hotel provides opportunities for our guests to help conserve the environment' and 'This hotel seeks to provide a green meeting option to our corporate clients so as to minimise environmental impacts (e.g. low-carbon menu, fair trade coffee and recycling of leftover conference supplies, etc.)'. The first statement refers

to environmental conservation opportunity in general while the second statement of 'green meeting' option was developed due to the increasing needs of corporate clients who want to go green in meetings and conferences. Table 5.3 above shows this example as identified in the personal interviews (TE017).

Moreover, there were ten themes represented by 11 statements for 'community'. There were two statements representing the theme of NGOs' financial needs: 'This hotel financially supports local charities through donations, sponsoring, and/or the provision of goods and services' and 'This hotel gives adequate contributions to charities'. The second statement was added to this theme because donations are the most common CSR activities and almost all hotels are involved in some sort of donations (see Table 5.4). This statement helps to understand whether employees are truly satisfied with their hotel's corporate giving activities.

For the rest of the stakeholders, one statement each was used to represent a theme. There were eight themes identified for 'environment', three themes for 'suppliers' and three themes for 'owners/suppliers'. Table 5.8 below lists all the 50 preliminary PCSR statements (first column on the left) categorised by the scope of the PCSR construct, that is, the six stakeholders. The second column shows the depth of each stakeholder in terms of Carroll's CSR dimensions. The last column displays the source of each statement indicating whether the items were adopted from existing studies or developed by the researcher. The latter is named 'newly developed' item. With regard to item writing, some wordings were adopted from existing scales and were refined to fit the context. For, newly developed items, the wordings were written by the author.

In sum, these statements cover an adequate representation of the PCSR construct through the extensive literature review, data collection and analysis process. One important point to note in Table 5.8 is about the depth of each stakeholder. As discussed in section 5.2.2 regarding stakeholders and Carroll's four CSR dimensions, the depth of the PCSR construct of each stakeholder could be different. Some cannot be represented by all four types of CSR dimension. For example, discretionary (philanthropy) responsibility is primarily related to 'local community'. Yet, all four CSR responsibilities are embedded across the six PCSR stakeholder's dimension.

Table 5.8: Preliminary PCSR Statements

PCSR Statements	Carroll's (1979) four CSR dimensions	Source
Employees		
This hotel provides employees with fair and reasonable salaries.	Legal	Park & Levy (2014); Turker (2009a)
This hotel always complies with the laws that regulate hiring and employee benefits.	Legal	Maignan & Ferrell (2000)
This hotel has internal policies to prevent discrimination in employees' compensation and promotion.	Legal/Ethical	Maignan & Ferrell (2000)
The managerial decisions related with the employees' evaluation process are usually fair.	Legal/Ethical	Maignan & Ferrell (2000); Turker (2009a)
This hotel incorporates the interests of employees in business decisions.	Economic/ Legal/Ethical	Park & Levy (2014)
This hotel treats our employees fairly and respectfully.	Ethical	Park & Levy (2014)
This hotel promotes social inclusion workforce culture (e.g. minority groups, physically/mentally disabled or LGBT*). *LGBT means lesbian, gay, bi-sexual or transgendered*	Ethical/ Discretionary	Maignan & Ferrell (2000)

Table 5.8: Continued

PCSR Statements	Carroll's (1979) four CSR dimensions	Source
Employees (Continued)		
This hotel's policies encourage employees to have a good work and life balance (e.g. interest class or recreational gathering on a regular basis, etc.).	Ethical	Maignan & Ferrell (2000); Park & Levy (2014); Turker (2009a)
This hotel provides a safe and healthy working environment for all employees.	Legal/ Ethical	Park & Levy (2014)
This hotel always encourages employees to enhance their skills for career advancement.	Ethical	Park & Levy (2014); Turker (2009a)
This hotel always supports employees who want to acquire further education.	Ethical	Maignan & Ferrell (2000); Turker (2009a)
The management of our hotel is primarily concerned with employees' needs and wants.	Ethical	Turker (2009a)
This hotel always cares about its employees and provides decent working conditions such as welfare facilities for them (e.g. staff restaurant, locker room, leisure room or accommodation and transportation arrangements during adverse weather, etc.).	Legal/Ethical	Newly developed
This hotel seeks to provide family-friendly practices (e.g. five-day work week, paternity leave or open day for family members, etc.).	Ethical	Newly developed
This hotel provides activities and support to show concern on employee's mental-wellness (e.g. stress management workshops or counselling service, etc.).	Ethical	Newly developed
This hotel encourages employees to participate in voluntary activities.	Discretionary	Turker (2009a)
This hotel provides mentorship training program for volunteer team so as to bring out the best during community work.	Discretionary	Newly developed
This hotel provides a platform for employees to share volunteering experiences (e.g. intranet or staff notice board, etc.).	Discretionary	Newly developed

Table 5.8: Continued

PCSR Statements	Carroll's (1979) four CSR dimensions	Source
Guests		
This hotel incorporates the interests of our guests in business decisions.	Economic/ Legal	Park & Levy (2014)
This hotel respects consumer rights beyond legal requirements.	Economic/ Legal/Ethical	Park & Levy (2014); Turker (2009a)
This hotel requires us to provide full and accurate information to all guests.	Economic/ Legal/Ethical	Maignan & Ferrell (2000); Turker (2009a)
This hotel is responsive to guests' corporate social responsibility needs (e.g. provide fair trade products such as coffee/chocolates, etc.).	Ethical	Newly developed
This hotel seeks to provide a 'Green Meeting' option to our corporate clients so as to minimise environmental impacts (e.g. low-carbon menu, fair trade coffee and recycling of leftover conference supplies, etc.).	Ethical	Newly developed
This hotel provides opportunities for our guests to help conserve the environment.	Ethical/ Discretionary	Newly developed
This hotel provides opportunities for our guests to engage in charitable events (e.g. cash donation).	Discretionary	Newly developed

Table 5.8: Continued

PCSR Statements	Carroll's (1979) four CSR dimensions	Source
Local Community		
This hotel supports campaigns and projects that promote the well-being of society (e.g. blood-donation day or flag day, etc.).	Discretionary	Park & Levy (2014); Turker (2009a)
This hotel incorporates the interests of local community in business decisions.	Economic/ Legal/ Discretionary	Park & Levy (2014)
This hotel financially supports local charities through donations, sponsoring, and/or the provision of goods and services.	Discretionary	Park & Levy (2014)
This hotel maintains long-term partnerships with non-governmental organisations (NGOs).	Discretionary	Newly developed
This hotel encourages partnerships with local businesses or schools on community projects.	Discretionary	Maignan & Ferrell (2000); Park & Levy (2014); Turker (2009)
This hotel is committed to support our corporate volunteer team.	Discretionary	Newly developed
This hotel supports vulnerable people in the community through donating excess edible food from our kitchen.	Discretionary	Newly developed
This hotel supports the procurement of products/services through social service organisation, social enterprises or co-operatives (e.g. hand-made gift bags).	Discretionary	Newly developed
This hotel promotes a barrier-free culture by investing facilities to cater the needs of the disabled (e.g. Braille signs or remodelled passage ways, etc.).	Discretionary	Newly developed
This hotel gives adequate contributions to charities.	Discretionary	Maignan & Ferrell (2000)
This hotel makes investment to create a better life for future generations.	Discretionary	Turker (2009a)

Table 5.8: Continued

PCSR Statements	Carroll's (1979) four CSR dimensions	Source
Natural Environment		
This hotel incorporates environmental concerns in its business decisions (e.g. paperless check-in and check-out system or other programmes, etc.).	Economic/ Legal/Ethical	Park & Levy (2014); Turker (2009a)
A programme is in place to reduce the amount of energy wasted in our hotel business (e.g. high efficiency LED lamps or automatic turn off light sensor, etc.).	Economic/ Legal/Ethical	Maignan & Ferrell (2000)
This hotel actively attempts to minimise the environmental impact of its operation through recycling programmes (e.g. 'Glass container recycling programme – hotel sector', waste paper reuse or upcycling projects, etc.).	Economic/ Legal/Ethical	Park & Levy (2014)
This hotel seeks to purchase products which minimise environmental impacts (e.g. biodegradable cleaning products or eco-friendly guestroom amenities, etc.).	Ethical	Park & Levy (2014)
This hotel encourages guests to conserve water resources through various programmes and initiatives (e.g. towel & linen reuse programmes, etc.).	Economic/ Legal/Ethical	Newly developed
This hotel complies with international green building standards or has attained some environmental labels/certifications (e.g. green roof and podium, ISO14001 or ISO50001 certification, etc.).	Economic/ Legal/Ethical	Newly developed
This hotel supports sustainable seafood in our restaurant's menu (e.g. use WWF's 'Sustainable Seafood Guide' or join the 'Alternative Shark-free Menu' program etc.).	Ethical	Newly developed
This hotel financially supports environmental initiatives in other countries apart from Hong Kong.	Discretionary	Park & Levy (2014)

Table 5.8: Continued

PCSR Statements	Carroll's (1979) four CSR dimensions	Source
Suppliers		
This hotel integrates corporate social responsibility criteria into the selection and evaluation process of preferred suppliers.	Legal/Ethical	Newly developed
This hotel has sustainable procurement guidelines for references.	Economic/ Ethical	Newly developed
This hotel fully discloses the sources of its food supplies to restaurant guests when asked.	Legal/Ethical	Newly developed
Owners/Investors		
This hotel has appointed a primary person/corporate social responsibility team to manage sustainability on a day-to-day basis.	Economic/ Ethical	Newly developed
A mission statement that embraces corporate social responsibility can be found in our hotel's website.	Economic/ Ethical	Newly developed
This hotel has responsibility to report on the hotel's environmental or sustainability performances (e.g. publish annual corporate social responsibility/sustainability report).	Economic/ Legal/Ethical	Park & Levy (2014)

(Source: Developed by the author)

5.4 Item Purification and Assessment of Content Validity

After creating a PCSR instrument, the next important step was to purify the measure and assess the reliability as shown in Steps 3 and 4 of Table 4.1. A panel of experts comprising seven academic scholars (Table 5.9) and four human resource managers (Table 5.10) in the discipline were invited to participate. Upon confirmation of their participation, a bilingual expert review evaluation form was sent to them by email. A copy of the form is attached in Appendix 11. Definitions of PCSR and sources of referencing for individual items are provided. They were suggested to assess the 'representativeness of the construct' and 'applicability to the industry' on a 5-point Likert Scale. '1' means 'not at all representative' or 'highly inapplicable'

and '5' means 'highly representative' or 'highly applicable'. Additional columns were

provided for each item so as to allow the reviewers to make further comments.

Table 5.9: Profile of Expert Review – Academic Professors

Code	Institution	Position	Research Expertise
P1	SHTM, PolyU	Chair Professor	Hospitality & Hotel Management
P2	SHTM, PolyU	Professor	Tourism Management
P3	SHTM, PolyU	Associate Professor	Hospitality & Hotel Management
P4	SHTM, PolyU	Assistant Professor	Hospitality & Hotel Management
P5	SHTM, PolyU	Assistant Professor	Hospitality & Hotel Management
P6	SHTM, PolyU	Assistant Professor	Hospitality & Hotel Management
P7	SHTM, PolyU	Visiting Associate Professor	Hospitality & Hotel Management

Note. SHTM stands for School of Hotel and Tourism Management and PolyU stands
for The Hong Kong Polytechnic University.

Table 5.10: Profile of Expert Review – Industry Expert

Code	Hotel Type	Location	Position	Expertise/Experiences
H1	A	Tsimshatsui	General Manager	Hotel Management
H2	A	Tsimshatsui	Human Resource Director	Human Resources
H3	A	Tsimshatsui	Human Resource Director	Human Resources
H4	B	Tsimshatsui	Human Resource Manager	Human Resources

In sum, Professors P1, P3, P5, and P6 and Industry Expert H1 provided both quantitative and qualitative feedback while the others commented qualitatively. The primary goal of this process was to assess content validity. As such, the mean rating completed by the professors was a strategy to decide whether a statement should be dropped or not. A mean score report for each item was calculated and all items yielded a mean value of 3.25 or above. Thus, all items were kept.

Next, each item was further examined qualitatively to consider if any of them should be dropped, rephrased, reworded or contained a double-barrelled question. Valuable comments were obtained and amendments of items' clarity were made. In addition, item F49 'A mission statement relating to corporate social responsibility can be found on our hotel's website' was commented on by Professor P1 who suggested that the statement embedded two issues. First was whether the hotel viewed corporate social responsibility as one of the hotel's missions, and second, whether the hotel communicates this CSR-related mission statement through its website. As such, an additional statement was added 'Corporate social responsibility is part of my hotel's mission'. Finally, all the six dimensions were retained and the 50 statements were increased to 51 during this process. The preliminary PCSR instrument was tabled below for subsequent assessment of its overall and internal reliability (Table 5.11).

Table 5.11: Preliminary PCSR Instrument

	PCSR Statements
A. Employees	
A1	This hotel provides employees with fair and reasonable salaries.
A2	This hotel always complies with the laws that regulate hiring and employee benefits.
A3	This hotel has internal policies to prevent discrimination in employees' compensation and promotion.
A4	Management's evaluation of employees' performance is fair.
A5	This hotel incorporates the interests of employees in business decisions.
A6	This hotel treats employees fairly and respectfully.
A7	This hotel promotes a social inclusion workforce culture (e.g. minority groups, physically/mentally disabled or LGBT*). *LGBT means lesbian, gay, bi-sexual or transgendered*
A8	This hotel's policies encourage employees to have a good work and life balance (e.g. interest class or recreational gathering on a regular basis, etc.).
A9	This hotel provides a safe and healthy working environment for all employees.
A10	This hotel always encourages employees to enhance their skills for career advancement.
A11	This hotel always supports employees who want to acquire further education.
A12	The management is concerned with employees' needs and wants.
A13	This hotel always cares about employees and provides decent working conditions such as welfare facilities for them (e.g. staff restaurant, locker room, leisure room or accommodation and transportation arrangements during adverse weather, etc.).
A14	This hotel seeks to provide family-friendly practices (e.g. five-day work week, paternity leave or open day for family members, etc.).
A15	This hotel provides activities to enhance employee's emotional well-being (e.g. stress management workshops or counselling service, etc.).
A16	This hotel encourages employees to participate in voluntary activities.
A17	This hotel assists the volunteer team through training workshops so as to help them bring out their best during community work.
A18	This hotel provides a platform for employees to share volunteering experiences (e.g. intranet or staff notice board, etc.).

Table 5.11: Continued

	PCSR Statements
B. Guests	
B19	This hotel incorporates the interests of our guests in business decisions.
B20	This hotel respects consumer rights beyond legal requirements.
B21	This hotel requires us to provide full and accurate information to all guests.
B22	This hotel is responsive to guests' corporate social responsibility needs (e.g. provide fair trade products such as coffee/chocolates, etc.).
B23	This hotel seeks to provide a 'Green Meeting' option to our corporate clients so as to minimise environmental impacts (e.g. low-carbon menu, fair trade coffee and recycling of leftover conference supplies, etc.).
B24	This hotel provides opportunities for our guests to help conserve the environment.
B25	This hotel provides opportunities for our guests to engage in charitable events (e.g. cash donation).
C. Local Community	
C26	This hotel contributes to campaigns and projects that promote the well-being of the society (e.g. blood-donation day or flag day, etc.).
C27	This hotel incorporates the interests of local community in business decisions.
C28	This hotel financially supports local charities through financial donations, sponsoring, and/or the provision of goods and services.
C29	This hotel maintains long-term partnerships with non-governmental organisations (NGOs).
C30	This hotel encourages partnerships with local businesses or schools on community projects.
C31	This hotel is committed to supporting our corporate volunteer team.
C32	This hotel donates edible food to help vulnerable people.
C33	This hotel supports the procurement of products/services produced by social enterprises or co-operatives (e.g. hand-made gift bags or souvenirs, etc.).
C34	This hotel promotes a barrier-free culture by providing a range of facilities to the disabled (e.g. Braille signs or remodelled passage ways, etc.).
C35	This hotel gives adequate contributions to charities.
C36	This hotel makes investment to create a better life for future generations (e.g. provide learning opportunities during hotel visits for secondary school students).

Table 5.11: Continued

	PCSR Statements
D. Natural Environment	
D37	This hotel incorporates environmental concerns in business decisions (e.g. paperless check-in and check-out system or other programmes, etc.).
D38	A programme is in place to reduce the energy consumption of this hotel (e.g. high efficiency LED lamps or automatic sensors to turn off lights, etc.).
D39	This hotel actively attempts to minimise the environmental impact of its operation through various recycling programmes (e.g. 'Glass container recycling programme – hotel sector', waste paper reuse or upcycling projects, etc.).
D40	This hotel seeks to purchase products which minimise environmental impacts (e.g. biodegradable cleaning products or eco-friendly guestroom amenities, etc.).
D41	This hotel encourages guests to conserve water resources through various water conservation programmes (e.g. towel & linen reuse programmes, etc.).
D42	This hotel complies with international green building standards or has attained some environmental labels/certifications (e.g. green roof and podium, ISO14001 or ISO50001 certification, etc.).
D43	This hotel offers sustainable seafood on its menu (e.g. uses WWF's 'Sustainable Seafood Guide' or has joined the 'Alternative Shark fin-free Menu' programme, etc.).
D44	This hotel financially supports environmental initiatives in other countries apart from Hong Kong and China.
E. Suppliers	
E45	This hotel integrates corporate social responsibility criteria into the selection and evaluation process of preferred suppliers.
E46	This hotel has sustainable procurement guidelines for reference.
E47	This hotel fully discloses the sources of its food supplies to restaurant guests when asked.
F. Owners/Investors	
F48	This hotel has appointed a primary person/corporate social responsibility team to manage sustainability on a day-to-day basis.
F49	Corporate social responsibility is part of the hotel's mission.
F50	A mission statement that embraces corporate social responsibility is on the hotel's website.
F51	This hotel reports its environmental or sustainability performance regularly to the public (e.g. publishes annual corporate social responsibility reports or sustainability reports, etc.).

(Source: Developed by the author)

5.5 Assessment of Reliability

The purpose of assessing reliability is to examine the overall reliability of the PCSR construct, followed by an internal reliability test to understand the structure of correlations among measured variables. This process can be achieved by a pilot study collecting data from the studied population.

5.5.1 Pilot Study

The pilot study was conducted in November 2015 at 10 hotels in Hong Kong using a convenience sampling method. Hotels' human resource managers or department heads were invited by email to make arrangements for the distribution of the questionnaire. Six high tariff A and four high tariff B hotels showed their support. A total of 300 self-administered questionnaires were distributed to hotel employees through their human resources department or department head. The completed questionnaires were collected by the researcher in person during the same month; 204 questionnaires were usable and the valid response rate was 68.0% (Table 5.12).

Table 5.12: List of Participating Hotels in Pilot Test

Hotel Code	Tariff Hotel	Location	No. of Survey Distributed	No. of Usable Survey
Hotel PT1	B	Tsimshatsui	30	27
Hotel PT2	A	Admiralty	30	20
Hotel PT3	A	Central	30	19
Hotel PT4	A	Tsimshatsui	30	29
Hotel PT5	A	Wanchai	30	20
Hotel PT6	B	Kowloon East	30	20
Hotel PT7	A	Tsimshatsui	30	15
Hotel PT8	A	Tsimshatsui	30	18
Hotel PT9	B	Wanchai	30	16
Hotel PT10	B	Tsimshatsui	30	20
Total:			**300**	**204**

5.5.2 Reliability of the PCSR Scale

Reliability is "a statistical measure of the reproducibility or stability of the data gathered by the survey instrument" (Litwin, 2003, p. 6) within each application and over time (Nunnally, 1970). The goal in determining the reliability of an instrument is to assure that errors in measurement are at a minimum. The first type of diagnostic measure used in this study was the correlation between each item and the total score of the survey questionnaire. This is because in a reliable scale, all items should correlate with the total. The rule of thumb is that the item-to-total correlations below .30 may have to be dropped (Field, 2013; Nunnally, 1970). The item analysis in Table 5.13 revealed that all 51 statements had an item-total correlation above .3 except item B19 which loaded marginally at .277. All coefficient alphas were loaded highly from .961 to .963. As such, all items including item B19 were retained for subsequent analysis.

Table 5.13: Item-Total Correlation and Coefficient Alpha of PCSR

Item No.	Item-Total Correlation	Alpha If Item Deleted
C31	.726	.961
C30	.708	.962
C29	.696	.962
D38	.689	.962
D39	.684	.962
C33	.682	.962
C36	.670	.962
C27	.660	.962
C32	.659	.962
B24	.653	.962
E46	.643	.962
C35	.634	.962
A12	.634	.962
A10	.628	.962
C28	.626	.962
D40	.620	.962
B23	.614	.962
F50	.612	.962
A9	.610	.962
A13	.605	.962
F48	.604	.962
A11	.601	.962
A16	.600	.962
E45	.594	.962
E47	.589	.962
A17	.587	.962
D37	.579	.962
A18	.576	.962
A8	.576	.962
B25	.569	.962
F51	.566	.962
D41	.565	.962
D44	.561	.962
B22	.559	.962
F49	.555	.962
A6	.555	.962
D43	.549	.962
D42	.534	.962
C34	.532	.962
A15	.510	.962
A4	.494	.962

Table 5.13: Continued

Item No.	Item-Total Correlation	Alpha If Item Deleted
A1	.493	.962
C26	.487	.962
A5	.470	.963
A7	.454	.962
A3	.437	.963
A2	.409	.963
A14	.397	.963
B20	.385	.963
B21	.375	.963
B19	.277	.963

5.5.3 Exploratory Factor Analysis

Exploratory factor analysis was then used to identify the dimensions underlying the construct. As the goal of this stage was to understand the theoretical structure of the PCSR construct, an oblique rotation method was chosen. Results were interpreted from the pattern matrix that represents the unique contribution of each variable to the factor (Hair et al., 2010). With regard to factor loadings, the rule of thumb is that factor loadings in the range of ±.3 to ±.4 are considered to meet the minimal level for interpretation of structure. Loadings ±.4 or greater are considered necessary for practical significance for this pilot study (Field, 2013).

Another commonly used criterion for assessment includes an eigenvalue of 1.0 as well as reliability coefficient indicated by Cronbach's alpha. Cronbach's alpha indicates the percentage of variance that the items share in common. A coefficient, r, above .7 is considered adequate for exploratory studies because more than half of the variance is shared (Nunnally, 1970). This indication helps to explain "how well the different items complement each other in the measurement of different aspects of the same variable or quality" (Litwin, 2003, p.22). A value greater than .7 was the goal for this study.

The 51 PCSR statements were factor analysed using Principal Axis Factoring and the oblique rotation method with Kaiser Normalisation (Fabrigar, Wegener, MacCallum, & Strahan, 1999). The result of Kaiser-Meyer-Olkin (KMO) and Bartlett's test of Sphericity were .917 and 6259.331, with a .000 significance level, respectively. Six factors were extracted and the cumulative variance was 57.09. Table 5.14 illustrates the factor loadings, eigenvalues, percentage of variance and reliability of each factor represented by Cronbach's alpha.

Table 5.14: Factor Loadings of PCSR

Items of Perceived Corporate Social Responsibility		Factor Loadings	Eigen-values	Variance Explained
Factor 1: Local Community **(Cronbach's alpha: .893)**			18.21	35.71
C29	This hotel maintains long-term partnerships with non-governmental organisations (NGOs).	.772		
C28	This hotel financially supports local charities through donations, sponsorship, and/or the provision of goods and services.	.644		
C35	This hotel gives adequate contributions to charities.	.571		
C31	This hotel is committed to supporting our corporate volunteer team.	.550		
C32	This hotel donates edible food to help vulnerable people.	.510		
C33	This hotel supports procurement of products/services through social service organisations, social enterprises or co-operatives (e.g. hand-made gift bags or souvenirs etc.).	.499		
C26	This hotel supports campaigns and projects that promote the well-being of society (e.g. blood-donation day or flag day, etc.)	.488		
C34	This hotel promotes a barrier-free culture by providing a range of facilities to the disabled (e.g. Braille signs or remodelled passage ways, etc.)	.482		

Table 5.14: Continued

Items of Perceived Corporate Social Responsibility		Factor Loadings	Eigen-values	Variance Explained
Factor 1: Local Community (Continued) **(Cronbach's alpha: .893)**			18.21	35.71
A7	This hotel promotes a social inclusion workforce culture (e.g. minority groups, physically/mentally disabled or LGBT*). *LGBT means lesbian, gay, bi-sexual or transgendered*	.467		
C36	This hotel makes investment to create a better life for future generations (e.g. providing learning opportunities during hotel visits for secondary school students).	.435		
Factor 2: Employees **(Cronbach's alpha: .892)**			3.26	6.38
A12	The management is concerned with employees' needs and wants.	.709		
A6	This hotel treats employees fairly and respectfully.	.652		
A9	This hotel provides a safe and healthy working environment for all employees.	.616		
A15	This hotel provides activities to enhance employee's emotional well-being (e.g. stress management workshops or counselling services, etc.).	.604		
A10	This hotel always encourages employees to acquire further education for career advancement.	.582		
A4	Management's evaluation of employees' performance is fair.	.579		
A13	This hotel always cares about its employees and provides decent working conditions such as welfare facilities for them (e.g. staff restaurant, locker room, leisure room or accommodation and transportation arrangements during adverse weather, etc.).	.541		
A8	This hotel's policies encourage employees to have a good work and life balance (e.g. interest class or recreational gathering or open day for family members on a regular basis etc.).	.453		

Table 5.14: Continued

Items of Perceived Corporate Social Responsibility		Factor Loadings	Eigen-values	Variance Explained
Factor 3: Guests **(Cronbach's alpha: .699)**			**2.25**	**4.40**
B19	This hotel incorporates the interests of our guests into its business decisions.	.671		
B21	This hotel requires us to provide full and accurate information to all guests.	.539		
B20	This hotel respects consumer rights beyond legal requirements.	.479		
Factor 4: Owners/Investors **(Cronbach's alpha: .875)**			**1.91**	**3.75**
F50	A mission statement that embraces corporate social responsibility is on the hotel's website.	.750		
F48	This hotel has appointed a primary person/corporate social responsibility team to manage sustainability on a day-to-day basis.	.691		
F51	This hotel reports its environmental or sustainability performance regularly to the public (e.g. publishes annual corporate social responsibility reports or sustainability reports, etc.).	.666		
F49	Corporate social responsibility is part of the hotel's mission.	.652		
E47	This hotel fully discloses the sources of its food supplies to restaurant guests when being asked.	.554		
Factor 5: Natural Environment **(Cronbach's alpha: .893)**			**1.85**	**3.63**
D40	This hotel seeks to purchase products which minimise environmental impacts (e.g. biodegradable cleaning products or eco-friendly guestroom amenities, etc.).	.848		
D39	This hotel actively attempts to minimise the environmental impact of its operation through various recycling programmes (e.g. 'Glass container recycling programme - hotel sector', waste paper reuse or upcycling projects, etc.).	.752		

Table 5.14: Continued

Items of Perceived Corporate Social Responsibility		Factor Loadings	Eigen-values	Variance Explained
Factor 5: Natural Environment (Continued) **(Cronbach's alpha: .893)**			**2.25**	**4.40**
D41	This hotel encourages guests to conserve water resources through various water conservation programmes (e.g. towel & linen reuse programmes, etc.).	.641		
D38	A programme is in place to reduce the energy consumption of this hotel (e.g. high efficiency LED lamps or automatic sensors to turn off lights, etc.).	.638		
D37	This hotel incorporates environmental concerns in its business decisions (e.g. paperless check-in and check-out system or other programmes, etc.).	.628		
D42	This hotel complies with international green building standards or has attained some environmental labels/certifications (e.g. green roof and podium, ISO14001 or ISO50001 certification, etc.).	.552		
D43	This hotel supports sustainable seafood on its menu (e.g. uses WWF's 'Sustainable Seafood Guide' or has joined the 'Alternative Shark fin-free Menu' programme etc.).	.431		
Factor 6			**1.63**	**3.21**
B23	This hotel seeks to provide a 'Green Meeting' option to our corporate clients so as to minimise environmental impacts (e.g. low-carbon menu, fair trade coffee and recycling of leftover conference supplies, etc.)	.583		
A14	This hotel seeks to provide family-friendly practices (e.g. five-day work week, paternity leave or open day for family members, etc.)	.505		

Note. Extraction method: Principal Axis Factoring; Rotation method: Oblimin with Kaiser Normalisation; Loadings ≥ .50. Five-point Likert scale was used for rating the indicators ranging from 1 = 'strongly disagree' to 5 = 'strongly agree'.

The reliabilities of each factor were assessed by Cronbach's alpha value. All factors yielded strong reliability scores, ranging from .875 to .893, except for factor 3 (guests) loaded at .699 which was acceptable. For factor 6, only two statements were loaded. They were related to environmentally friendly and family-friendly practices which have been covered in the factors of natural environment and employees. Therefore, this factor was deleted after the reliability test.

There were three items remained in factor 3. To ensure that this factor can be described as a solid factor (Netemeyer et al., 2003; Osborne & Costello, 2005), three additional items relating to operations and service delivery were included: 'One of the main principles of this hotel is to provide high-quality products and services to our guests'; 'Guest satisfaction is highly important for this hotel' and 'This hotel is highly responsive to guest complaints'. These additional items were subject to further review by two academic professors and two human resource practitioners from the expert panel. The 'representativeness' for this dimension was confirmed. In conclusion, this five-factor model with variance explained at 53.87% was appropriate for measuring perceived corporate social responsibility.

5.6 Measurement Items of Organisational Commitment

Organisational commitment "can be defined generally as a psychological link between an employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organisation" (Allen & Meyer, 1996, p. 252). Based on the literature review, there is a considerable amount of academic research on the scales of organisational commitment such as the organisational commitment questionnaire (Mowday et al., 1979), affective, normative, and continuance commitment (Meyer & Allen, 1997), psychological attachment instrument (Fields,

2002; Sutton & Harrison, 1993), organisational commitment (Cook & Wall, 1980; Fields, 2002; Marsden, et al., 1993) and organisational commitment scale (Balfour & Wechsler, 1996; Fields, 2002). As the purpose of this study was to examine employees' attitude in affective and cognitive aspects, Meyer and Allen's (1997) 18-item scale was more appropriate as it is the only scale that has indicators to measure the individual dimension. The scale had acceptable reliability in previous studies, ranging from .65 to .88. In addition, the scale has been validated using multi-sample confirmatory factor analysis (Fields, 2002). Hence, Meyer and Allen's (1997) scale was adopted for use in the present study (see Table 5.15).

Table 5.15: Measurement Items of OC

Source	Fields (2002, pp. 52-53); Meyer & Allen (1997, pp. 118-119)
Affective Commitment	1. I would be very happy to spend the rest of my career with this organisation. 2. I really feel as if this organisation's problems are my own. 3. I do not feel like 'part of the family' at my organisation. (R) 4. I do not feel 'emotionally attached' to this organisation. (R) 5. This organisation has a great deal of personal meaning for me. 6. I do not feel a strong sense of belonging to my organisation. (R)
Normative Commitment	7. I do not feel any obligation to remain with my current employer. (R) 8. Even if it were to my advantage, I do not feel it would be right to leave my organisation now. 9. I would feel guilty if I left my organisation now. 10. This organisation deserves my loyalty. 11. I would not leave my organisation right now because I have a sense of obligation to the people in it. 12. I owe a great deal to this organisation.
Continuance Commitment	13. It would be very hard for me to leave my organisation right now, even if I wanted to. 14. Too much in my life would be disrupted if I decided I wanted to leave my organisation now. 15. Right now staying with my organisation is a matter of necessity as much as desire. 16. I feel that I have too few options to consider leaving this organisation. 17. One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives. 18. One of the major reasons I continue to work for this organisation is that leaving would require considerable personal sacrifice – another organisation may not match the overall benefits that I have here.

(Source: Compiled by the author)
Note. Items denoted with (R) are reversed scored.

5.7 Measurement Items of Organisational Citizenship Behaviour

According to Organ (1988), organisational citizenship behaviour refers to "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation" (p. 4). There are four common OCB scales; two were developed in the Western context by (a) Smith et al. (1983) and (b) Podsakoff et al. (1990). Another two were developed in the Chinese context, namely Farh et al. (1997) in Taiwan and Farh et al. (2004) in China. The OCB scale developed in Taiwan by Farh et al. (1997) has been widely used in recent years and the one in China (Farh et al., 2004) has been extended to include five additional dimensions. However, some dimensions only have one or two items. It is not recommended as very few items in a factor imply that behaviour is not important (Farh et al., 2004). Moreover, this scale is exploratory in nature and lacks theoretical support and empirical verification (Wang, 2009). Chiu and Ng's (2010) studies on OCB in Hong Kong have adopted the Western OCB scale developed by Smith et al. (1983). However, this scale is not applicable for the hotel industry. On the other hand, the scale developed by Podsakoff et al. (1990) is more specific and has been tested and proven to have high reliability and validity (Wang, 2009). The internal consistency reliabilities (coefficient alphas), ranged from .70 to .85, achieving the recommended level of .70. Hence, the Western OCB scale developed by Podsakoff et al. (1990) was chosen for this research. The items are listed in Table 5.16.

Table 5.16: Measurement Items of OCB

Source	Fields (2002, pp. 242-244); Podsakoff et al. (1990)
Altruism	1. I help others who have heavy workloads. 2. I am always ready to lend a helping hand to those around me. 3. I help others who have been absent. 4. I am willing to help others who have work-related problems. 5. I help orient new people even though it is not required.
Conscientious-ness	6. I am one of the most conscientious employees. 7. I believe in giving an honest day's work for an honest day's pay. 8. My attendance at work is above the norm. 9. I do not take extra breaks. 10. I obey company rules and regulations even when no one is watching.
Sportsmanship	11. I am the classic 'squeaky wheel' that always needs greasing. (R) 12. I consume a lot of time complaining about trivial matters. (R) 13. I tend to make 'mountains out of molehills'. (R) 14. I always focus on what's wrong, rather than the positive side. (R) 15. I always find fault with what the organisation is doing. (R)
Courtesy	16. I try to avoid creating problems for co-workers. 17. I consider the impact of his/her actions on co-workers. 18. I do not abuse the rights of others. 19. I take steps to try to prevent problems with other employees. 20. I am mindful of how my behaviour affects other people's jobs.
Civic Virtue	21. I keep abreast of changes in the organisation. 22. I attend meetings that are not mandatory, but are considered important. 23. I attend functions that are not required, but help the company image. 24. I read and keep up with organisation announcements, memos, and so on.

(Source: Compiled by the author)
Note. Items denoted with (R) are reverse scored.

5.8 Measurement Items of Customer-oriented Behaviour

Customer orientation refers to the "employee's behaviours that are geared toward satisfying customers' needs adequately" (Stock & Hoyer, 2005, p. 536). Customer-oriented behaviour is viewed as the ability of salespeople to help their customers by engaging in behaviour that increases customer satisfaction (Saxe & Weitz, 1982). The measurement items of customer-oriented behaviour were taken from Stock and Hoyer's (2005) Attitude-Behaviour Model. Six items of behavioural statements from the employee perspective were selected. The reliability and validity of the measures were tested using exploratory factor analysis and confirmatory factor analyses. The results were all satisfactory with Cronbach's alpha at .78, composite reliability at .80 and the average variance extracted at .57. The six-item measurement scale was listed in Table 5.17 below. However, as the scale was developed primarily for sales people, the statements were modified in consideration of the job nature of hotel customer-contact employees.

Table 5.17: Measurement Items of COB

Source	Stock & Hoyer (2005, p. 545)
Sales people's customer-oriented behaviour	1. I try to get to discuss the customers' needs. 2. I answer the customers' questions about products and/or services as correctly as I can. 3. I try to influence the customers by information rather than by pressure. 4. I try to give the customers an accurate expectation of what the product will do for them. 5. I am willing to disagree with the customers in order to help them make a better decision. 6. I try to help the customers to achieve their goals.

(Source: Compiled by the author)

5.9 Translation and Pre-test of Instrument

All the measurement items of PCSR, OC, OCB and COB were translated into Chinese by the researcher and edited by a professional translator at the same university. The back translation procedure as suggested by Werner and Campbell (1970) was then conducted by the researcher so as to ensure linguistic and cultural equivalence. With regard to the measurement items of OC, OCB, and COB, since some of the items were reversed in meaning, special attention was also given to these items to ensure that the translation was appropriate and readable by Chinese respondents. A pre-test with four hotel employees at the operational level was conducted. Comments on the Chinese translation were taken. Minor changes were made to the wording of eight items to ensure consistency and for easy comprehension.

5.10 Final Instrument

In sum, the PCSR instrument developed comprised five dimensions with 36 items. Together with the measurement items of OC, OCB and COB adopted from previous studies, all items were included and turned into a bi-lingual questionnaire (Appendix 12). This questionnaire was used in the main survey. There were four major sections in the questionnaire. The first section was two screening questions to ensure that the target respondents were reached. The questions were 'Are you currently a full-time employee?' and 'Do you have customer-contact opportunities on a daily basis?' The second section comprised 36 items representing the construct of perceived corporate social responsibility. The third section measured organisational commitment by 18 measurement items, organisational citizenship behaviour by 24 items and customer-oriented behaviour by six items. The last section was

demographic variables of gender, age group, education level, marital status, department, position, number of years working in the hotel, number of years working in the hotel industry and finally, monthly income. The final instrument contained 84 statements of four key constructs and nine questions on demographic information. The instrument was rated on a five-point Likert scale.

5.11 Chapter Summary

This chapter described the development process of the PCSR instrument through the major steps of domain specification, items generation, item purification and assessment of reliability. Personal interviews were conducted to verify the scope of the PCSR construct and depth of each stakeholder dimension. The sample of items then underwent the item purification process through expert review by academic professors and human resource managers for assessment of content validity. A pilot test using exploratory factor analysis was conducted which resulted in a reliable instrument for this study. The final instrument contained 36 items on perceived corporate social responsibility, 18 items on organisational commitment, including affective, normative and continuance commitment, 24 items on organisational citizenship behaviour and six items on customer-oriented behaviour.

CHAPTER 6 FINDINGS OF THE MAIN SURVEY

6.1 Introduction

This chapter presents the results of the main survey. The first section describes the data examination process. The second section presents a brief discussion of the demographic characteristics of the respondents. The third section provides descriptive statistics of the exogenous variable, perceived corporate social responsibility (PCSR) and endogenous variables, organisational commitment (OC), organisational citizenship behaviour (OCB), and customer-oriented behaviour (COB) in this study. The fourth section examines the psychometric properties of the instrument using confirmatory factor analyses. Finally, the results of the structural model are presented.

6.2 Data Examination

Data examination is a necessary first step to eliminate or minimise hidden effects on the sample data; thus, this section explains how the evaluation of missing data and identification of outliers were handled (Hair et al., 2010). The purpose was to ensure that the results obtained from the data were truly valid and accurate (Hair et al., 2010). It can also "attain a basic understanding of the data and relationships between variables and can ensure that the data underlying the analysis meet all of the requirements for a multivariate analysis" (Hair et al., 2010, p. 36-37).

6.2.1 Sampling and Data Collection

A total of 1,200 questionnaires were distributed to 18 hotels in Hong Kong that volunteered to participate in the main survey. Data collection was conducted from 4 March to 4 April 2015. Invitation letters were sent to the hotels to solicit support for the survey's distribution. As requested by the hotel managers of the participating hotels, the names of the hotels were kept strictly confidential. Therefore, Table 6.1 only lists the hotel code, type of tariff hotel, number of guest room (bigger or smaller than 700 rooms) and location. For hotels that had more than 700 guest rooms, 120 questionnaires were sent whereas for hotels with 700 rooms or below, 60 questionnaires were distributed. Finally, 822 questionnaires were collected from nine high tariff A hotels and nine high tariff B hotels. The response rate was 68.50%. The achievement of a relatively high response rate was due to the support received from hotel managers after personal visits for explanation of the research objectives. Since the response rate was high, there was less chance of response bias.

Table 6.1: List of Participating Hotels in Main Survey

Hotel	Hotel Type (High Tariff A or B)	Guest Rooms	Location	No. of Survey Distributed	No. of Survey Received
Hotel 1	A	>700	Tsimshatsui	120	110
Hotel 2	A	<700	Admiralty	60	50
Hotel 3	B	<700	Central	60	43
Hotel 4	A	>700	Tsimshatsui	120	86
Hotel 5	A	<700	Tsimshatsui	60	46
Hotel 6	B	<700	Mongkok	60	40
Hotel 7	B	<700	Causeway Bay	60	40
Hotel 8	B	<700	Tsimshatsui	60	53
Hotel 9	B	<700	Wanchai	60	18
Hotel 10	B	<700	Mongkok	60	54
Hotel 11	B	<700	Causeway Bay	60	55
Hotel 12	A	<700	Tsimshatsui	60	53
Hotel 13	B	<700	Kowloon East	60	43
Hotel 14	A	<700	Tsimshatsui	60	44
Hotel 15	A	<700	Central	60	20
Hotel 16	B	<700	Shatin	60	22
Hotel 17	A	<700	Wanchai	60	22
Hotel 18	A	<700	Tsimshatsui	60	23
Total:				**1,200**	**822**

6.2.2 Data Cleaning Procedures

6.2.2.1 Pre-set Criteria

All the data in the survey questionnaires were input into IBM SPSS software (version 20) carefully so as to ensure data accuracy. The frequencies of out-of-code responses on all survey items were examined. No coding errors were detected. The data cleaning stage then commenced by deleting 21 questionnaires which were returned either blank or almost incomplete. This was followed by a further reduction of 26 cases that did not fulfil the two pre-set criteria, i.e. full-time staff and have customer-contact on a daily basis. These 26 cases were completed by part-time staff or staff who were working in the purchasing department, human resources or training department that have no customer-contact in their daily work role. The inclusion of these two screening questions in the questionnaire was a sampling strategy as discussed in the methodology section (Chapter 4) to ensure that the target respondents were reached.

6.2.2.2 Missing Values

Next, the data set was further examined for missing values that possessed a non-random pattern. There were 15 cases that had missing data concentrated in a small subset of cases and/or variables (Hair et al., 2010, p. 48) such as OC and COB. As suggested by Hair et al. (2010), the most efficient solution is to delete all the cases. Since the 15 cases accounted for 1.82% of the total returned questionnaires, the reduction in sample size was acceptable. Therefore, the case IDs of 26, 50, 66, 210, 211, 240, 309, 330, 528, 588, 687, 692, 724, 795 and 826 were deleted. The data set of 760 was then tested for outliers.

6.2.2.3 Multivariate Outliers

With regard to outliers, multivariate detection of outliers was adopted as this study involved more than two variables. Multivariate outliers are cases with an unusual combination of scores on several variables. They were identified by Mahalanobi's distance (Tabachnick & Fidell, 2001). "Mahalanobis D^2 measure is a multivariate assessment of each observation across a set of variables" and "the threshold levels for the D2/df measure should be conservative (.005 or .001)". This resulted in the value of 2.5 (small samples) which can be designated as possible outliers (Field, 2013, p. 67). In the reduced data set of 760 questionnaires, 28 observations as identified in the multivariate tests were significantly different. It accounted for 3.68%. Empirical study demonstrates the benefits of outlier removal (Osborne & Overbay, 2004). Since correlations and t-tests tend to show significant changes in statistics and the overwhelming majority of analyses' accuracy of estimates could be enhanced, these 28 cases were further deleted.

The data set was further examined for missing values as it is an important step when conducting SEM analysis. No missing value was identified and the procedural error was ensured during the data cleaning stage (Hair et al., 2010). Table 6.2 below shows the steps of deletion of usable survey questionnaires. The final sample size of 732 cases with six exogenous and endogenous variables was appropriate for SEM estimation.   As such, the 732 cases contributed to a valid response rate of 61.0%.

Table 6.2: Number of Usable Survey Questionnaires

Hotel	No. of Survey Received	Steps of Deletion					Final Usable Survey
		(1) Blank Survey	(2) Pre-set Criteria	(3) Non-random missing pattern	(4) Outliers	(5) Missing values	
Hotel 1	110	2	8	3	8	0	89
Hotel 2	50	1	6	0	2	0	41
Hotel 3	43	0	1	2	1	0	39
Hotel 4	86	3	0	1	5	0	77
Hotel 5	46	2	0	2	1	0	41
Hotel 6	40	0	1	0	2	0	37
Hotel 7	40	1	0	0	1	0	38
Hotel 8	53	2	0	1	0	0	50
Hotel 9	18	0	0	0	2	0	16
Hotel 10	54	1	4	0	0	0	49
Hotel 11	55	2	2	0	1	0	50
Hotel 12	53	1	1	1	1	0	49
Hotel 13	43	1	0	0	0	0	42
Hotel 14	44	3	1	1	1	0	38
Hotel 15	20	1	0	2	2	0	15
Hotel 16	22	1	0	1	0	0	20
Hotel 17	22	0	1	0	1	0	20
Hotel 18	23	0	1	1	0	0	21
Total:	**822**	**21**	**26**	**15**	**28**	**0**	**732**

6.2.3 Data Treatment of Reversed Meaning Variables

Prior to the measurement model testing and structural model testing, variables with reversed meaning were handled so as to ensure consistency of the response in meanings (Hair et al., 2010). The variables in OC (OC4, OC6, OC7) and OCB (OCB11, OCB12, OCB13, OCB14, OCB15) both underwent a variable transformation process in SPSS. '1' was recoded to '5', '2' was recoded to '4', '3' was coded to '3', '4' was recoded to '2' and '5' was recoded to '1'.

6.3 Demographic Profile of Respondents

Table 6.3 below summarised the demographic profile of the respondents. The gender distribution was approximately equal with males and females accounting for 51.1% and 48.9% respectively. Almost half of the respondents were aged between 20 to 29 (44.1%), followed by the age group of 30 to 39 (28.7%) and 40 to 49 (17.8%); 44.0% had received primary or secondary education, 31.0% obtained diploma level, whereas 25.0% had attained a bachelor's degree or above. Almost 60% of the respondents were single whereas 38.5% were married. Almost 90% of the respondents worked in three major operational departments namely: food and beverage (38.2%), rooms (36.1%) and housekeeping (15.3%); 61.6% worked as general or operational staff and 29.5% held the position of supervisor or assistant manager. Departmental managers or directors accounted for 8%. While 16.3% of the respondents had worked in their hotel for less than one year, 38.9% had worked in their hotel for between one and three years and 16.5% had worked in their hotel for between four and six years. Almost 20% of the respondents had worked in their hotel for more than ten years. In terms of the number of years working in the hotel industry, almost 21.9% had worked for less than three years, 24% had worked for between three and five years and 20.9% had worked for between six and ten years. The majority of them (76.1%) earned a monthly income of between HK$10,001 and HK$20,000, followed by HK$20,001 to HK$30,000 (15.6%).

Table 6.3: Demographic Profile of Respondents (*n*=732)

	Frequency	Respondents (%)
Gender		
Male	374	51.1
Female	358	48.9
Age Group		
Under 20	7	0.9
20 to 29	323	44.1
30 to 39	210	28.7
40 to 49	130	17.8
50 or above	62	8.5
Education Level		
Primary/Secondary	322	44.0
Diploma/Associate Degree	227	31.0
Bachelor Degree or above	183	25.0
Marital Status		
Single	438	59.8
Married	282	38.5
Others	12	1.6
Department		
Food & Beverage	280	38.2
Rooms	264	36.1
(Front Desk/Reservation/Concierge/Bell/Valet Parking/Security)		
Housekeeping	112	15.3
Sales & Marketing *(Sales & Marketing/Public Relations/Meeting)*	54	7.4
Others	22	3.0
Position		
General/Operational staff	451	61.6
Supervisor/Assistant Manager	216	29.5
Departmental Manager	40	5.5
Departmental Director	18	2.5
Others	7	1.0
No. of years working in this hotel		
Less than 1 year	119	16.3
1 to 3 years	285	38.9
4 to 6 years	121	16.5
7 to 9 years	62	8.5
More than 10 years	145	19.8
No. of years working in the hotel industry		
Less than 3 years	160	21.9
3 to 5 years	176	24.0
6 to 10 years	153	20.9
11 to 15 years	91	12.4
16 to 20 years	150	20.5
25 to 30 years	2	0.3
Monthly income (inclusive of tips and bonuses)		
Less than HK$10,000	18	2.5
HK$10,001 to HK$20,000	557	76.1
HK$20,001 to HK$30,000	114	15.6
HK$30,001 to HK$40,000	20	2.7
HK$40,001 to HK$50,000	13	1.8
HK$50,001 or above	10	1.4

6.4 Descriptive Statistics of Exogenous and Endogenous Variables

In order to better understand how hotel employees perceived CSR on each component, the mean value and standard deviation of individual statements were obtained. There were altogether 84 statements including 36 statements of PCSR, six statements of AC, six statements of NC, six statements of CC, 24 statements of OCB and six statements of COB. All items in these exogenous and endogenous variables were rated on a 5-point Likert scale, ranging from '1' meaning 'strongly disagree' to '5' meaning 'strongly agree'.

6.4.1 Perceived Corporate Social Responsibility (PCSR)

The means scores and standard deviations of perceived corporate social responsibility items are summarised in Table 6.4 below. 'Guests' had the highest overall mean score (4.12), followed by the 'natural environment' (3.74). The mean score of 'owners/investors' (3.71) was similar to the 'local community' (3.70). Employees had the lowest among all at 3.63. It appears that respondents perceived that their hotels value the interest of guests much more than employees in terms of CSR activities.

Employees: Eight statements were used to assess this component and the overall mean score was 3.63. 'This hotel provides a safe and healthy working environment for all employees' was rated most highly (3.91), followed by 'This hotel treats employees fairly and respectfully' (3.71). Two statements were rated the same: 'Management's evaluation of employees' performance is fair' (3.70) and 'This hotel always cares about its employees and provides decent working conditions such as welfare facilities for them (e.g. staff restaurant, locker room, leisure room or accommodation and transportation arrangements during adverse weather, etc.)' (3.70).

Guests: The overall mean of this component was the highest among the five components of PCSR (4.12). Six statements were used to assess this component of guests. The two highest mean scores in this component were also ranked as the top two statements in the entire variable. 'Guest satisfaction is highly important for this hotel' was 4.36 and 'This hotel is highly responsive to guest complaints' was 4.23.

Local Community: Ten statements were used to assess the local community. The overall mean score was 3.70. The top three mean values were listed in order of 'This hotel supports campaigns and projects that promote the well-being of society (e.g. blood-donation day or flag day, etc.)' (3.83); 'This hotel financially supports local charities through donations, sponsorship, and/or the provision of goods and services' (3.80) and 'This hotel makes investment to create a better life for future generations (e.g. providing learning opportunities during hotel visits for secondary school students)' (3.79**).**

Natural Environment: Seven statements were used in this component to explain the natural environment. The overall mean value was 3.74 which was the second highest in this variable. 'This hotel encourages guests to conserve water resources through various water conservation programmes (e.g. towel & linen reuse programmes, etc.)' was ranked at 3.88, followed by 'A programme is in place to reduce the energy consumption of this hotel (e.g. high efficiency LED lamps or automatic sensors to turn off lights, etc.)' (3.86) and 'This hotel actively attempts to minimise the environmental impact of its operation through various recycling programmes (e.g. 'Glass container recycling programme – hotel sector', waste paper reuse or upcycling projects, etc.)' (3.78).

Owners/Investors: This component comprised five statements with an overall mean score of 3.71. 'Corporate social responsibility is part of the hotel's mission' was ranked highly at 3.83. It was followed by two statements that ranked the same. They were: 'This hotel fully discloses the sources of its food supplies to restaurant guests when asked' (3.72) and 'A mission statement that embraces corporate social responsibility is on the hotel's website' (3.72).

Table 6.4: Means and Standard Deviations of PCSR Items

Item No.	Component/Statement	Mean	SD
Employees		**3.63**	**.83**
PCSR_1	This hotel treats employees fairly and respectfully.	3.71	.79
PCSR_2	Management's evaluation of employees' performance is fair.	3.70	.79
PCSR_3	This hotel provides a safe and healthy working environment for all employees.	3.91	.76
PCSR_4	The management is concerned with employees' needs and wants.	3.59	.83
PCSR_5	This hotel's policies encourage employees to have a good work and life balance (e.g. interest class, recreational gathering or open day for family members on a regular basis, etc.).	3.49	.90
PCSR_6	This hotel always encourages employees to acquire further education for career advancement.	3.60	.82
PCSR_7	This hotel always cares about its employees and provides decent working conditions such as welfare facilities for them (e.g. staff restaurant, locker room, leisure room or accommodation and transportation arrangements during adverse weather, etc.).	3.70	.90
PCSR_8	This hotel provides activities to enhance employees' emotional well-being (e.g. stress management workshops or counselling services, etc.).	3.35	.86

Note. SD stands for standard deviation.

Table 6.4: Continued

Item No.	Component/Statement	Mean	SD
Guests		**4.12**	**.67**
PCSR_9	This hotel incorporates the interests of our guests into its business decisions.	4.03	.69
PCSR_10	This hotel respects consumer rights beyond the legal requirements.	3.81	.69
PCSR_11	One of the main principles of this hotel is to provide high-quality products and services to our guests.	4.16	.65
PCSR_12	This hotel requires us to provide full and accurate information to guests.	4.17	.65
PCSR_13	This hotel is highly responsive to guest complaints.	4.23	.67
PCSR_14	Guest satisfaction is highly important for this hotel.	4.36	.67
Local Community		**3.70**	**.81**
PCSR_15	This hotel supports campaigns and projects that promote the well-being of society (e.g. blood-donation day or flag day, etc.).	3.83	.81
PCSR_16	This hotel financially supports local charities through donations, sponsorship, and/or the provision of goods and services.	3.80	.81
PCSR_17	This hotel promotes a barrier-free culture by providing a range of facilities to the disabled (e.g. Braille signs or remodelled passage ways, etc.).	3.67	.80
PCSR_18	This hotel promotes a social inclusion workforce culture (e.g. minority groups, physically/mentally disabled or LGBT*). *LGBT means lesbian, gay, bi-sexual or transgendered*	3.77	.79
PCSR_19	This hotel supports the procurement of products/services produced by social enterprises or co-operatives (e.g. hand-made gift bags or souvenirs, etc.).	3.54	.82
PCSR_20	This hotel is committed to supporting our corporate volunteering team.	3.74	.79
PCSR_21	This hotel gives adequate contributions to charities.	3.60	.79

Note. SD stands for standard deviation.

Table 6.4: Continued

Item No.	Component/Statement	Mean	SD
Local Community (Continued)		**3.70**	**.81**
PCSR_22	This hotel donates edible food to help vulnerable people.	3.66	.90
PCSR_23	This hotel maintains long-term partnerships with non-governmental organisations (NGOs).	3.61	.84
PCSR_24	This hotel makes investment to create a better life for future generations (e.g. providing learning opportunities during hotel visits for secondary school students).	3.79	.78
Natural Environment		**3.74**	**.81**
PCSR_25	This hotel incorporates environmental concerns in its business decisions (e.g. paperless check-in and check-out system or other programmes, etc.).	3.62	.85
PCSR_26	A programme is in place to reduce the energy consumption of this hotel (e.g. high efficiency LED lamps or automatic sensors to turn off lights, etc.).	3.86	.78
PCSR_27	This hotel actively attempts to minimize the environmental impact of its operation through various recycling programmes (e.g. "Glass container recycling programme – hotel sector", waste paper reuse or upcycling projects, etc.).	3.78	.83
PCSR_28	This hotel seeks to purchase products which minimise environmental impacts (e.g. biodegradable cleaning products or eco-friendly guestroom amenities, etc.).	3.74	.80
PCSR_29	This hotel encourages guests to conserve water resources through various water conservation programmes (e.g. towel & linen reuse programmes, etc.).	3.88	.78
PCSR_30	This hotel complies with international green building standards or has attained some environmental labels/certifications (e.g. green roof and podium, ISO14001 or ISO50001 Certification, etc.).	3.67	.78
PCSR_31	This hotel offers sustainable seafood on its menu (e.g. uses WWF's "Sustainable Seafood Guide" or has joined the "Alternative Shark fin-free Menu" programme, etc.).	3.63	.85

Note. SD stands for standard deviation.

Table 6.4: Continued

Item No.	Component/Statement	Mean	SD
Owners/Investors		**3.71**	**.77**
PCSR_32	This hotel fully discloses the sources of its food supplies to restaurant guests when asked.	3.72	.81
PCSR_33	This hotel has appointed a primary person/corporate social responsibility team to manage sustainability on a day-to-day basis.	3.62	.76
PCSR_34	Corporate social responsibility is part of the hotel's mission.	3.83	.75
PCSR_35	A mission statement that embraces corporate social responsibility is on the hotel's website.	3.72	.75
PCSR_36	This hotel reports its environmental or sustainability performance regularly to the public (e.g. publishes annual corporate social responsibility reports or sustainability reports, etc.).	3.67	.77

Note. SD stands for standard deviation.

6.4.2 Organisational Commitment (OC)

Eighteen statements were used to assess organisational commitment. Overall, employees were committed to their organisation with a mean value above 3.0. Affective commitment (AC) had the highest overall mean score of 3.48, followed by normative commitment (NC) at 3.38, and continuance commitment (CC) at 3.17 (see Table 6.5).

Affective Commitment: The highest mean score was 'I really feel as if this hotel's problems are my own' (3.59), followed by 'This hotel has a great deal of personal meaning for me' (3.53) and 'I would be very happy to spend the rest of my career with this hotel' (3.48).

Normative Commitment: The three highest statements yielded almost the same mean score in NC. They were 'This hotel deserves my loyalty' (3.51); 'I would not leave this hotel right now because I have a sense of obligation to the people in it' (3.50) and 'I owe a great deal to this hotel' (3.50).

Continuance Commitment: The mean score of 'It would be very hard for me to leave this hotel right now, even if I wanted to' was 3.53. 'Right now, staying with this hotel is a matter of necessity as much as desire' was 3.35 and 'Too much in my life would be disrupted if I decided I wanted to leave this hotel now' was 3.23.

Table 6.5: Means and Standard Deviations of OC Items

Item No.	Component/Item	Mean	SD
Affective Commitment		**3.48**	**.90**
OC_AC1	I would be very happy to spend the rest of my career with this hotel.	3.48	.86
OC_AC2	I really feel as if this hotel's problems are my own.	3.59	.80
OC_AC3	I do not feel like 'part of the family' at this hotel. (R)	3.45	.96
OC_AC4	I do not feel 'emotionally attached' to this hotel. (R)	3.43	.98
OC_AC5	This hotel has a great deal of personal meaning for me.	3.53	.84
OC_AC6	I do not feel a strong sense of belonging to this hotel. (R)	3.38	.97
Normative Commitment		**3.38**	**.86**
OC_NC7	I do not feel any obligation to remain with my current employer. (R)	3.43	.94
OC_NC8	Even if it were to my advantage, I do not feel it would be right to leave this hotel now.	3.25	.86
OC_NC9	I would feel guilty if I left this hotel now.	3.07	.90
OC_NC10	This hotel deserves my loyalty.	3.51	.80
OC_NC11	I would not leave this hotel right now because I have a sense of obligation to the people in it.	3.50	.82
OC_NC12	I owe a great deal to this hotel.	3.50	.83
Continuance Commitment		**3.17**	**.90**
OC_CC13	It would be very hard for me to leave this hotel right now, even if I wanted to.	3.53	.82
OC_CC14	Too much in my life would be disrupted if I decided I wanted to leave this hotel now.	3.23	.94
OC_CC15	Right now, staying with this hotel is a matter of necessity as much as desire.	3.35	.84
OC_CC16	I feel that I have too few options to consider leaving this hotel.	2.95	.92
OC_CC17	One of the few serious consequences of leaving this hotel would be the scarcity of available alternatives.	2.89	.92
OC_CC18	One of the major reasons I continue to work for this hotel is that leaving would require considerable personal sacrifice; another hotel may not match the overall benefits that I have here.	3.09	.94

Note. Items with (R) are reversed with meaning; SD stands for standard deviation.

6.4.3 Organisational Citizenship Behaviour (OCB)

This variable was operationalised by five components, namely: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Each component was measured by four to five items. Among them, altruism yielded the highest overall mean score of 4.09 whereas sportsmanship was the lowest at 3.62 (Table 6.6). It appears that employees exercise more helping behaviour than other OCB components in their work group to enhance positive teamwork and organisational effectiveness.

Altruism: The highest mean statement was 'I am always ready to lend a helping hand to those around me' (4.14), followed by 'I am willing to help others who have work-related problems' (4.12) and 'I help orient new people even though it is not required' (4.09).

Conscientiousness: The overall mean score was 3.96. The three highest ranked mean scores were 'I obey company rules and regulations even when no one is watching' (4.08), 'My attendance at work is above the norm' (4.07) and 'I am one of the most conscientious employees' (3.98).

Sportsmanship: The meaning of the five statements in this component was first reversed before conducting the descriptive statistics. The statement with the highest mean score was 'I tend to make mountains out of molehills' (3.83). It was followed by 'I always focus on what's wrong, rather than the positive side' (3.72) and 'I am the classic 'squeaky wheel' that always needs greasing' (3.68).

Courtesy: The overall mean score of this component was 3.92. 'I take steps to try to prevent problems with other employees' was ranked the highest at 4.07, followed by 'I am mindful of how my behaviour affects other people's jobs' (3.99) and 'I do not abuse the rights of others' (3.96).

Civic Virtue: The overall mean score was 3.69. The two highest ones in this component were 3.77 for 'I keep abreast of changes in our hotel' and 3.74 for 'I read and keep up with hotel's announcements, memos, and so on'.

Table 6.6: Means and Standard Deviations of OCB Items

Item No.	Component/Item	Mean	SD
Altruism		**4.09**	**.62**
OCB_AL1	I help others who have heavy workloads.	4.08	.61
OCB_AL2	I am always ready to lend a helping hand to those around me.	4.14	.60
OCB_AL3	I help others who have been absent.	4.05	.66
OCB_AL4	I am willing to help others who have work-related problems.	4.12	.60
OCB_AL5	I help orient new people even though it is not required.	4.09	.62
Conscientiousness		**3.96**	**.74**
OCB_CS6	I am one of the most conscientious employees.	3.98	.69
OCB_CS7	I believe in giving an honest day's work for an honest day's pay.	3.79	.84
OCB_CS8	My attendance at work is above the norm.	4.07	.75
OCB_CS9	I do not take extra breaks.	3.89	.77
OCB_CS10	I obey company rules and regulations even when no one is watching.	4.08	.65

Table 6.6: Continued

Item No.	Component/Item	Mean	SD
Sportsmanship		**3.62**	**1.03**
OCB_SP11	I am the classic 'squeaky wheel' that always needs greasing. (R)	3.68	1.10
OCB_SP12	I consume a lot of time complaining about trivial matters. (R)	3.63	1.04
OCB_SP13	I tend to make 'mountains out of molehills'. (R)	3.83	1.01
OCB_SP14	I always focus on what's wrong, rather than the positive side. (R)	3.72	1.04
OCB_SP15	I always find fault with what my hotel is doing. (R)	3.27	.96
Courtesy		**3.92**	**.72**
OCB_CT16	I try to avoid creating problems for co-workers.	3.89	.85
OCB_CT17	I consider the impact of his/her actions on co-workers.	3.71	.74
OCB_CT18	I do not abuse the rights of others.	3.96	.69
OCB_CT19	I take steps to try to prevent problems with other employees.	4.07	.66
OCB_CT20	I am mindful of how my behaviour affects other people's jobs.	3.99	.66
Civic Virtue		**3.69**	**.73**
OCB_CV21	I keep abreast of changes in our hotel.	3.77	.70
OCB_CV22	I attend meetings that are not mandatory, but are considered important.	3.65	.77
OCB_CV23	I attend functions that are not required, but help our hotel image.	3.61	.76
OCB_CV24	I read and keep up with hotel's announcements, memos, and so on.	3.74	.70

Note. Items with (R) are reversed with meaning; SD stands for standard deviation.

6.4.4 Customer-oriented Behaviour (COB)

Customer-oriented behaviour was operationalised by six statements with a relatively high mean score of 4.07. It appears that employees have positive work behaviour towards their guests. The highest one in this variable was 4.15 for 'I answer our guests' questions about our products and/or services as correctly as I can'. The second highest was 4.10 for 'I try to give our guests an accurate expectation of what the product will do for them'. Finally, 'I try to find out what our guests need' had a mean score of 4.08 (Table 6.7).

Table 6.7: Means and Standard Deviations of COB Items

Item No.	Component/Item	Mean	SD
COB		**4.07**	**.66**
COB_1	I try to find out what our guests need.	4.08	.64
COB_2	I answer our guests' questions about our products and/or services as correctly as I can.	4.15	.64
COB_3	I try to influence our guests by information rather than by pressure.	3.99	.71
COB_4	I try to give our guests an accurate expectation of what the product will do for them.	4.10	.64
COB_5	I am willing to disagree with our guests in order to help them make a better decision.	4.04	.67
COB_6	I always have our guests' best interests in mind.	4.06	.68

Note. SD stands for standard deviation.

6.5 Measurement Scales

6.5.1 Psychometric Properties

Prior to examination of the structural model, the psychometric properties of the instrument were examined by confirmatory factor analyses (CFA) using LISREL. A Maximum Likelihood (ML) estimation method was used in CFA. The critical underlying assumptions were large sample size, multivariate normal distribution, valid hypothesised models and continuous scale of the observed variables (Byrne, 2001). Goodness-of-fit indexes (GFI) were carefully scrutinised to examine if the scales have sufficient psychometric properties. According to Hair et al. (2010), there are a number of characteristics of different fit indices which can be used as the threshold for the examination (see Table 4.4 Goodness-of-Fit across Different Model Situations).

CFA was conducted to test the discriminant validity and construct reliability of each subscale. Discriminant validity was evaluated by calculating the average variance extracted (AVE) for each factor. It was evident that the square of variance accounted for by each construct was greater than the squared correlation between that construct and any other construct in the model (Fornell & Larcker, 1981). The rule of thumb is that the standardised loading estimates should be .5 or higher, and ideally .7 or higher (Hair et al., 2010). In structural equation modelling, construct reliability is assessed by means of composite reliability, which reflects the ability of observed variables to tap a similar underlying construct. Since LISREL does not provide these statistics, they were calculated using an equation suggested by Hair et al. (2010). By convention, a value of .70 or greater suggests evidence of strong construct reliability (Bagozzi & Yi, 1988). In order to determine the acceptability of the models (Anderson & Gerbing, 1988), the construct of PCSR, OC in the form of AC, NC, and

CC in the model were separately tested whereas the constructs of OCB and COB were examined together.

6.6 Results of Confirmatory Factor Analysis

6.6.1 Confirmatory Factor Analysis of Exogenous Variable - PCSR

CFA was conducted to assess the construct validity of the PCSR scale. The multivariate normality results, $\chi^2 = 1941.77$, $p < .000$), indicated that the data were non normal. One suggested method by Diamantopoulos and Siguaw (2000) is to rely on the "robustness of the ML estimator" (p. 154) and the Satorra Bentler scaling method was used to estimate the model. The five-factor model derived from EFA was tested. Results indicated that the model produced a clear factor structure and fit the data reasonably well ($\chi^2 = 1941.77$, $df = 584$, $p = .00$, standardised RMR = .047, RMSEA = .056, CFI = .98).

Construct reliability was assessed through composite reliability. All factors yielded high construct reliabilities, ranging from .88 to .93. Table 6.8 presents the factor loadings, composite reliability and variance extracted for these variables. The variance extracted was all above the recommended threshold of .5. In terms of the square root of the average variance extracted (AVE), table 6.9 shows that all five dimensions met this criterion although the local community (.76) and the natural environment (.74) were .01 and .04 below the corresponding dimensions. They were deemed acceptable. Finally, the comparative fit index (CFI) was reported as a test of model fit. The CFI of .98 revealed a good overall fit in the model according to Bentler's (1990) threshold of .95 or Hair et al.'s (2010) threshold of .90. Overall, the

results provided evidence of a good model fit and supported a recommended level of

reliability and discriminant validity in the instrument.

Table 6.8: CFA Results of Exogenous Variable PCSR

Item No.	Component/Item	Factor loadings	Composite reliability	Variance extracted
Employees			**.91**	**.56**
PCSR_1	This hotel treats employees fairly and respectfully.	.77		
PCSR_2	Management's evaluation of employees' performance is fair.	.77		
PCSR_3	This hotel provides a safe and healthy working environment for all employees.	.72		
PCSR_4	The management is concerned with employees' needs and wants.	.79		
PCSR_5	This hotel's policies encourage employees to have a good work and life balance (e.g. interest class, recreational gathering or open day for family members on a regular basis, etc.).	.75		
PCSR_6	This hotel always encourages employees to acquire further education for career advancement.	.69		
PCSR_7	This hotel always cares about its employees and provides decent working conditions such as welfare facilities for them (e.g. staff restaurant, locker room, leisure room or accommodation and transportation arrangements during adverse weather, etc.).	.75		
PCSR_8	This hotel provides activities to enhance employees' emotional well-being (e.g. stress management workshops or counselling services, etc.).	.76		

Table 6.8: Continued

Item No.	Component/Item	Factor loadings	Composite reliability	Variance extracted
Guests			**.88**	**.54**
PCSR_9	This hotel incorporates the interests of our guests into its business decisions.	.71		
PCSR_10	This hotel respects consumer rights beyond the legal requirements.	.59		
PCSR_11	One of the main principles of this hotel is to provide high-quality products and services to our guests.	.79		
PCSR_12	This hotel requires us to provide full and accurate information to guests.	.78		
PCSR_13	This hotel is highly responsive to guest complaints.	.78		
PCSR_14	Guest satisfaction is highly important for this hotel.	.75		
Local Community			**.93**	**.57**
PCSR_15	This hotel supports campaigns and projects that promote the well-being of society (e.g. blood-donation day or flag day, etc.).	.75		
PCSR_16	This hotel financially supports local charities through donations, sponsorship, and/or the provision of goods and services.	.78		
PCSR_17	This hotel promotes a barrier-free culture by providing a range of facilities to the disabled (e.g. Braille signs or remodelled passage ways, etc.).	.63		
PCSR_18	This hotel promotes a social inclusion workforce culture (e.g. minority groups, physically/mentally disabled or LGBT*). *LGBT means lesbian, gay, bi-sexual or transgendered*	.69		

Table 6.8: Continued

Item No.	Component/Item	Factor loadings	Composite reliability	Variance extracted
Local Community (Continued)			**.93**	**.57**
PCSR_19	This hotel supports the procurement of products/services produced by social enterprises or co-operatives (e.g. hand-made gift bags or souvenirs, etc.).	.77		
PCSR_20	This hotel is committed to supporting our corporate volunteer team.	.81		
PCSR_21	This hotel gives adequate contributions to charities.	.79		
PCSR_22	This hotel donates edible food to help vulnerable people.	.80		
PCSR_23	This hotel maintains long-term partnerships with non-governmental organisations (NGOs).	.82		
PCSR_24	This hotel makes investment to create a better life for future generations (e.g. providing learning opportunities during hotel visits for secondary school students).	.69		
Natural Environment			**.90**	**.55**
PCSR_25	This hotel incorporates environmental concerns in its business decisions (e.g. paperless check-in and check-out system or other programmes, etc.).	.75		
PCSR_26	A programme is in place to reduce the energy consumption of this hotel (e.g. high efficiency LED lamps or automatic sensors to turn off lights, etc.).	.77		
PCSR_27	This hotel actively attempts to minimise the environmental impact of its operation through various recycling programmes (e.g. "Glass container recycling programme – hotel sector", waste paper reuse or upcycling projects, etc.).	.82		

Table 6.8: Continued

Item No.	Component/Item	Factor loadings	Composite reliability	Variance extracted
Natural Environment (Continued)			**.90**	**.55**
PCSR_28	This hotel seeks to purchase products which minimise environmental impacts (e.g. biodegradable cleaning products or eco-friendly guestroom amenities, etc.).	.80		
PCSR_29	This hotel encourages guests to conserve water resources through various water conservation programmes (e.g. towel & linen reuse programmes, etc.).	.68		
PCSR_30	This hotel complies with international green building standards or has attained some environmental labels/certifications (e.g. green roof and podium, ISO14001 or ISO50001 certification, etc.).	.66		
PCSR_31	This hotel offers sustainable seafood on its menu (e.g. uses WWF's "Sustainable Seafood Guide" or has joined the "Alternative Shark fin-free Menu" programme, etc.).	.71		
Owners/Investors			**.88**	**.61**
PCSR_32	This hotel fully discloses the sources of its food supplies to restaurant guests when asked.	.67		
PCSR_33	This hotel has appointed a primary person/corporate social responsibility team to manage sustainability on a day-to-day basis.	.80		
PCSR_34	Corporate social responsibility is part of the hotel's mission.	.80		
PCSR_35	A mission statement that embraces corporate social responsibility is on the hotel's website.	.80		
PCSR_36	This hotel reports its environmental or sustainability performance regularly to the public (e.g. publishes annual corporate social responsibility reports or sustainability reports, etc.).	.81		

Table 6.9: Average Variance Extracted of Exogenous Variable PCSR

	Employees	Guests	Local Community	Natural Environment	Owners/ Investors
Employees	.75				
Guests	.51	.74			
Local Community	.67	.58	.76		
Natural Environment	.59	.57	.74	.74	
Owners/Investors	.54	.54	.77	.78	.78

Note. The diagonal elements are the square root of the average variance extracted (AVE) of the corresponding dimension; off diagonal elements are the correlations among the dimensions. The diagonal elements should be larger than any other corresponding row or column entry.

6.6.2 Confirmatory Factor Analysis of Endogenous Variables - AC, NC, CC

Another confirmatory factor analysis was performed on the items of affective commitment, normative commitment and continuance commitment. The initial results indicated that the measurement model was not acceptable ($\chi^2 = 2365.31$, $df = 132$, $p = .00$, standardised RMR = .20, RMSEA = .15, CFI = .85). Three items from each construct were dropped due to cross loadings. They were OC_AC1, OC_AC2, OC_AC5 in affective commitment, OC_NC7, OC_NC8, OC_NC9 in normative commitment and OC_CC13, OC_CC14, OC_CC18 in continuance commitment.

Compared with the initial model, the revised model fit the data better (Bagozzi, 1980) as there was a significant reduction of chi-square ($\chi^2 = 47.90$, $df = 24$, $p = .0026$, standardised RMR = .031, RMSEA = .037, CFI = .99). As shown in Table 6.10, all factor loadings were above .70 except OC_NC11 (.68) and OC_CC15 (.58). The composite reliabilities ranged from .79 to .94, and all variance extracted were above the threshold of .50 (Fornell & Larcker, 1981). All three dimensions met the criterion of AVE with strong discriminant validity (see Table 6.11). The results provided

evidence of a good model fit and supported a recommended level of reliability and

discriminant validity in the instrument.

Table 6.10: CFA Results of Endogenous Variables AC, NC, CC

Item No.	Component/Item	Factor loading	Composite reliability	Variance extracted
Affective Commitment			**.94**	**.85**
OC_AC3	I do not feel like "part of the family" at this hotel.	.92		
OC_AC4	I do not feel "emotionally attached" to this hotel.	.93		
OC_AC6	I do not feel a strong sense of belonging to this hotel.	.91		
Normative Commitment			**.79**	**.56**
OC_NC10	This hotel deserves my loyalty.	.74		
OC_NC11	I would not leave this hotel right now because I have a sense of obligation to the people in it.	.68		
OC_NC12	I owe a great deal to this hotel.	.81		
Continuance Commitment			**.81**	**.60**
OC_CC15	Right now, staying with this hotel is a matter of necessity as much as desire.	.58		
OC_CC16	I feel that I have too few options to consider leaving this hotel.	.89		
OC_CC17	One of the few serious consequences of leaving this hotel would be the scarcity of available alternatives.	.82		

Table 6.11: Average Variance Extracted of Endogenous Variables AC, NC, CC

	Affective Commitment	Normative Commitment	Continuance Commitment
Affective Commitment	.92		
Normative Commitment	.43	.75	
Continuance Commitment	-.19	.24	.78

Note. The diagonal elements are the square root of the average variance extracted (AVE) of the corresponding dimension; off diagonal elements are the correlations among the dimensions. The diagonal elements should be larger than any other corresponding row or column entry.

6.6.3 Confirmatory Factor Analysis of Endogenous Variables - OCB, COB

The factor structures of five OCB components and one COB component were examined by another confirmatory factor analysis. The initial model was acceptable (χ^2 = 959.90, df = 390, p = .000, standardised RMR = .047, RMSEA = .045, CFI = .99). However, the variance extracted for the constructs, namely conscientiousness and courtesy, were below .50. An examination of the modification indices suggested that an improvement in the variance explained could be achieved by deleting some items due to cross-loading. Thus, five items including OCB_CS7, OCB_SP15, OCB_CT16, OCB_CT17 and OCB_CV21 were deleted.

The modification indices indicated a reduction in chi-square from 959.90 to 502.95 whereas degree of freedom was also lowered from 390 to 260. The revised model fit the data reasonably well (χ^2 = 502.95, df = 260, p = .000, standardised RMR = .034, RMSEA = .036, CFI = .99). All composite reliabilities were very high ranging from .77 to .93, except for conscientiousness was slightly below .5. This model suggests a good model fit (see Table 6.12). In terms of the dimension of conscientious, the square root of the average variance extracted (AVE) was .67, which was lower than its correlations with altruism (.80) and courtesy (.69) (see Table 6.13). As such, the discriminant validity of this construct was only marginally acceptable. While there

was no serious violation of goodness-of-fit indices, this measurement model was considered acceptable for performing SEM.

Table 6.12: CFA Results of Endogenous Variables OCB, COB

Item No.	Component/Item	Factor loading	Composite reliability	Variance extracted
Altruism			**.91**	**.68**
OCB_AL1	I help others who have heavy workloads.	.81		
OCB_AL2	I am always ready to lend a helping hand to those around me.	.88		
OCB_AL3	I help others who have been absent.	.76		
OCB_AL4	I am willing to help others who have work-related problems.	.87		
OCB_AL5	I help orient new people even though it is not required.	.79		
Conscientiousness			**.77**	**.45**
OCB_CS6	I am one of the most conscientious employees.	.70		
OCB_CS8	My attendance at work is above the norm.	.65		
OCB_CS9	I do not take extra breaks.	.62		
OCB_CS10	I obey company rules and regulations even when no one is watching.	.72		

Table 6.12: Continued

Sportsmanship			**.90**	**.70**
OCB_SP11	I am the classic "squeaky wheel" that always needs greasing.	.74		
OCB_SP12	I consume a lot of time complaining about trivial matters.	.85		
OCB_SP13	I tend to make 'mountains out of molehills'.	.93		
OCB_SP14	I always focus on what's wrong, rather than the positive side.	.82		
Courtesy			**.82**	**.60**
OCB_CT18	I do not abuse the rights of others.	.72		
OCB_CT19	I take steps to try to prevent problems with other employees.	.78		
OCB_CT20	I am mindful of how my behaviour affects other people's jobs.	.82		
Civic Virtue			**.85**	**.66**
OCB_CV22	I attend meetings that are not mandatory, but are considered important.	.83		
OCB_CV23	I attend functions that are not required, but help our hotel image.	.83		
OCB_CV24	I read and keep up with hotel's announcements, memos, and so on.	.77		

Table 6.12: Continued

COB			.93	.69
COB_1	I try to find out what our guests need.	.86		
COB_2	I answer our guests' questions about our products and/or services as correctly as I can.	.88		
COB_3	I try to influence our guests by information rather than by pressure.	.79		
COB_4	I try to give our guests an accurate expectation of what the product will do for them.	.88		
COB_5	I am willing to disagree with our guests in order to help them make a better decision.	.80		
COB_6	I always have our guests' best interests in mind.	.78		

Table 6.13: Average Variance Extracted of Endogenous Variables OCB, COB

	AL	CS	SP	CT	CV	COB
Altruism (AL)	.82					
Conscientious (CS)	.80	.67				
Sportsmanship (SP)	.35	.37	.84			
Courtesy (CT)	.61	.69	.38	.77		
Civic Virtue (CV)	.52	.60	.15	.58	.81	
COB	.64	.64	.28	.58	.52	.83

Note. The diagonal elements are the square root of the average variance extracted (AVE) of the corresponding dimension; off diagonal elements are the correlations among the dimensions. The diagonal elements should be larger than any other corresponding row or column entry.

6.7 Structural Model

From the CFA results, a total of 70 indicators were retained for use in the fitting of the measurement and structural models. There were 36 items in PCSR, three items each in affective commitment (AC), normative commitment (NC), and continuance commitment (CC), 19 items in organisational citizenship behaviour (OCB), and six items in customer-oriented behaviour (COB).

Due to the large item sets in PCSR, parcelling, as a measurement practice commonly used in multivariate approaches to psychometrics, was considered. "A parcel can be defined as an aggregate-level indicator comprised of the sum (or average) of two or more items, responses, or behaviours" (Little, Cunningham, Shahar, & Widaman, 2002, p. 152). Its potential merit is to enhance the lowest level of data to be modelled. Thereby, it produces a more parsimonious model and reduces random error (Bagozzi & Edwards, 1998). Practically, the researcher must find an optimal number of indicators that sufficiently represents the construct (Coffman & MacCallum, 2005). However, parcelling has its pros and cons and has been subject to debate over the past 40 years, the common point of concern in the arguments being the researcher's philosophical stance and the nature of the constructs.

In terms of the theoretical concerns, researchers that take on a pragmatic-liberal philosophy of science perspective contend that parcelling should concentrate on building replicable models. In this sense, the purpose of parcelling is to replicate across samples and studies that is based on solid and meaningful indicators of core constructs (Little et al., 2002). On the other hand, the empiricist-conservative philosophical perspective views parcelling as arbitrary manufacturing of modelled data. As parcelling may eliminate information regarding model misspecification (Rogers & Schmitt, 2004), researchers should avoid any potential imposition of

subjective bias on parameter estimates.

Another common point of concern is the nature of the constructs on the continuum from unidimensionality to multidimensionality (Little et al., 2002). If a construct is unidimensional, measurements of the construct is the only choice open as it contains unidimensional item content. On the contrary, various choices are open or viable in the measurement if the constructs are multidimensional. As such, if parcelling is used, the researcher has to ensure that the constructs are unidimensional.

In light of these concerns, the decision of parcelling was based upon the pragmatic-liberal philosophical perspective of finding a sufficient number of indicators to represent a construct and indicators that are more reliable to build replicable models. Since a structural model is the primary consideration in the last part of this study, Rogers and Schmitt (2004) suggest that parcelling is less problematic in this sense and may be more appropriate. Moreover, the sub dimensions of the PCSR construct in this study have already been assessed for unidimensionality by performing CFA. The results of discriminant validity was supported at a recommended level (Table 6.9, 6.11, 6.13). Thus, parcelling was adopted as a strategy for linking latent variables with their indicators in structural equation models.

There are three types of aggregation methods in parcelling (Coffman & MacCallum, 2005). First, total disaggregation refers to using each item from a scale as an indicator of the latent variable. Second, the partial disaggregation method, also referred to as parcels, combines small sets of items from a scale to form indicators. Finally, total aggregation involves "forming a sum of all of the items used to measure the underlying construct and then use reliability information from the scale to control for random measurement error" (p. 235). Each method has its advantages and

disadvantages. Williams and O'Boyle Jr. (2008) suggest that the partial disaggregation model is well suited to human resource management research. It is preferred for research that focuses on theory testing and that involves understanding the relationships among several latent variables (p. 236). As such, the partial disaggregation method was deemed appropriate for this study. The three parcels approach in terms of item-to-construct balance (Little et al., 2002) or factorial algorithm (Rogers & Schmitt, 2004) was employed.

The standardised factor loadings were used as a guide. The parcel grouping process began by identifying the three highest loadings to be assigned to the first items of each parcel. The second items of each parcel were assigned according to the next three highest loadings but allocated in an inverted order. Fifteen parcels were established for PCSR and three parcels for COB. The allocation of each parcel in PCSR and COB is listed in Appendix 13. For OC, since each component (AC, NC and CC) contained only three items, no parcelling approach was required. For OCB, as there were five dimensions in the construct of altruism, conscientiousness, sportsmanship, courtesy and civic virtue, all the items within each dimension were aggregated into a parcel. The sets of items formed by indicators are shown in Table 6.14.

Table 6.14: Partial Disaggregation Approach for Latent Variables

Type of Variable	Latent Variables	Parcels	Indicators
Exogenous Variable PCSR	Employees	PCSR1	PCSR_A3 PCSR_A4 PCSR_A5
		PCSR2	PCSR_A1 PCSR_A6 PCSR_A7
		PCSR3	PCSR_A2 PCSR_A8
	Guests	PCSR4	PCSR_B10 PCSR_B11
		PCSR5	PCSR_B9 PCSR_B12
		PCSR6	PCSR_B13 PCSR_B14
	Local Community	PCSR7	PCSR_C15 PCSR_C19 PCSR_C23
		PCSR8	PCSR_C16 PCSR_C18 PCSR_C20
		PCSR9	PCSR_C17 PCSR_C21 PCSR_C22 PCSR_C24
	Natural Environment	PCSR10	PCSR_D27 PCSR_D29 PCSR_D30
		PCSR11	PCSR_D28 PCSR_D31
		PCSR12	PCSR_D25 PCSR_D26
	Owner/Investors	PCSR13	PCSR_E36
		PCSR14	PCSR_E32 PCSR_E33
		PCSR15	PCSR_E34 PCSR_E35
Endogenous Variable OC	Affective Commitment	OC1	OC_AC3
		OC2	OC_AC4
		OC3	OC_AC6
	Normative Commitment	OC4	OC_NC10
		OC5	OC_NC11
		OC6	OC_NC12
	Continuance Commitment	OC7	OC_CC15
		OC8	OC_CC16
		OC9	OC_CC17
Endogenous Variable OCB	Altruism	OCB1	OCB_AL1 OCB_AL2 OCB_ AL3 OCB_AL4 OCB_ AL5
	Conscientious-ness	OCB2	OCB_CS6 OCB_CS8 OCB_CS9 OCB_CS10
	Sportsmanship	OCB3	OCB_SP11 OCB_SP12 OCB_SP13 OCB_SP14
	Courtesy	OCB4	OCB_CT18 OCB_CT19 OCB_CT20
	Civic Virtue	OCB5	OCB_CV22 OCB_CV23 OCB_CV24
Endogenous Variable COB	COB1	COB1	COB_2 COB_6
	COB2	COB2	COB_3 COB_4
	COB3	COB3	COB_1 COB_5

6.8 Results of Structural Equation Modelling Analyses

The structural model proposed in Chapter 3 was tested by using maximum likelihood estimation techniques. All analyses were performed on the variance-covariance matrix, presented in Table 6.15. The model consisted of 16 paths including 11 hypothesised paths. The fit indices were acceptable for this model ($\alpha^2 = 1734.55$, $df = 448$, $p < .01$, Standardized RMR = .080, RMSEA = .063, CFI = .98).

Table 6.15: Variance Covariance Matrix

	PCSR1	PCSR2	PCSR3	PCSR4	PCSR5	PCSR6	PCSR7	PCSR8	PCSR9	PCSR10	PCSR11
PCSR1	.49										
PCSR2	.38	.47									
PCSR3	.40	.40	.52								
PCSR4	.16	.18	.16	.33							
PCSR5	.16	.18	.15	.25	.34						
PCSR6	.14	.15	.13	.22	.25	.37					
PCSR7	.26	.27	.27	.19	.18	.18	.49				
PCSR8	.25	.26	.26	.19	.18	.19	.40	.46			
PCSR9	.27	.27	.27	.19	.18	.17	.38	.36	.43		
PCSR10	.20	.21	.20	.16	.15	.17	.26	.25	.27	.44	
PCSR11	.25	.26	.24	.20	.18	.19	.31	.29	.32	.36	.54
PCSR12	.23	.24	.21	.17	.16	.16	.27	.25	.28	.35	.37
PCSR13	.20	.21	.22	.16	.14	.14	.31	.28	.29	.29	.32
PCSR14	.21	.22	.22	.17	.15	.16	.31	.28	.28	.27	.33
PCSR15	.18	.20	.20	.17	.17	.18	.30	.27	.26	.28	.30
OC1	.24	.22	.20	.14	.17	.19	.16	.17	.14	.14	.13
OC2	.25	.23	.21	.14	.15	.19	.17	.17	.15	.13	.13
OC3	.25	.24	.21	.14	.14	.17	.17	.17	.15	.15	.15
OC4	.28	.28	.28	.11	.12	.11	.22	.21	.21	.20	.21
OC5	.22	.23	.22	.12	.12	.11	.19	.19	.19	.17	.20
OC6	.32	.31	.33	.16	.16	.13	.26	.24	.25	.21	.26
OC7	- .02	.00	.00	- .01	.00	- .03	- .02	- .03	- .02	.00	- .01
OC8	.08	.06	.09	.00	.00	- .03	.04	.01	.04	.03	.04
OC9	.05	.05	.08	- .02	.00	- .05	.04	.01	.05	.03	.04
OCB1	.12	.13	.12	.14	.14	.16	.14	.15	.14	.12	.13
OCB2	.14	.14	.13	.14	.15	.15	.15	.16	.15	.13	.14
OCB3	.09	.11	.07	.11	.14	.19	.06	.09	.05	.08	.06
OCB4	.12	.12	.11	.13	.13	.14	.14	.15	.14	.11	.11
OCB5	.20	.21	.21	.15	.13	.14	.19	.19	.20	.16	.21
COB1	.12	.14	.13	.15	.16	.17	.17	.18	.15	.14	.16
COB2	.12	.13	.12	.15	.15	.16	.16	.16	.15	.13	.14
COB3	.12	.14	.13	.14	.15	.16	.16	.16	.14	.13	.14

Table 6.15: Continued

	PCSR12	PCSR13	PCSR14	PCSR15	OC1	OC2	OC3	OC4	OC5	OC6	OC7
PCSR12	.56										
PCSR13	.27	.59									
PCSR14	.28	.35	.49								
PCSR15	.26	.38	.33	.47							
OC1	.14	.09	.11	.15	.93						
OC2	.14	.10	.13	.14	.81	.95					
OC3	.17	.09	.12	.15	.78	.81	.95				
OC4	.20	.21	.21	.20	.25	.22	.25	.64			
OC5	.16	.20	.20	.20	.19	.16	.19	.33	.67		
OC6	.21	.25	.24	.22	.26	.25	.29	.39	.38	.69	
OC7	- .03	.03	.03	.02	- .13	- .13	- .15	.01	.08	.02	.71
OC8	.00	.08	.06	.04	- .11	- .10	- .13	.12	.13	.15	.40
OC9	.01	.07	.07	.04	- .16	- .13	- .14	.10	.10	.11	.36
OCB1	.12	.12	.12	.13	.14	.13	.13	.12	.14	.16	.02
OCB2	.13	.13	.13	.14	.16	.15	.15	.12	.16	.17	.02
OCB3	.09	.03	.06	.10	.46	.47	.47	.09	.07	.09	- .10
OCB4	.09	.12	.12	.14	.13	.13	.13	.13	.14	.15	.03
OCB5	.16	.20	.19	.18	.18	.17	.18	.23	.22	.27	- .01
COB1	.13	.16	.16	.18	.13	.14	.15	.14	.15	.17	.02
COB2	.12	.17	.16	.17	.12	.13	.13	.12	.15	.15	.02
COB3	.13	.16	.15	.17	.11	.13	.13	.13	.14	.16	.04

Table 6.15: Continued

	OC8	OC9	OCB1	OCB2	OCB3	OCB4	OCB5	COB1	COB2	COB3
OC8	.85									
OC9	.61	.85								
OCB1	- .04	- .05	.28							
OCB2	.00	.00	.19	.30						
OCB3	- .27	- .27	.16	.15	.85					
OCB4	- .01	- .03	.16	.17	.17	.33				
OCB5	.02	.01	.16	.17	.09	.18	.43			
COB1	.00	- .03	.18	.17	.15	.16	.18	.36		
COB2	.00	- .02	.18	.16	.11	.17	.18	.30	.39	
COB3	.02	.00	.18	.16	.13	.16	.17	.30	.30	.35

Figure 6.1 below shows the hypothesised relationships between variables and their corresponding standardised path coefficients. Among the 11 paths proposed in the model, six were statistically supported. The insignificant paths are shown in dashed lines (see Figure 6.2), while all other paths were significant at the .05 level. For each endogenous variable, a squared multiple correlation (R^2) is displayed underneath each variable name (inside the oval). The value shows the amount of variance in the endogenous variable accounted for by the exogenous variables.

Figure 6.1: Hypothesised Relationships of Exogenous & Endogenous Variables
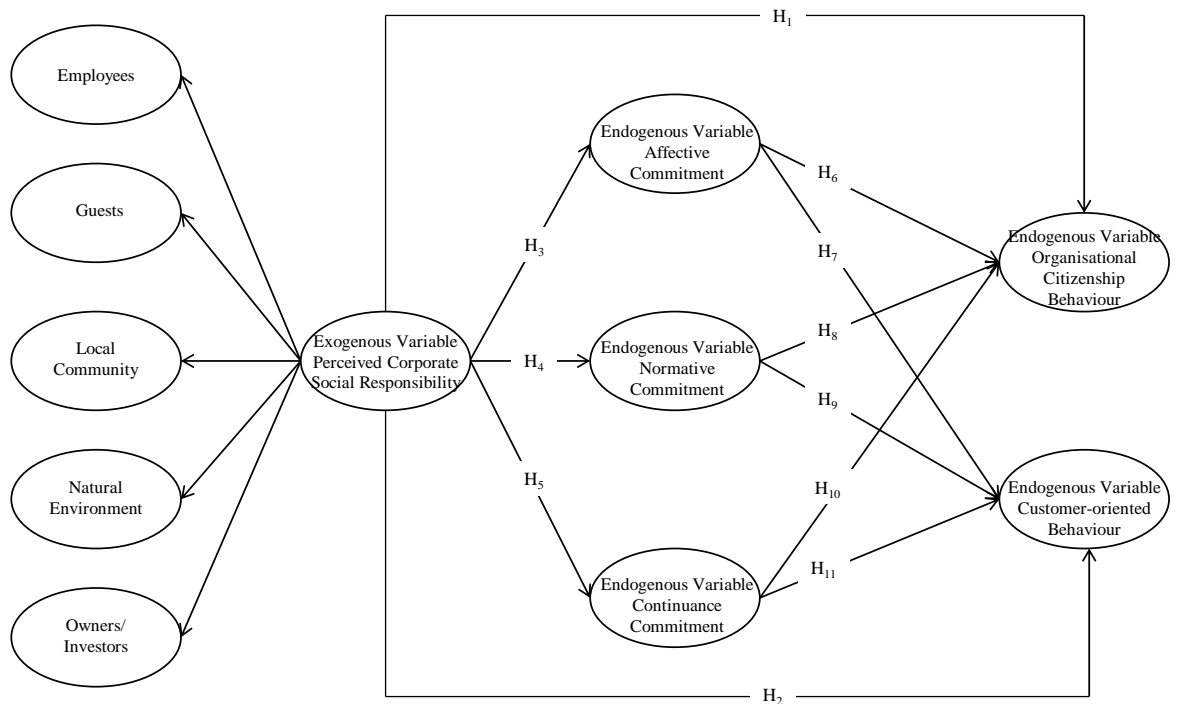
Figure 6.2: Structural Model
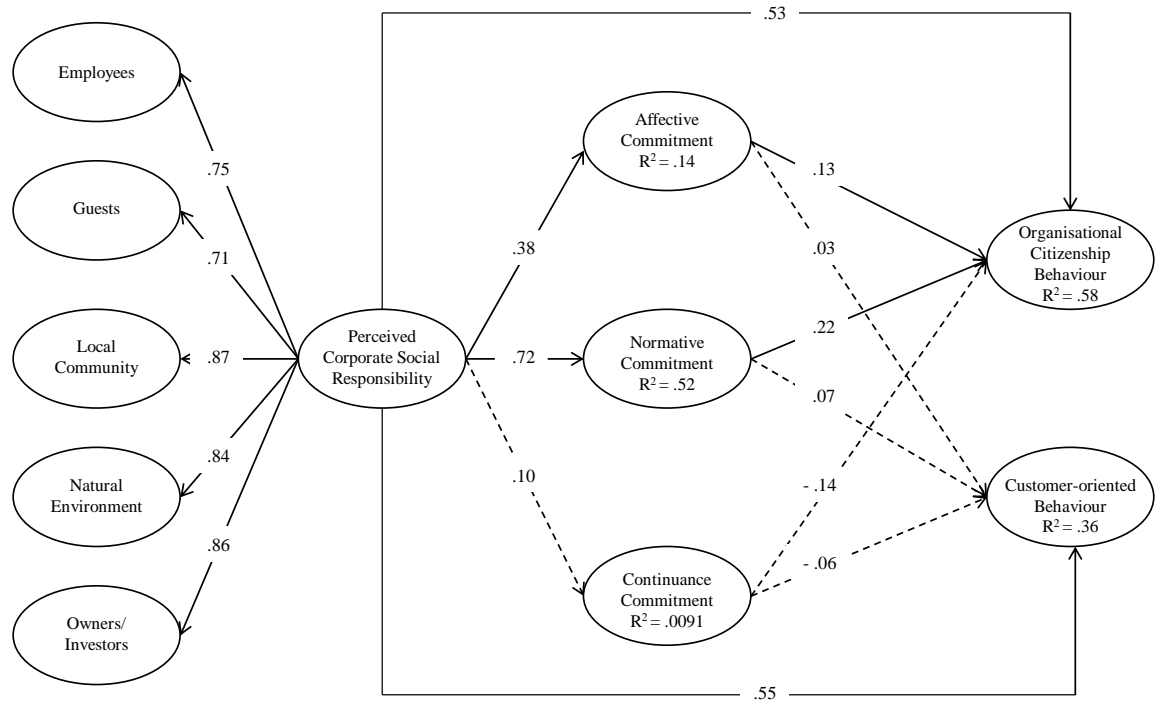
Note. The dashed lines indicate insignificant path coefficients at the .05 level

Fit Statistics:
$\chi^2 = 1734.55$, df = 448, p < .01
Standardised RMR = .080
RMSEA = .063
CFI = .98

6.8.1 Hypotheses Testing

With regard to the hypotheses as set out in Figure 6.1, the standardised path coefficients and t-values of all of the relationships hypothesised in the model are presented in Figure 6.2. The standardised coefficient shows the resulting change in an endogenous variable from a unit change in an exogenous variable, with all other exogenous variables held constant. The t-value indicates whether the corresponding path coefficient is significantly different from zero. Coefficients with t-values ranging between -1.96 and $+1.96$ are statistically insignificant. This implied that there is a high chance of obtaining a relationship of this magnitude purely by sampling error.

Hypothesis 1: The first hypothesis proposed that perceived corporate social responsibility would have a positive and direct influence on organisational citizenship behaviour. Results indicated that the hypothesised relationship was supported (see Table 6.16). The standardised coefficient of .53 implied that hotel employees' perception of their organisation's social responsibility plays a significant role in achieving positive organisational citizenship behaviour.

Hypothesis 2: The second hypothesis posited that perceived corporate social responsibility would have a significant positive and direct effect on customer-oriented behaviour. Table 6.16 shows that the hypothesised effect was supported and the standardised coefficient was .55. Again, hotel employees' perception of their organisation's acts regarding corporate social responsibility would significantly and directly impact positive customer-oriented behaviour.

Hypothesis 3: The third hypothesis proposed that perceived corporate social responsibility has a positive and direct influence on affective commitment. The result in Table 6.16 provides support for such effect. The standardised coefficient was .38.

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Hypothesis 4: The fourth hypothesis proposed that perceived corporate social responsibility would positively influence employees' normative commitment. The result of the standardised coefficient was .72 revealing that employees' perception of corporate social responsibility has a significantly high impact on their normative commitment (see Table 6.16). In other words, a positive perception of an organisation's social responsibility activities would enhance employees' feeling of obligation and continued employment with the organisation.

Hypothesis 5: The fifth hypothesis proposed that perceived corporate social responsibility would positively influence continuance commitment. The result was not statistically supported (see Table 6.16). It appears that employees' positive perception of their organisation does not influence their continuance commitment to the organisation.

Hypothesis 6: The sixth hypothesis proposed that affective commitment would mediate the relationship between perceived corporate social responsibility and organisational citizenship behaviour. The result was statistically supported and the standardised coefficient was .13 implying that employees who were attached to or identified with their organisation had impact on their organisational citizenship behaviour (Table 6.16).

Hypothesis 7: The seventh hypothesis proposed that affective commitment would mediate the relationship between perceived corporate social responsibility and customer-oriented behaviour. The result was not statistically supported (see Table 6.16).

Hypothesis 8: The eighth hypothesis posited that normative commitment would mediate the relationship between perceived corporate social responsibility and organisational citizenship behaviour. The standardised coefficient was .22 indicating that normative commitment has an impact on organisational citizenship behaviour (see Table 6.16).

Hypothesis 9: The ninth hypothesis proposed that normative commitment would mediate the relationship between perceived corporate social responsibility and customer-oriented behaviour. The result was not statistically supported (see Table 6.16).

Hypothesis 10: The tenth hypothesis proposed that continuance commitment would mediate the relationship between perceived corporate social responsibility and organisational citizenship behaviour. The result was not statistically supported (see Table 6.16).

Hypothesis 11: The eleventh hypothesis proposed that continuance commitment would mediate the relationship between perceived corporate social responsibility and customer-oriented behaviour. The result was not statistically supported (see Table 6.16).

Table 6.16: Test of Hypotheses

Hypothesis	Path	Standardised Coefficient	t-value	Result
H1	PCSR → OCB	.53	7.21*	Supported
H2	PCSR → COB	.55	7.28*	Supported
H3	PCSR → AC	.38	7.78*	Supported
H4	PCSR → NC	.72	13.20*	Supported
H5	PCSR → CC	.10	1.78	Not Supported
H6	AC → OCB	.13	3.43*	Supported
H7	AC → COB	.03	. 70	Not Supported
H8	NC → OCB	.22	2.83*	Supported
H9	NC → COB	.07	.77	Not Supported
H10	CC → OCB	-.14	-3.43	Not Supported
H11	CC → COB	-.06	-1.42	Not Supported

Note. * indicates significance at the .05 level. PCSR stands for perceived corporate social responsibility. OCB stands for organisational citizenship behaviour. COB stands for customer-oriented behaviour. AC stands for affective commitment. NC stands for normative commitment. CC stands for continuance commitment.

6.8.2 Direct and Indirect Effects of PCSR on OC, OCB and COB

In general, the model, as shown in Figure 6.2, had a squared multiple correlation (R^2) of .58 and .36 indicating that perceived corporate social responsibility (PCSR) predicts 58 percent and 36 percent of the variance in organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB) respectively. The direct effect of PCSR on OCB is .53 and the direct effect of PCSR on COB is .55.

In terms of the indirect effect, the path coefficient between PCSR and affective commitment is .38, and between affective commitment and OCB is .13. In addition, the path coefficient between PCSR and normative commitment is .72, and between normative commitment and OCB is .22. This explains a partial mediating model of PCSR on organisational citizenship behaviour. The total effect is .74 including the mediating effects of affective commitment and normative commitment. The results

revealed that employees' perception of their organisation's CSR activities positively influences their behaviour towards co-workers, work groups, and the organisation through affective and normative commitment. Lastly, there was no mediating effect of affective commitment, normative commitment, and continuance commitment between perceived corporate social responsibility and customer-oriented behaviour. The results suggest a direct impact between PCSR and COB without any mediating role of organisational commitment.

6.9 Chapter Summary

This chapter presented the findings of the data analysis. Prior to the model testing, data were examined to detect any problematic observations as well as cases that had lots of missing values or outliers. The demographic profile of the respondents was then reported. Subsequently, three individual measurement models for the constructs of perceived corporate social responsibility, organisational commitment and organisational citizenship behaviour together with customer-oriented behaviour were performed to assess the model fit. Construct validity and reliability of the model were also performed. Following the satisfactory results of these assessments, the results of the structural model indicated that perceived corporate social responsibility had a significant direct impact on organisational citizenship behaviour and customer-oriented behaviour. Perceived corporate social responsibility also had a significant indirect impact on organisational citizenship behaviour mediated by affective commitment and normative commitment. A discussion based on the results of the data analysis is presented in Chapter 7.

CHAPTER 7 DISCUSSIONS AND CONCLUSIONS

7.1 Introduction

This chapter centres on a discussion of the direct and indirect effects of perceived corporate social responsibility (PCSR) on affective commitment (AC), normative commitment (NC), continuance commitment (CC), organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB). First, the research objectives are reviewed followed by a discussion of the empirical findings. Second, theoretical contributions, managerial implications and practical recommendations for the industry are presented. Third, the limitations of the study and directions for future research are discussed. Finally, this chapter concludes with the pathways forward for increasing employees' positive attitudes and behaviour.

7.2 Discussion of the Empirical Findings

This study purported to address three objectives. The first objective was to develop a PCSR instrument for hoteliers to measure employees' perception of their organisation's CSR activities. This objective was achieved through a stringent scale development procedure, as suggested by Churchill (1979). A 36-item PCSR scale was developed for the hotel context. The five PCSR dimensions accorded with the original stakeholder dimensions, namely employees, guests, the local community, the natural environment and owners/investors. The dimension of suppliers were deleted following the item purification process.

The second research objective was to test whether perceived corporate social responsibility had direct effects on affective, normative and continuance commitment, organisational citizenship behaviour and customer-oriented behaviour. There was

some support for the hypotheses regarding affective and normative organisational commitment, organisational citizenship behaviour and customer-oriented behaviour. However, there were no effects of perceived corporate social responsibility on continuance commitment.

The final research objective was to test whether perceived corporate social responsibility had any indirect effects on organisational citizenship behaviour and customer-oriented behaviour through the mediating variables of affective, normative and continuance commitment. Because perceived corporate social responsibility was not significantly associated with continuance commitment, only affective commitment and normative commitment had mediating roles between perceived corporate social responsibility and organisational citizenship behaviour. None of the components of organisational commitment mediated between perceived corporate social responsibility and customer-oriented behaviour.

7.2.1 PCSR and AC

The results show that PCSR had a direct influence on employees' affective commitment. This finding is consistent with previous studies; however, they measured PCSR by adopting different dimensions such as volunteer programmes (Jones, 2010), ethical-legal dimension (Dhanesh, 2012), philanthropic dimension (Lee & Kim, 2013), internal CSR (Brammer et al., 2007), health and safety, workplace diversity and compensation and benefits (Jayabalan et al., 2016). Hence, this study extended our knowledge of PCSR by providing evidence that this construct with five dimensions, namely employees, guests, the local community, the natural environment and owners/investors, positively increase employees' affective commitment. In other words, if an organisation's CSR activities comprise economic,

legal, ethical and discretionary responsibilities that benefit its stakeholders, and are perceived positively by its employees, their psychological attachment to their organisation will be higher. As explained by social identity theory (Ashforth & Mael, 1989), the favourable or prestigious organisational identity viewed by the public, that a given employer is a good corporate citizen, can help to enhance the self-concept and self-identity of that organisation's employees, thereby increasing their willingness to remain in the organisation. These employees will show more enthusiasm at work and have the motivation to excel. In this study, employees who identified themselves with their organisation and remained in the organisation were more likely to engage in organisational citizenship behaviour. This is an important implication of affective commitment on organisational behaviour. The mediating role of affective commitment between PCSR and OCB is discussed in Section 7.2.4.

7.2.2 PCSR and NC

The majority of CSR research has focused on investigating the relationship between employees' perceptions of organisations' CSR activities and the general construct of organisational commitment. Because there are only a few CSR articles examining the three-component model, none of the CSR studies have found a significant effect of PCSR on normative commitment. The result of this study extends the body of knowledge in the CSR literature and demonstrates that PCSR has a stronger influence on normative commitment than affective commitment. This particular component also exercises a significant mediating role on OCB. All in all, this provides new insight for individual-level analysis of organisations' CSR activities.

According to social exchange theory (Cropanzano & Mitchell, 2005; Konovsky & Pugh, 1994), an organisation that provides benefits to employees prompts its

employees to respond through reciprocal acts. This can be explained by the psychological mechanism of obligation or duty felt by the employees illustrated by interdependent exchange ideology. For example, one of the statements under this dimension in the main survey was, 'This hotel always encourages employees to acquire further education for career advancement'. If, for example, a hotel encourages its employees to acquire further education by financing their two-year part-time Master's degree programme in hotel and tourism management, employees who have received this support, in the form of a scholarship, could develop a sense of obligation. These employees could repay their organisation by remaining as committed employees. Their strong ties to the organisation through feelings of indebtedness could also encourage them to reciprocate with the same attitude and behaviour by exercising a higher level of extra-role performance such as OCB. The CSR activities inputted into this social exchange process and the employees' sense of felt obligation could enhance positive behavioural outcomes. This confirms the presumption in this study that normative commitment mediates the relationship between perceived corporate social responsibility on organisational citizenship and customer-oriented behaviour. This presumption is further supported by the findings of a recent study that an organisation's CSR actions send signals to its employees that it is caring, kind and benevolent. Under such circumstances, employees could feel obliged to reciprocate the good deeds of their organisation with positive attitudes and behaviour (Farooq, Payaud, Merunka, & Valette-Florence, 2014).

In sum, the above discussion explains that a greater organisational identification perceived by employees might induce an affective commitment to identify with their organisation based on social identity theory, whereas under social exchange theory it might engender much stronger reciprocal behaviour from employees with normative

commitment. This suggests that management should pay greater attention to the PCSR dimension of employees due to the assumption that employees feel more obliged to their employer from CSR activities that directly benefit them. The differential effects of affective and normative commitment are interesting, and future studies on their roles and effect on CSR are recommended.

7.2.3 PCSR and CC

The hypothesised relationships between PCSR and continuance commitment were not significant in this study. These results were different from Dhanesh's (2012) study that found a marginally negative relationship between the ethical-legal dimension of CSR and continuance commitment. Shen and Zhu (2011), however, argued that the effect of PCSR relates more to affective commitment than to continuance commitment. This type of commitment is derived from the theoretical foundation of economic and instrumental principles. The reason employees remain in an organisation is because the perceived benefits of staying outweigh the personal costs of leaving. It appears that either PCSR is not strong enough to increase the cost of leaving an organisation or alternatively, that many similar job openings are available in the job market. The latter may apply in this study, because the job market situation in the Hong Kong hotel industry at the time of data collection was quite promising. According to some hotel's human resource managers, many employees resigned in February after obtaining their year-end bonus. The data collection period for this study occurred in March and April; therefore, the collected data may reflect a high percentage of employees who remained in their organisation because of affective and normative commitment, but not continuance commitment. Thus, PCSR was not significant for continuance commitment in this study.

7.2.4 PCSR and OCB

The findings concerning the direct effect between PCSR and OCB were consistent with previous studies (Evans et al., 2011; Lin et al., 2010). The results from Evans et al. (2011) confirmed the positive correlation of the four CSR dimensions on OCB but were applied only to employees that were helpful and compassionate, whereas Lin et al. (2010) found two CSR dimensions (legal and ethical) that were directly associated with OCB. Other empirical studies have identified the effect between different CSR dimensions on specific OCB dimensions through mediators such as affective commitment (Lee & Kim, 2013), organisational identification (Jones, 2010; Newman et al., 2015) and organisational trust (Hansen et al., 2011). The findings in this study extend the body of knowledge pertaining to CSR and suggest that PCSR contributes to organisational citizenship behaviour both directly and indirectly.

With regard to the direct effect of PCSR on OCB, the results in the study demonstrated the importance of employees' cognitive connection between their self-concept and the perception of an organisation as a good corporate citizen. Employees' self-concept in this study's context was influenced by their hotel organisation and its associated identity. Because self-concept is an interpretive structure that mediates how individuals behave and feel in a social context (Gecas, 1982), it reflects the degree to which their social membership (organisation) is tied to their identification (Dutton et al., 1994, p. 242). "Organisational identification is one form of psychological attachment that occurs when employees adopt the defining characteristics of the organisation as defining characteristics for themselves" (Dutton et al., 1994, p. 242). This is regarded as part of the commitment process that is highly associated with affective commitment. Hence, it was logical to inquire whether

affective commitment mediates the positive relationship between PCSR and OCB. With regard to another mediator, normative commitment, Section 7.2.2 discussed the mechanism of interdependent exchange ideology that creates indebtedness in employees. The findings of the PCSR dimensions in this study highlighted a number of areas where social responsibility efforts should be deployed. Specifically, they suggested that reciprocity could be sustained through activities such as enhancing employees' well-being, providing decent working conditions, creating a fair and respectful workplace, supporting career advancement and providing attractive compensation and fair evaluation mechanisms. Managers should thus promote strong organisational identification by implementing CSR activities that create profound effects on employees, guests, the local community, the natural environment and owners/investors. It is also important to consider the theory behind organisational identification if one wishes to create tremendous psychological attachment among employees toward their organisational membership. The employees' feelings of attachment and indebtedness to their organisation are the underlying psychological mechanisms that drive their positive responses to their organisation's CSR activities.

In this study, PCSR also had differential effects on each component of OCB. For example, the effects of PCSR on altruism, conscientiousness, courtesy and civic virtue were relatively high, ranging from .49 to .57, whereas its effect on sportsmanship was rather low ($\lambda_{3,3} = .29$). It appears that employees in Hong Kong are reluctant to sacrifice their personal interests for the good of the work group. Therefore, if managers consider sportsmanship to be an important reciprocal norm for their work group and organisation, they may need to examine other antecedents for this particular OCB dimension.

7.2.5 PCSR and COB

COB is a construct that has received attention in the service marketing literature and was examined in this study as an outcome of PCSR. Lee, Song, et al. (2013) studied responsible gambling in the casino industry and found a significant effect with regard to the legal dimension of CSR on customer orientation through mediators of organisational trust and job satisfaction. However, empirical research has been lacking with regard to the direct effect of PCSR on COB. Therefore, this study makes a contribution by providing new insights showing that COB is a direct and important outcome of PCSR. All in all, the indicators of this construct are related to an individual's discretionary behaviour such as customer needs satisfaction, low pressure selling and problem solution selling approaches. In the hotel industry, employees are representatives of their organisation, creating a favourable image and delivering promises on behalf of it (Bettencourt & Brown, 1997; Bitner, 1995; Bitner et al., 1990). They must go beyond the call of duty for customers to constantly increase customer satisfaction. The positive implications include repeat visits, customer loyalty and organisational profits. Hence, similar to OCB, COB can be regarded as extra-role behaviour that is inseparable from PCSR among hospitality workers. The results in this study indicated that if an employee's self-concept was strengthened through strong organisational identification and membership, employees would internalise their organisational goals and values and work towards what benefits the organisation, including both OCB and COB. The inference for the organisation is that by changing their employees' perception of CSR through implementing activities that are valued by them, low COB found among the employees may be increased.

In this study, the sample was confined to employees who had customer-contact on a daily basis. Customers often evaluate their interactions with employees; thus, employees' positive customer-oriented behaviour becomes an indirect stimulus for customer loyalty and satisfaction (Chen, 2007), which is important in any hotel and hospitality context. However, research on the direct effect of PCSR on COB is still lacking. This significant finding opens up the grounds for other researchers to study new antecedents or moderating variables between CSR and COB in the future.

7.3 Theoretical Contributions

This study is one of the first in the hotel and hospitality field to empirically and simultaneously test both the attitudinal and behavioural outcomes of employees' perception of their organisation's CSR activities using a stakeholder approach to explore Carroll's (1979) four CSR categories framework. In so doing, it has filled three major research voids in the CSR literature.

The foremost contribution of this study is that it has responded to the call to narrow the large macro-micro analytical divide in CSR research (Aguilera et al., 2007; Glavas & Kelley, 2014). Despite the majority of the CSR literature being macro studies focused at the institutional and organisational level, this study is one of the few multidisciplinary undertakings to address the research gap at the individual (employee) level of analysis through a sector-specific sample of 732 hotel employees working in 18 high tariff A and B hotels in Hong Kong. Given that this study was grounded in an extensive body of literature and empirical findings in various disciplines and contexts, the conceptual model has presented evidence to support a new construct of PCSR, its dimensionality and the consequences of commitment and behaviour, which can be adopted by other sectors such as hospitality and tourism.

Second, PCSR is still an under-researched area and there has been limited inquiry with regard to the conceptualisation and operationalisation of the PCSR construct. This study extends the body of knowledge regarding CSR through an extensive literature review that conceptualises PCSR and operationalises the construct. The development of a concise domain and definition of PCSR can enhance future research in the fields of CSR and organisational studies. Moreover, this study makes an important contribution by adopting a systematic and rigorous scale development process to create a 36-item PCSR instrument demonstrating both strong internal reliability and discriminant validity. Stemming from a well-established theoretical framework that employees' perceptions of CSR should be measured by multidimensional indicators, the scale development analyses also attests to the five-dimensional structure of PCSR stakeholders, namely employees, guests, local community, natural environment and owners/investors. The comprehensiveness of the PCSR dimensions and stakeholder groups addresses the shortcomings of the earlier measures. Hence, this study offers a measurement instrument that can be used by researchers to identify other antecedents and outcomes of PCSR to further knowledge of causal relationships with regard to employees' attitudes and behaviour.

Finally, this study examined the research void concerning unclear organisational outcomes emanating from PCSR in terms of employee commitment and organisational citizenship and customer-oriented behaviour. By empirically testing the hypothesised relationship in the conceptual model, this study extended and confirmed the robustness of the theory and the associated concepts, including organisational identification and social exchange ideology. To the best of the author's knowledge, this study is one of the first attempts in the hotel industry to explain the predictive effect of perceived corporate social responsibility on the two important

types of employee behaviour that benefit organisations and customers. An employee's evaluation of perceived corporate social responsibility rests on multiple dimensions, including employees, guests, the local community, the natural environment and owners/investors. Despite the paucity of CSR research examining the three components of organisational commitment, this study empirically verified the mediating role of affective commitment between PCSR and OCB. The results also provided new insights into the mediating role of normative commitment on OCB. This in turn has helped to shed light on the exchange ideology underpinning the social exchange process in employees' reciprocal behaviour. The stronger effect found between PCSR and normative commitment than for affective commitment is significant for CSR studies. This finding enriches the understanding of the psychological mechanisms related to positive employee responses to CSR activities in terms of social identity and social exchange theory. Further, it opens up areas for new research, which can extend the limited study of organisational commitment in terms of its components' differential effects.

7.4 Managerial Implications

7.4.1 Instrumental Rationality to Pursue CSR

The effect of PCSR on important organisational outcomes is clear evidence of instrumental rationality for hoteliers to pursue CSR. If an organisation attends to and achieves high marks on the five PCSR dimensions as perceived by their employees, the level of employees' affective and normative commitment will grow, thereby reducing the high staff turnover rate that is commonly faced by hotels in Hong Kong (Hong Kong Institute of Human Resource Management, 2014). Committed employees who demonstrate higher extra-role behaviour will also benefit co-workers,

work groups, the organisation and customers, and in turn, increase organisational effectiveness and efficiencies, customer satisfaction and organisational profits. All in all, positive employee attitudes and behaviour are imperative for a reliable workforce, to increase the competitive advantage and profits of an organisation.

7.4.2 PCSR Checklist for Managers

PCSR is a relatively new construct. The domain of the PCSR construct was clearly specified and the dimensions were empirically tested in this study, elucidating the ambiguous meaning of PCSR in the hotel context. The five PCSR dimensions of employees, guests, the local community, the natural environment and owners/investors expressed in the stakeholder dimensions offer an easy way for management to understand the notion of CSR activities. Management teams and human resource practitioners should not focus on narrow perspectives or pursue CSR on an ad hoc basis. They can identify and create more innovative practices for their organisations to conceptualise from the direction of the beneficiaries instead of the types of activities or responsibilities. Because legal, ethical and discretionary responsibilities vary over time, the merit in this is that the expansion of activities categorised under stakeholder groups may still allow managers to obtain their employees' positive or negative evaluations of the organisation's CSR activities using simple statistical tools. All in all, the results of the positive evaluations from favourable employees have confirmed the effects of positive attitudinal and behavioural outcomes. An organisation that wishes to achieve positive employee outcomes should attend to all PCSR dimensions, considering the theory behind the concept of organisational identification. Table 7.1 summarises the PCSR indicators in a CSR checklist for quick reference and implementation.

The first dimension covers areas such as creating a fair and respectful workplace, ensuring fair evaluation of performance, providing a safe and healthy working environment, having concern for employees' needs and wants, encouraging a good work-life balance, providing further education to employees for career advancement, providing decent working conditions and welfare facilities, and promoting emotional well-being. The second dimension, concerning guests, is related to incorporating their interests into business decisions, respect for consumer rights, maintaining high-quality products and services to meet expectations, providing full and accurate information, responding to guests' complaints in a timely manner and ensuring guest satisfaction. The local community dimension involves areas such as promoting societal well-being, making cash donations to charitable organisations or providing sponsorship of goods or services, promoting a barrier-free culture, promoting a socially inclusive work culture, supporting NGOs by consuming products produced by them, supporting corporate volunteerism, contributing adequately to charities, donating edible food to vulnerable people, maintaining long-term partnerships with NGOs and creating a better life for the present and future generation. With regard to the natural environment, areas include incorporating environmental concerns into business decisions, reducing energy consumption, developing recycling programmes, supporting sustainable procurement, conserving water resources, complying with green building standards and providing sustainable seafood. Finally, the dimension of the owners and investors concerns the honest disclosure of products, the provision of human capital resources to CSR activities, incorporation of CSR culture into hotel's mission and dissemination of the mission statement in the hotel's website and reporting and publishing CSR activities and sustainability measures.

Table 7.1: PCSR Checklist

PCSR Dimension	Indicators
☐ Employees	☐ Create a fair and respectful workplace ☐ Ensure fair evaluation of performance ☐ Provide a safe and healthy working environment ☐ Concern for employees' needs and wants ☐ Encourage a good work-life balance ☐ Provide further education for career advancement ☐ Provide decent working conditions and welfare facilities ☐ Promote emotional well-being
☐ Guests	☐ Incorporate guests interests into business decisions ☐ Respect for consumer rights ☐ Maintain high-quality products/services to meet expectations ☐ Provide full and accurate information ☐ Respond to guests' complaints in a timely manner ☐ Ensure guest satisfaction
☐ Local Community	☐ Promote societal well-being ☐ Make cash donations and sponsor of goods or services ☐ Promote a barrier-free culture ☐ Promote a socially inclusive work culture ☐ Support NGOs by consuming products produced by them ☐ Support corporate volunteerism ☐ Give adequate contributions to charities ☐ Donate edible food to charitable organisations ☐ Maintain long-term partnerships with NGOs ☐ Create a better life for the present and future generation
☐ Natural Environment	☐ Incorporate environmental concerns into business decisions ☐ Reduce energy consumption ☐ Develop recycling programmes ☐ Support sustainable procurement ☐ Conserve water resources ☐ Comply with green building standards ☐ Provide sustainable seafood
☐ Owners/ Investors	☐ Provide honest disclosure of products ☐ Provide human capital resources to CSR activities ☐ Incorporate CSR culture into hotel's mission ☐ Disseminate CSR mission statement in the hotel's website ☐ Report and publish CSR activities and sustainability measures

(Source: Developed by the author)
Note. NGOs means non-governmental organisations.

7.4.3 Employees' CSR Satisfaction Survey

This study developed a questionnaire to measure employees' perceptions of their organisation's CSR activities. This instrument could be administered on an annual basis similar to a hotel's annual employee satisfaction survey. Some hotels have already started to include a brief section covering aspects of CSR in their satisfaction surveys, indicating the real need to understand employees' perceptions of their organisation's CSR activities. Yet, the limited number of items may have distorted the results when drawing inferences. This instrument, in the form of a self-reported employee questionnaire, is an open access resource for hotels that have participated in this study. Suggestions will be provided to the Hong Kong Hotels Association encouraging them to share with other hotels that are interested in them. This will serve as a catalyst to increase the awareness of CSR and to develop new ways of working and thinking among practitioners to create a profound effect on the hotel industry as a whole. In general, the results obtained will help CSR or human resource managers to reprioritise their CSR direction. The result is instrumental for managers to understand whether their existing employees positively or negatively perceive their CSR activities, thereby providing insight to achieve more favourable and desirable outcomes with regard to organisational behaviour.

7.5 Limitations

This study had some methodological limitations. First, it was a cross-sectional study conducted in a single city – Hong Kong. The tourism industry is one of the major economic pillars of Hong Kong, which accounted for 60.8 million inbound visitors in 2014 from around the world. The average hotel occupancy rate has recorded highs at 90% over the past few years (Tourism Commission, n.d.).

Generalisation of this study should account for the hotel market situation and cross-cultural differences. The results may not be generalisable to all industries. Future research is encouraged to validate the instrument to enhance its overall usefulness.

This study did not present a perfect representation of hotel employees in Hong Kong and thus may be subject to sample bias. Because it was not possible to obtain a sampling frame of all hotel employees in Hong Kong, this study undertook careful selection of a sampling frame from reliable sources such as the Hong Kong Tourism Board and the Hong Kong Hotels Association. Another step to further minimise possible sample bias resulting from convenience sampling method, was the arrangement of a survey protocol (Appendix 6) for the selection of targeted respondents to be followed by the human resource managers at all of the participating hotels.

7.6 Future research

This study consisted of micro-level and cross-sectional research to understand employees' perception of CSR activities in the Hong Kong hotel industry. The strongest implication of this study is that PCSR can directly influence hotel employees' organisational citizenship and customer-oriented behaviour. Future studies can be expanded to other countries for cross-cultural comparisons. Longitudinal studies are also recommended to understand if the effects of OCB and COB can be sustained.

Another significant result from this study was the mediating variables of affective and normative organisational commitment between PCSR and OCB. In light of the findings that employees' attachment and indebtedness to their organisation can enhance OCB, another research agenda could address the first-order construct of

PCSR. Research on the effect of the employee dimension on affective and normative organisational commitment is highly recommended.

Employees' views remain a largely unexplored area in CSR research (Lee, Park, & Lee, 2013). A recent study suggests that commitment relates to one's feelings towards an organisation, whereas job attachment relates to one's feelings toward a job (Musa & Rahman, 2015). Because COB consists of highly favourable behaviour that indirectly enhances corporate performance in the hotel industry, employees tend to regard such behaviour as 'part of their job'. Despite the limited attention previously paid to COB, this study opens up new and fertile ground for those who are interested in further exploring the heuristic value of PCSR and COB through other antecedents or moderating variables.

The PCSR instrument developed for this study can enhance future research on other antecedents and outcomes. Validation of the instrument in the cross-cultural context is highly recommended to establish its overall usefulness. Moreover, it could also be extended to other sectors under the umbrella of tourism for hospitality workers in restaurants, retail, cruise liners, airlines and tour operators to draw a holistic picture for the tourism industry.

The rationale for this study was to find support for the long-term development of CSR. Diverse research has focused on the customers' perspective and financial performance to soliciting views from hotel owners (Xiao, O'Neill, & Mattila, 2012), hotel general managers (Holcomb, 2010) and currently, hotel employees. Future research is strongly urged to collect views from suppliers, which are another key group of stakeholders that are under examined. In the context of Hong Kong, one of the barriers to responsible supply chains in the hotel industry is the lack of legislation; therefore, available sources are limited. In contrast, responsible procurements of

hotels located in England are more common due to food law requirements. Qualitative research can be conducted to identify the supply and demand practices of responsible suppliers aimed at benefitting customers, hotels and society as a whole.

7.7 Concluding Thoughts

A new concept was proposed in this study to examine hotel employees' perceived corporate social responsibility (PCSR). The findings indicated the significance of PCSR and its contribution to employee citizenship and customer-oriented behaviour. The mediating role of affective and normative commitment with differential effects suggests that organisations should consider the underlying mechanisms of organisational identification, employee attachment and the sense of obligation to boost the commitment level and citizenship behaviour of their employees. Increasing employees' favourable organisational behaviour, in turn, may help human resource managers to address pressing issues such as high turnover rates, low employee citizenship behaviour and the challenges involved with gaining a competitive advantage. Specifically, consideration of employees' perceptions stimulates positive attitudes and behaviour, which is fundamental for a stable and reliable workforce. This study not only sheds light on CSR and organisational behaviour research, its recommendations also provide an instrumental rationality and a clear pathway for organisations that want to move forward in the CSR direction.

Figure 7.1 is a concluding diagram to explain what PCSR means in this study. Carroll's (1991) pyramid of corporate social responsibility, namely, economic, legal, ethical and discretionary (philanthropy) responsibilities are presented in a combination of two pyramids with one being inverted. From a macro perspective, this indicates that economic and legal responsibility is necessary despite the business

nature and environment of Hong Kong's hotel industry. The focal point of responsible organisations thus relies on the discretionary actions directed at ethical responsibility and philanthropy. The intersection of the two pyramids is a diamond (in the dotted line) depicting the importance of micro-level research in the twenty-first century to understand how employees' perception of social responsibility can contribute to organisational success. The PCSR domain, definition, dimensions and the measurement instrument developed in this study are conceptualised from stakeholder theory (Freeman, 1984), the concept of organisational identification (Ashforth & Mael, 1989; Dutton et al., 1994), social identity theory (Ashforth & Mael, 1989) and social exchange theory (Blau, 1964). The empirical results suggest that there are positive outcomes for PCSR on affective and normative organisational commitment, organisational citizenship behaviour and customer-oriented behaviour. Finally, the framework is enclosed by alternating dotted/dashed lines, indicating the entirety of the CSR discourse for bringing benefits to the hotel, hospitality and tourism industry in tripling the bottom line.

The rationale of this study was to identify the possible effects of employees' perception of CSR on positive organisational behaviour that might indirectly influence financial performance that would provide instrumental rationality for organisations to pursue CSR or to continue investing more resources in this area. The worldview of CSR has been mixed, vague and ambiguous. However, the socially constructed understanding acknowledged by the industry's employers and employees has expounded explicitly on what is 'not' CSR in the business world today. Additionally, running a hotel has an amoral side in this business (Kallio, 2007). Nevertheless, by examining the PCSR construct and its dimensions, it is understood that CSR does not create an incongruous effect for the founder and its corporation.

Therefore, it is hoped that this study can lure hoteliers to pursue 'less' socially irresponsible acts and move toward global sustainability as truly responsible businesses in the industry. To this end, CSR is imperative and exigent for our next generation and the planet.

Figure 7.1: Concluding Diagram of PCSR in the Hotel Industry
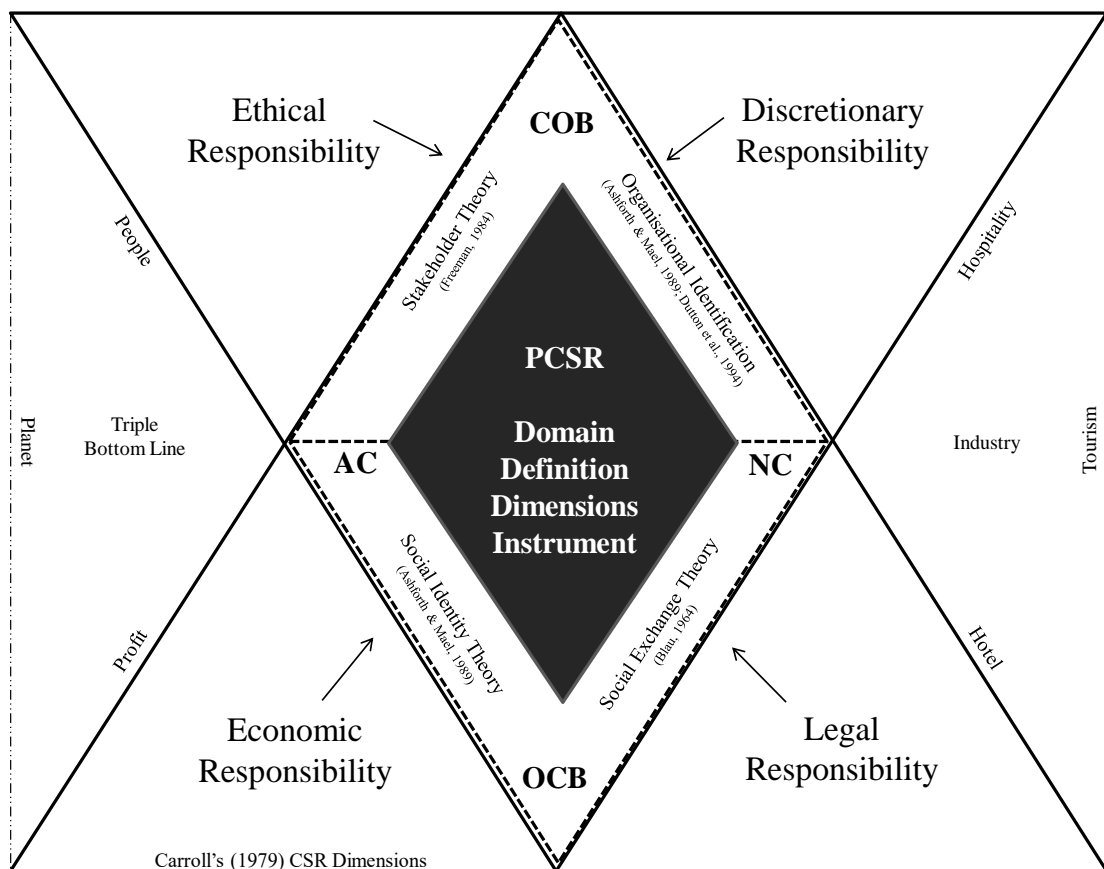
(Source: Developed by the author)

Note. AC stands for affective commitment. COB stands for customer-oriented behaviour. NC stands for normative commitment. OCB stands for organisational citizenship behaviour. PCSR stands for perceived corporate social responsibility.

7.8 Summary of the Thesis

This study developed and tested a structural equation model to examine the positive effect of an exogenous variable, perceived corporate social responsibility (PCSR), on endogenous variables, affective, normative and continuance organisational commitment, organisational citizenship behaviour (OCB) and customer-oriented behaviour (COB), in the context of hotel employees in Hong Kong.

CSR has been a subject of debate in the hotel industry in terms of issues such as financial returns, green washing or the triple bottom line (people, profit and planet). Many previous studies have focused on CSR′s influence on corporate performance. An important shift is underway to investigate managerial employees regarding their strategic organisational behaviour. Drawing upon social identity theory and social exchange theory, recent studies have supported the increase in organisational commitment as a result of employees' favourable attitudes toward their organisations' CSR activities. It is presumed that highly committed employees are more inclined to exhibit customer-oriented and organisational citizenship behaviour which can be denoted by helping customers fulfil their needs, assisting co-workers on work-related problems or taking ownership of the organisation. Despite the growing attention to employee-related CSR research, there is a dearth of research at the individual (employee) level of analysis. The conceptualisation and operationalisation of the PCSR construct thus remains ambiguous. With regard to the knowledge gaps and limitations found in the current literature, the general goal of this study was to extend micro-level research by examining the PCSR domain, dimensions, measurement and the relationship between PCSR and employees' attitudinal and behavioural outcomes.

The research design consisted of two main stages. The first stage was a stringent scale developmental process (Churchill, 1979) of a new construct, perceived

corporate social responsibility, based upon Carroll's (1979) four CSR dimensions (economic, legal, ethical and discretionary responsibilities) and Freeman's (1984) stakeholders theory. In an attempt to conceptualise and operationalise the construct of PCSR, the process began with domain specification through an extensive review of the literature. This was followed by 18 personal interviews with hotel employees, hotel managers and a CSR-related social service organisation. Key concepts were identified in the interviews and coded into themes. Items were generated from interviews and previous studies. An item purification process and test for content validity were conducted by a panel of experts comprising seven academic scholars and four human resource managers who assisted in evaluating the 'representativeness' of the construct and its 'applicability' to the industry. A preliminary instrument, carrying 51 PCSR items was turned into a bi-lingual questionnaire (English and traditional Chinese). A pilot study was then carried out with customer-contact employees of 10 hotels in Hong Kong. Two hundred and four usable questionnaires were analysed using exploratory factor analysis with principal axis factoring and an oblimin rotation method. The Cronbach's alpha of all factors was above .70. The final PCSR instrument contained 36 items in a five-factor model. The result confirmed that PCSR is a multidimensional construct including five dimensions, namely employees, guests, the local community, the natural environment and owners/investors. With regard to the endogenous variables in this study, the items were adopted from existing studies, namely the 18-item organisational commitment scale (Fields, 2002; Meyer & Allen, 1997), 24-item organisational citizenship behaviour scale (Fields, 2002; Podsakoff et al., 1990) and 6-item customer-oriented behaviour scale (Stock & Hoyer, 2005).

The main survey was collected in March and April 2015 through the human resources departments of 18 participating hotels (high tariff A and B) in Hong Kong. Eight hundred and twenty-two questionnaires were completed by full-time customer-contact employees. Seven hundred and thirty-two of them being usable, for a valid response rate of 61.0%. The results of confirmatory factor analysis confirmed the validity of all of the instruments. The final PCSR instrument displayed strong internal reliability and validity and was comprised 36 measurement items. Using the maximum likelihood estimation techniques in the structural equation modelling, six out of eleven hypothesised relationships were supported. The results depicted positive relationships between the exogenous variable (PCSR) and endogenous variables (AC, NC, OCB, COB). These findings successfully corroborated the positive effect of perceived corporate social responsibility on employee attitudes and behaviour in the context of hotel employees in Hong Kong.

The overall significance of this study is four-fold. It extends the body of CSR knowledge in terms of the conceptualisation and operationalisation of the construct of PCSR and empirically validates the conceptual model of employee's attitudinal and behavioural outcomes. First, PCSR is a relatively new concept, and the conceptualisation of PCSR provided a concise domain and definition derived from the strong theoretical foundation and the stakeholders' approach applied to Carroll's four CSR dimensions. Second, the operationalisation of the PCSR confirmed that it is a multidimensional construct with five dimensions, namely employees, guests, the local community, the natural environment and owners/investors. The PCSR instrument developed demonstrated both strong internal reliability and discriminant validity. This 36-item measurement scale covered a broader dimension of CSR and stakeholders by addressing the shortcomings of earlier measures. The study, therefore,

offers a useful measurement instrument that can be used by researchers to identify other antecedents and outcomes of PCSR. Third, this study closed the research void pertaining to unclear organisational outcomes of PCSR by empirically testing the positive and direct relationships between employees' perceptions of organisational CSR activities and organisational citizenship and customer-oriented behaviour. The important mediating roles of affective and normative organisational commitment have provided new insight into the current literature. These important results contribute to our understanding of the causal relationships between CSR and employees' attitudinal and behavioural outcomes. More importantly, they provide hoteliers with an instrumental rationality to pursue CSR. Finally, adopting the CSR checklist and using the PCSR instrument to evaluate employee satisfaction may assist hotel managers in strategically deploying their CSR efforts.

APPENDICES

Appendix 1: Glossary

Key Terms	Definition
Affective commitment	Affective commitment is defined as an employee's "emotional attachment to, identification with and involvement in their organisation" (Meyer & Allen, 1991, p. 67).
Continuance commitment	Continuance commitment is defined as an employee's "awareness of the costs associated with leaving an organisation" (Meyer & Allen, 1991, p. 67).
Corporate social responsibility	Businesses that practice social responsibility are attending to "economic, legal, ethical and discretionary (philanthropic) expectations that society has of organisations at a given point in time" (Carroll, 1979, p. 500).
Corporate social responsibility activities	Corporate social responsibility activities in this study is referred to all initiatives, programmes and policies implemented by an organisation towards achieving Carroll's (1979) economic, legal, ethical and discretionary responsibilities for stakeholders such as employees, guests, the local community, the natural environment and owners/investors.
Customer-contact employees	Customer-contact employees in this study are defined as hotel staff carrying the capacity of any full-time position with customer-contact opportunities on a daily basis. They work in discrete groups such as food & beverage, front office, housekeeping, concierge, security, public relations and sales whereas employees working in finance, human resources, engineering and stewarding departments were excluded from this study.

Appendix 1: Continued

Key Terms	Definition
Customer-oriented behaviour	Customer-oriented behaviour in this study is defined as the ability of employees, who have customer interaction on a daily basis, to help customers by engaging in discretionary behaviour that increases customer satisfaction. The discretionary behaviour includes low pressure selling, problem solution selling approaches and customer needs satisfaction (Saxe & Weitz, 1982; Stock & Hoyer, 2005).
Guests	Guests is defined in this study as customers who consume any products or services offered by hotels. This include in-house guests, hotel's club members and walk-in customers who dine at restaurants, attend private banquet functions, corporate events or conferences held in the hotel.
Local community	Local community is generally defined as a group of interacting people living in a shared geographical location where the hotel is situated. In this study, hotels that care about the local community refers to action that help maintaining the well-being of a society and meeting the needs of community members.
Natural environment	Natural environment is commonly defined as the climate, natural resources and the macro ecosystem that affect human living and activities. In this study, hotels that care about the natural environment take actions to combat climate change by minimising consumption in terms of energy, water, waste, food, paper, and so forth.

Appendix 1: Continued

Key Terms	Definition
Normative commitment	Normative commitment is defined as an employee's "feeling of obligation to continue employment" (Meyer & Allen, 1991, p. 67).
Organisational citizenship behaviour	Organisational citizenship behaviour is defined as employee's "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation" (Organ, 1988, p. 4).
Organisational commitment	Organisational commitment is defined as the "psychological link between an employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organisation" (Allen & Meyer, 1996, p. 252).
Owners/investors	Owners and investors are referred to parties that possess ownership of the hotel and benefit from long-term ROI as a result of the hotel's profitability and goodwill. Due to the complex hotel ownership and management structure, this owners/investors dimension refers to stakeholders such as founder of a hotel, owners of a hotel corporation, management companies, potential investors or shareholders of a listed company.

Appendix 1: Continued

Key Terms	Definition
Perceived corporate social responsibility	Perceived corporate social responsibility is defined in this study as the employees' overall perception of their organisation's CSR activities, or other interchangeable terms such as initiatives, programmes and policies. CSR activities comprise of Carroll's (1979) economic, legal, ethical and discretionary responsibilities of an organisation that benefits its key stakeholders including employees, guests, the local community, the natural environment and owners/investors.
Suppliers	Suppliers, in this study, is referred to any persons, companies or contractors involved in providing any goods and/or services that facilitate hotel operation on a daily basis.

(Source: Compiled/developed by the author)

Appendix 2: Key Areas of CSR Contribution and Examples Used by Hotels

Environmental Protection	Philanthropy/Volunteering	Responsible Supply Chain	Responsible Workplace
Biodiversity conservation - habitat protection - care for nature - forests conservation - beach usage - protection of wildlife and endangered species - education (local community)	Donation - cash donations to charitable organisations - sponsorship of products to charitable events - Edible food donation	Eco-friendly products - replacement of plastic straws with biodegradable paper straws - organic farms in hotels - shark's fins free menu - sustainable seafood guide	Employees well-being - work-life balance programmes (e.g. child-care centres, paternity leave) - sports events and recreation gathering - weight management (e.g. fitness centre) - interest class (e.g. exercise, yoga, meditation classes) - employee counselling
Energy - renewable energies - solar water heaters - solar thermal collectors - roof insulation - sensors at doors and windows	Volunteering - community outreach programmes - compensation on volunteering hours	Fair trade products - cocoa products (e.g. chocolates, coffee beans) - organic products	Employees health and occupational safety - compliance to health and safety law - health and occupational safety training - work safety representative
Water use - low flow showers - linen and towel reuse	Partnership with NGOs - job opportunities for ethnic minorities and disabled persons - attachment programmes for secondary students	Honesty and transparency - honest disclosures of hotel products to customers - food hygiene	Workforce diversity and inclusion - labour rights - anti-discrimination - socially inclusive work culture - sexual harassment
Waste - food waste recycling solid waste segregation Recycling and Reusing - paper recycling - glass bottle recycling - pre-bottled water with advanced water systems	Society's well-being - blood-donation day - flag day - elderly home visit - beach clean up - learning opportunities for future generations	Education & awareness programme - suppliers - customers - employees	Employees welfare and remuneration - Fair evaluation mechanism - Decent working conditions - Fair and respectful workplace - Education funds - Career advancement opportunity - Employees' feedback mechanism

(Source: Compiled by the author)

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Appendix 3: Definitions of Commitment

Authors	Definition	Nature
Unidimensional perspective		
Becker (1960)	Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity (p. 32).	Cost-based
Kanter (1968)	The willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations which are seen as self-expressive (p. 499).	Psychological attachment
	The attachment of an individual's fond of affectivity and emotion to the group (p. 507).	Affective orientation
	Profit associated with continued participation and a cost associated with leaving (p. 504).	Cost-based
Sheldon (1971)	An attitude or an orientation toward the organisation which links or attaches the identity of the person to the organisation (p. 143).	Affective orientation
	Positive evaluation of the organisation and an intent to work toward the goals of the organisation as the employee perceives them (p. 144).	Psychological bond

Appendix 3: Continued

Authors	Definition	Nature
Unidimensional perspective (Continued)		
Porter et al. (1974)	The relative strength of an individual's identification with and involvement in a particular organisation (p. 604).	Psychological attachment and affective orientation
Buchanan (1974)	A partisan, affective attachment to the goals and values of an organisation, to one's role in relation to the goals and values, and to the organisation for its own sake, apart from its purely instrumental worth (p. 533).	Affective orientation
Weiner & Gechman (1977)	Commitment behaviours are socially accepted behaviours that exceed formal and/or normative expectations relevant to the object of commitment (p. 48).	Obligation or moral responsibility
Marsh & Mannari (1977)	The committed employee considers it morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years (p. 59).	Obligation or moral responsibility
Mowday et al. (1979)	Characterised by at least three related factors; (1) a strong belief in and acceptance of the organisation's goals and values; (2) a willingness to exert considerable effort on behalf of the organisation; and (3) a strong desire to maintain membership in the organisation (p. 226).	Psychological bond

Appendix 3: Continued

Authors	Definition	Nature
Unidimensional perspective (Continued)		
Wiener (1982)	The totality of internalised normative pressures to act in a way which meets organisational goals and interests (p. 421).	Obligation or moral responsibility
Multidimensional perspective		
O'Reilly & Chatman (1986)	The psychological attachment felt by the person for the organisation; it will reflect the degree to which the individual internalises or adopts characteristics or perspectives of the organisation (p. 493).	Psychological bond can take three forms labelled 'compliance', 'identification', and 'internalisation'.
Meyer & Allen (1991)	The psychological state that (a) characterises the employees' relationship with the organisation, and (b) has implications for the decision to continue membership in the organisation (p. 67).	A three-component conceptualisation of organisational commitment labelled 'affective', 'continuance' and 'normative' commitment.
Allen & Meyer (1996)	OC can be defined generally as a psychological link between the employee and his or her organisation that makes it less likely that the employee will voluntarily leave the organisation (p. 252).	A three-component conceptualisation of organisational commitment labelled 'affective', 'continuance' and 'normative' commitment.

(Source: Compiled by the author)

Appendix 4: Comparison of OCB Dimensions and Measurements

	WOCB	WOCB	TOCB	COCB
Source	**Smith, Organ, & Near (1983)**	**Podsakoff et al. (1990, p. 121)**	**Farh, Earley, & Lin (1997)**	**Farh, Zhong, & Organ (2002, 2004)**
No. of items	16 items	24 items	20 items	18 items
Reliability (Coefficient alpha values)	.86 to .91 for altruism .91 for generalised compliance	.67 to .91 for altruism .76 to .89 for sportsmanship .69 to .86 for courtesy .66 to .90 for civic virtue .79 for conscientiousness	.87 for identification with the company .87 for altruism .82 for conscientiousness .86 for interpersonal harmony .81 for protecting company resources	n/a
Likert-type scale	7-point Likert scale (1 = strongly disagree, and 7 = strongly agree)	7-point Likert scale (1 = strongly disagree, and 7 = strongly agree)	7-point Likert scale (1 = strongly disagree, and 7 = strongly agree)	

Appendix 4: Continued

Dimensions	WOCB	WOCB	TOCB	COCB
	Altruism	Altruism	Altruism	Taking initiative
	- Helps others who have been absent	- Helps others who have heavy workloads	- Willing to assist new colleagues to adjust to the work environment	- Volunteers for overtime work
	- Volunteers for things that are not required	- Is always ready to lend a helping hand to those around him/her	- Willing to help colleagues solve work-related problems	- Takes on extra responsibilities
	- Orients new people even though it is not required	- Helps others who have been absent	- Willing to cover work assignments for colleagues when needed	- Shares useful work-related information
	- Helps others who have heavy workloads	- Willingly helps others who have work-related problems	- Willing to coordinate and communicate with colleagues	
	- Assists supervisor with his or her work	- Helps orient new people even though it is not required		
	- Makes innovative suggestions to improve department			
	- Attends functions not required but that help the company image			

Appendix 4: Continued

Dimensions	WOCB	WOCB	TOCB	COCB
	Generalised compliance - Punctuality - Takes undeserved breaks (R) - Attendance at work is above the norm - Coasts toward the end of the day (R) - Gives advance notice if unable to come to work - Great deal of time spent with personal phone conversations (R) - Does not take unnecessary time off - Does not take extra breaks - Does not spend time in idle conversation	Conscientiousness - Is one of my most conscientious employees - Believes in giving an honest day's work for an honest day's pay - Attendance at work is above the norm - Does not take extra breaks - Obeys company rules and regulations even when no one is watching	Conscientiousness - Complies with company rules and procedures even when nobody watches and no evidence can be traced - Takes one's job seriously and rarely makes mistakes - Does not mind taking on new or challenging assignments - Tries to self-study to increase the quality of work outputs - Often arrives early and starts to work immediately	Helping co-workers - Helps co-workers in non-work matters - Helps colleagues in work-related matters

Appendix 4: Continued

	WOCB	WOCB	TOCB	COCB
Dimensions		Sportsmanship - Is the classic 'squeaky wheel' that always needs greasing (R) - Consumes a lot of time complaining about trivial matters (R) - Tends to make 'mountains out of molehills' (R) - Always focuses on what's wrong, rather than the positive side (R) - Always finds fault with what the organisation is doing (R)	Identification with the company - Willing to stand up to protect the reputation of the company - Eager to tell outsiders good news about the company and clarify their misunderstandings - Makes constructive suggestions that can improve the operation of the company - Actively attends company meetings	Voice - Makes constructive suggestions - Prohibits behaviour harmful to organisation

Appendix 4: Continued

	WOCB	WOCB	TOCB	COCB
Dimensions		Courtesy - Tries to avoid creating problems for co-workers - Considers the impact of his/her actions on co-workers - Does not abuse the rights of others - Takes steps to try to prevent problems with other employees - Is mindful of how his/her behaviour affects other people's jobs	Interpersonal harmony - Uses illicit tactics to seek personal influence and gain with harmful effect on interpersonal harmony in the organisation (R) - Uses position power to pursue selfish personal gain (R) - Takes credits, avoids blame, and fights fiercely for personal gain (R) - Often speaks ill of the supervisor or colleagues behind their backs (R)	Group activity participation - Participates in activities organised by employee groups - Participates in company-organised group activities

Appendix 4: Continued

	WOCB	WOCB	TOCB	COCB
Dimensions		Civic virtue - Keeps abreast of changes in the organisation - Attends meetings that are not mandatory, but are considered important - Attends functions that are not required, but help the company image - Reads and keeps up with organisation announcements, memos, and so on	Protecting company resources - Conducts personal business on company time (R) - Uses company resources to do personal business (R) - Views sick leave as benefit and makes excuse for taking sick leave (R)	Promoting company image - Promotes company image and products to outsiders
		Items denoted with (R) are reverse scored.	Items denoted with (R) are reverse scored.	Self-training - Engages in self-training

Appendix 4: Continued

	WOCB	WOCB	TOCB	COCB
Dimensions				<u>Social welfare participation</u> - Contributes to public welfare - Serves community
				<u>Protecting and saving company resources</u> - Saves company resources - Uses personal resources to aid company - Defends company against disasters
				<u>Keeping the work place clean</u> - Keeps workplace clean and neat
				<u>Interpersonal harmony</u> - Maintains harmonious relationships and diffuse conflict

(Source: Compiled by the author)

Appendix 5: Invitation Letter for Survey Distribution

Date

Dear Human Resource Manager

Greetings from the HK Polytechnic University!

Please kindly let me introduce myself. My name is Annie Ko, a PhD candidate, under the supervision of Dr Andrew Chan and Dr Simon Wong, at the School of Hotel and Tourism Management of the Hong Kong Polytechnic University. My research topic is about corporate social responsibility (CSR) and human resources issues in the hotel industry.

Over the past ten years, many organisations in Hong Kong have worked towards achieving the triple bottom line – in consideration of people, profit and planet. It is because embracing CSR, in the long run, can create greater profit for the organisation and more social, economic and environmental prosperity for society. Most importantly, doing good for society as a good corporate citizen will also become an employer of choice thereby enhancing organisational attractiveness.

In order to help the industry and the management to understand more benefits of CSR from people's perspective, I am writing to solicit your kind support to distribute a CSR survey to your employees. Please allow me to arrange an appointment to meet with you so that I can further explain the research objectives and the resulting benefits for your hotel. Meanwhile, if I can provide you with any further information, please feel free to email me or contact me directly on 9197

I look forward to hearing from you soon!

Yours faithfully

Annie Ko
PhD Candidate, CHE
School of Hotel and Tourism Management
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Appendix 6: Survey Protocol

Corporate Social Responsibility
Survey Protocol 2015

Further to our previous meeting, the CSR survey commences on 4 March and runs to 4 April 2015. This survey protocol is for the purpose of ensuring consistency in the sampling procedure across all participating hotels in Hong Kong. All information obtained will be used for research purposes only and will be treated in an ethical manner. The following is the protocol for distributing the survey:

1. Each participating hotel will be given an assigned number of surveys as previously agreed.
2. The human resource manager has to select three operational departments to take part in the survey.
3. Each department should be given 20 to 40 questionnaires.
4. Division managers have to distribute the survey to employees during their daily briefing session(s).
5. All surveys should be randomly assigned to employees in the briefing session(s) until all surveys are distributed.
6. Division managers should assure employees that their participation is on voluntary basis and anonymity is guaranteed.
7. Employees who receive the survey are required to complete it, seal it in the attached envelope and return it to the human resources department within one week.
8. The human resources department is suggested to prepare a collection box for collecting the completed questionnaires.

The collection box will be collected by the researcher in person. Please kindly contact the researcher when it is ready to be picked up.

For any enquiries, please feel free to contact

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Thank you for your kind cooperation!

Appendix 7: Interview Transcript TE001 to TE018

Interview Transcript TE001

Code/Transcript No: E1/TE001	Gender/Age: F/20s
Date: 20 May 2014	Position/Department: Front desk agent/Rooms
Time: 12:10 to 12:30 pm	No. of years working in the hotel: 2 years
Venue: Starbucks	Recording time: 20 mins

1. Please tell me the CSR activities organised by your hotel.

   We have activities like … collecting rubbish on the beach … we baked cupcakes … cookies … and we formed volunteer teams then sell to customers … we collected money … a competition between departments … then donated the money to an organisation … for disabled people. We have running activities ... also for charity and then donated the money.

2. Have you participated in any activities before? Why/why not?

   I participated … yes … we have a corporate volunteer team, I volunteered to help disabled people. I felt great but I don't have family members who have disabilities. I enjoyed volunteering but … sometimes I might … wasn't confident enough to interact with them … taking care of them too well … but actually need to make them feel comfortable … I was… actually thinking … if there is any training for us or … information about the target group, that we can actually do … that might help them more.

3. Are there any activities that are beneficial particularly to your local community?

   I am not sure.

4. Which departments/who are responsible for organising these activities?

   HR department … they sent emails to each department, then our manager forwarded the email to us.

5. Why do you think your hotel implemented these activities?

   I think it is our founder … about people.

6. Are there any CSR communication channels?

   We do have a separate website for our employees, we can access … lots of information, on line training … also you can see ... I mean like ... volunteer work, what programmes … as we are a big group … we have an employees' newsletter ... I can see other hotels, what other employees are doing.

Like some other hotels, we do have a Facebook … only from front desk, our own … yeah … more informal … also our hotel, what we are doing, why we are donating the money … it is a very good platform for employees so we can engage and share experience with others.

7. Does the management support CSR programmes? In what ways?

If I want to attend, our manager supports it, is flexible … if the activities are held in the hotel … if it is outside … yes … paid hours.

8. Do you know what is the future plan or direction of CSR in your hotel?

I don't know as I didn't read the newsletter lately but I think there is some plan.

9. How do you see your hotel's CSR activities in relation to employees' attitudes and behavioural changes?

I feel good because I am involved in volunteering organised by this hotel, the reason I am living … the reason I am working, it's not like a personal feeling that I feel good but a strong bond with my colleagues as well … you know we have an opportunity to mingle … it is about team work … volunteering … so a social group … we have a better relationship to work … care about the reason why I am living … and I can talk to our customers as well because I know more.

10. Does a hotel appeal to you if it is a good corporate citizen?

Our group's value is about employees … they care about employees and we care more about customers, care more about environment … yeah … people, they know we care, care about … this brand is very good.

11. Please use a word or a phrase to express the meaning of CSR to you.

I think is about trust, yeah … it is about building trust between the corporation and the customer. It is not a direct activity to the customer … like we do something for you … but as a hotel … industry, when I choose a hotel which I trust, a nice place, a safe place to stay, I think most of the people are the same … you know … they want to stay in a safe place, if you don't know the place, safety, physical, also psychological as well ... is important. Our customers, they say … why do they stay, why do they choose us … this is a good company. They know what they request … the hotel will do it for them. I think it is the expectation and trust that they have. I think building trust … through activities … which is ... you know CSR … doing that feeling strong, trust, with customer … it is a corporation, then it makes profit.

Interview Transcript TE002

Code/Transcript No: E2/TE002	Gender/Age: M/50s
Date: 21 May 2014	Position/Department: Chief Concierge
Time: 11:00 to 11:30 am	No. of years working in the hotel: > 10 years
Venue: Hotel	Recording time: 30 mins

1. Please tell me the CSR activities organised by your hotel.

    For example, we have a long-term relationship with Hong Chi Association that helps mentally disabled people; we go there for regular maintenance and activities. We also make elderly home visits. The elderly home at Chung Hom Kok, during Christmas, we went there … performed, chatted with the elderly, cooked something for them to eat. I remember these two associations, we volunteer every year … regularly for more than ten years I think. Also, in the Disney run … 10 km, there were over 13,000 people, many different organisations and other hotels participating as well.

2. Have you participated in any activities before? Why/why not?

    Yes … yes … I go sometimes, I helped them to paint their wall, some other activities and BBQ as well. I remember there is another volunteering activity today … also for wall printing, but I can't remember the name of the organisation. We are also involved in many other charity projects like running races; we donated money and we participated as well … like … beach clean up, etc. I can't remember the background information or the name exactly but we got involved a lot … for example Green Power Hike; it's a hiking charity walk for 25 km and we join every year. We need to find our own sponsor; our company also needs to donate up to a certain amount of money so as to be able to participate.   There are lots of participants every year from all of our properties; there is a corporate team … maybe around 60 people going every year.

3. Which departments/who are responsible for organising these activities?

    HR … organised by HR … within the HR department usually. There are different officers responsible for different activities … no ... there is no CSR position in our hotel.

4. How are these CSR activities being communicated to the employees?

    First, HR will send an email, or put it up on a notice board or in the canteen and email to the manager. The managers then inform their employees; those employees who are interested to join can then enrol with the HR department directly. If the application is successful, the section head will then help the employee to arrange a roster … accommodate the date and time of the activity for the staff. We fully support them; if the section head didn't go, we will also encourage our staff to go … and help to arrange our staff to go.

5. Did you chat with your staff about their experience after volunteering? Did they increase their commitment level to the hotel?

    Yes, I find that their loyalty level is getting higher … through my observation, if they joined this time and plan to join again next time, you know they like it. They will be more loyal to our hotel. We also took many photos during the activities, we posted on the canteen … notice board, we keep the photos there.   Last time, I also joined the marathon, a charity run organised by Unicef. I like to do sports, so yes, particularly for this Unicef charity run. I think the most important thing is the thinking of giving back to society; we need a kind heart otherwise … you may not join these activities. It's not easy to clean up a beach, pick up rubbish under the hot sun … over 30 degrees ... it's not easy … but it's quite enjoyable, also the Disney walk lately, there were many participating organisations, our hotel joins this activity every year.

6. Are there any CSR activities that are not well received?

    Any activities … not well received, I don't think so … usually for these kinds of activities, there are many volunteers. However, for other employee relations activities, maybe the attendance is less than volunteering.

7. I believe your hotel and management offer support greatly in terms of volunteering, can you give me an example(s)?

    I think … time off for staff volunteering … we treat it as working hours; sometimes maybe only a half day; sometimes maybe a few hours right … the staff may go in the morning and then come back to work in the afternoon. We will not deduct half a day from them … you know the time spent varied; our company didn't impose any specific guidelines; they provide the section head flexibility to decide; sometimes the staff may take their own day off if it involves a whole day … depends on your own section.

8. Do you know what is the future plan or direction of CSR in your hotel?

    Not really … but we do have lots in terms of environmental protection … we have a team, and also advertisement … even our owner; they do a lot to minimise the impact on environmental protection. Our hotel tries our best to help, for example, cleaning the bedding … bed sheets, pillow cases, towels, years before … our housekeeping department changes everything every day … but now we ask our guests … as it involves lots … washing … electricity and water. We have a measure to ask our guests to see if they want to change their bedding or not. We go for environmental protection, some customers also support it. If they need to change their bedding, they put a card on their pillow; if they want to change towels, they put them in the laundry basket; for bathrobes, if they hang them, we will not change a new one for them. There are designated areas to put items that need washing.

This is only one example, there are many; each department is different. Also, like packing of gift boxes … we use in our cake shop, years before … we have big sized packing but now, we change to smaller sizes. In our department, we have very little wastage of resources ... as we mainly provide services. For example, we need to deliver message cards to room guests; we suggest our staff to go by staircase instead of taking the elevator … also … remember to turn off all lights before leaving a room … computers, etc ... very little things but altogether, it has some impacts as well ... our doormen also can help save energy and money by better control of our main door … you know opening and closing of doors … involves extra energy consumption of air conditioning; this is an example … indirectly for energy saving. Our staff are not just doing it because of awareness of energy saving; we have set these measures as work procedures. Like washing of bedding I mentioned earlier, it is not whether the staff want to help the company to save energy and money, it is required by our work procedures and steps that they need to do, because we incorporate it into the procedures.

9. Are there any seminars/talks about CSR-related topics?

I remember there was a team to arrange these workshops before… but I'm not sure about it now. As I am not the committee member, there are representatives from each department in the committee, members have to come up with suggestions from their own department on how to contribute in terms of energy saving or other areas of CSR.

10. How do you see your hotel's CSR activities in relation to employees' attitudes and behavioural changes (commitment level)?

I think if the person has a kind heart, likes to help others…contributes and values social responsibility, naturally, the person is more enthusiastic and committed to work and other things in his or her life. I think it is not because the person participated in volunteering activities and has become more committed to the organisation. I believe it is because of the personality, the person will support these volunteering activities and the company. If you are this kind of person … employee, you will be attracted to these activities, this organisation. Usually, I found the same group of people joining these CSR activities, whether it is elderly home visits or beach clean up, hiking … it's always the same group of people every time; they are very active and supportive. Of course, sometimes there are others who join the activities or if it is an organisation-wide charity event for which a large number of supporters are needed, there will be more attendees. I think the good thing that I found is that the peer group will not have negative feelings about those attendees. If a person needs to go for volunteering, the team needs to take up his or her work, but the peers will not think that they go for fun and are leaving their job behind; the team members don't mind sharing the workload.

I think the most important thing is about our corporate culture. It has to be from the top … focus from the management. The culture is worldwide … and it applies to all hotels within the group around the world. I know it is very different for local hotels; their mission is different; they will not do this … they do have their own consideration … stance … for example, for hiking charity events organised by our owner … other hotels owned by corporation X will not participate. It is understandable. But our group joins lots of charity events, we are a U.S.A. chain, without this kind of consideration … we can do a lot.

11. Please use a word or a phrase to express the meaning of CSR to you.

Give back to society, organisation gains profit, apart from paying tax … they need to give back, do charity; otherwise many people cannot survive … like the Hong Kong Jockey Club, they earn millions of dollars from the Hong Kong people; if they don't give back, they will not develop into such a big corporation today; they do a lot to help the needy. Our head office also, although it is not stationed in Hong Kong, but in the U.S.A., it is the same; we have hotels everywhere in the world; the hotels earn from that country; they need to help the needy people there.   I think it is a basic thing … to give back.

Interview Transcript TE003

Code/Transcript No: E3/TE003	Gender/Age: M/30s
Date: 23 May 2014	Position/Department: Supervisor/Housekeeping
Time: 5:00 to 5:30 pm	No. of years working in the hotel: 3 years
Venue: Pacific Coffee	Recording time: 30 mins

1. Please tell me the CSR activities organised by your hotel.

The things that immediately pop into my mind are something about … charity and environment. First of all, about charity, beach cleaning, tree planting and OXFAM, Trailwalker, hiking … charity events, sometimes it requires donation of HK$50,000 to participate; our hotel supports us to form a team to join these events, and assure us not to worry about the money for donation; we can try our best to look for sponsorship, and the rest will be paid by our company, so if we want to go for this kind of charity walk, we don't need to ask our colleagues to donate … several hundred dollars, as our hotel will arrange it. This is about charity. For the environment, there is a competition in the hotel: we need to think about measures that can help to minimise wastage of resources, minimise the impact … meaning giving back to the planet; this competition is held every year; the winner was offered a top model of iPhone … the prize is very attractive. Also, if you submit a feasible idea, our hotel will reward you with a $50 supermarket coupon to spend at Welcome shops. If you have ten ideas, you can get $500, which is very attractive, so many employees submit ideas. Whether it works or not, it doesn't matter as the management team will consider it.

In our department, housekeeping … the wastage of room amenities is huge; we are talking about tonnes, especially soap; if our guests open a little bit of the packing, the soap has to be trashed. We work with university students. I can't remember which university, but JW Marriott also joined this programme. For us, we collect the used soap on a regular basis and the students come to collect it for recycling, and sending to poor countries. Indeed, the wastage is a lot; our staff inspect the bottles of shampoo and conditioner; we use Hermes; if it has not been opened, but the line is not aligned on the label, even just a little bit, we also need to throw it away. Also for packing, we use recycled ink and paper to replace plastic now.

I remember one time we had a field visit … to a company to see how they recycle glass or bottle containers; since the problem of landfill in HK is severe, the purpose of the visit was to create awareness that recycling of glass and bottle containers is possible, and suggest other employees to have a deeper consideration of our operational impact on the environment. After the visit, the employees needed to write a proposal to the department head and suggest feasible ways to improve what we can do. Then, the management will discuss with the assistant manager and decide if the plan works, and if the idea works, it will become mandatory … incorporated into our work procedures. Although it will increase our workload, we'll get used to it quickly, as our workload always increases anyway, we have no choice … but it's alright, we'll get used to it very soon.

For new staff, it's easier to brainwash them regarding the new procedures, but for those who have worked for many years, they say they just close their eyes and sweep everything into the rubbish bin. For housekeeping, time is money, so we need to finish our work quickly and then we can go home.

Water bottles are also another key issue among hotels, we use Bonaqua and we look for companies to collect these bottles and recycle them. Actually, all hotels are similar in terms of CSR; it just depends which recycling company they look for, which elderly home they go to and which beach they choose to clean. For charity, the benefit of the company is about recognition … reputation … but for environmental protection, the company has real benefit, money saving … recycled paper and recycled ink, even for newspapers, there might be some small return of money from the recycling company, also … this can lower the cost. Housekeeping … is about trashing things, unlike F&B, which involves more food. For us, we need to find ways to minimise wastage and minimise impact on the environment.

2. Have you participated in any activities before? Why/why not?

   Yes, like elderly home visits ... beach clean up … can't remember where … but also some charitable events.

3. Which departments/who are responsible for organising these activities?

   Usually HR is responsible for all, maybe also PR (public relations). I'm not too sure. Like the charity events, PR arranges sponsorship, photo taking, press conferences, presentations, press releases, they have connections with many other companies ... NGOs … Trailwalker … because these sponsors were also involved. I think PR helps with these activities.

4. Why do you think your hotel implements these activities?

   I think there are two reasons. First, money, like energy saving … can lower the cost. Second, to bring up the issue of awareness … the harmful impact on the environment … is not just about the responsibility of the company but also the personal social responsibility … to bring up our value of helping the community and the environment; we cannot just rely on the contribution from our hotel … rely on their social responsibility.

5. As your hotel has many CSR activities and you are involved in helping society and the environment, can you share your views of your personal social responsibility?

I fully support both charitable and environmental issues. I used to have a work life only … very busy … day in and day out. Because our company provides us a day off for participating in different charitable events, I started to participate. For example, the Trailwalker, even if you are only volunteering as helpers, the company will also give you a compensation day off.   As our company supports us, it is quite easy to look for volunteers for these kinds of activities; we have quite a lot of people in the volunteer team.

When I visited an elderly home and saw how they live, I felt very blessed when I thought about my own grandma and grandpa, who are living in a totally different world. Personally, I will participate more because I was touched. I'm single, so I can arrange my time much more easily than those who have family or children. My thinking and attitude also changed. I am more thankful to my family and as a man, usually I wouldn't say it out loud to thank them, but I'll help my family to wash dishes, to share some housework, because I'm very thankful to them. That's about charity … for the environment … as I mentioned, our company gives us $50 supermarket coupons for any proposed CSR idea, which can motivate me to think more … find more creative ways to help.

6. Please use a word or a phrase to express the meaning of CSR to you.

I would say … connection. For me, or housekeeping, our colleagues and me are always very busy. Sometimes we can't remember the date or day. Since our company involves us in many charity events, like making rice dumplings with the elderly when we visited them during the Tuen Ng festival, I realised it's the time for dragon boats. Like others, beach clean up, it's actually a break for us, our staff can have a break to 'breathe' or like donations for tsunami, earthquake, our company provides us a channel to connect to the social issues and the world. Also, like the Trailwalker, it's a big event in Hong Kong; we are more connected; sometimes if we choose smaller volunteer work, maybe just a few of us go (from housekeeping), but for the supporting team of the Trailwalker, there are more than 15 staff from different departments; it's a good channel for us to meet others, enlarge my social circle … when we are in the canteen ... at least you can meet others. I chat with my friends, my family ... a better connection between colleagues. Also, it is good for our company's reputation; the company supports this event … we have a big support team, doing something good for society; we are more proud to be the staff … when we stand in the crowd (among other hotels), we can put our head up a bit … it helps to reconnect our staff, prompt them … instead of just working and working.

I also noticed something different especially when I chat with my customers, as our company has 50 to 60 years of history, so we have many customers, who are very loyal, so we don't need to do advertisements; they like our hotel and come back to stay with us every time they visit HK … when I chatted with them, we don't need to do anything special … they will come back, eat here and write a few thank you letters to us. I work in this hotel, so of course I hope the company has a better reputation, so the customers will be more happy; there are positive impacts of CSR.

7. Please tell me about the structure of the housekeeping department in your hotel.

In this hotel, our headcount is 800 and housekeeping is one of the largest departments - we have more than 100 staff. I'm the supervisor and there are many attendants taking care of different things, e.g. linen, laundry, uniform, restaurant linen, restaurant attendants, back area attendants, cleaning of lobby, also flower shop; all flowers and plants are the responsibility of our department. For public area, banquet, restaurants, guest floor … even seasonal flowers like Christmas tree, it's the same for some hotels in HK. There are other work roles … administration such as purchasing products and internal documents, 2 to 3 staff.

Interview Transcript TE004

Code/Transcript No: E4/TE004	Gender/Age: F/30s
Date: 23 May 2014	Position/Department: Supervisor/F&B
Time: 8:00 to 8:20 pm	No. of years working in the hotel: 6 years
Venue: Starbucks	Recording time: 20 mins

1. Please tell me the CSR activities organised by your hotel.

   You mean apart from making profit … yes … volunteer work, we have a partnership with St James' Settlement; there are many activities, for example, bringing the elderly to visit the Peak, to go shopping or even cleaning the elderly home … volunteer team … I feel that my hotel has a conscience … not just about making money. Our hotel is really good, doing more to give back to society. I know our hotel also donates money to the Breast Cancer Fund and other fundraising campaigns; we invited terminally ill children to dine at our hotel before. We also make donation every year, particularly during Christmas, a certain percentage of spending will be donated to charitable organisations. Also, the flooding in the Philippines, a certain percentage from customer spending is donated to the Philippines government for a rebuilding project.

   In terms of environmental impact, we joined the glass bottle recycling programme, since our hotel already has clear guidelines to separate food waste and stuff, it's easy to arrange glass bottle recycling. Talking about food waste, we keep our bread in a box, which is not food waste but is edible … the bread is clean, by the time of around 9 pm, if it is still there, we will donate it to charitable organisations … also uncooked vegetables that remain. I don't know the exact procedures but I saw plastic boxes with labels of the organisation. We have a good system; usually after we collect the utensils from the coffee shop, it will be delivered to the kitchen, back of the house … with silverware and ceramics; our stewards then categorise them for washing, and separate the food waste from the bottles for recycling. They will wash it. For us, we just need to put the bottles in the right recycling box and throw away the lid, but before, we threw everything away. But now, it is just part of a procedure; once we get used to it, it's very easy.

2. Have you participated in any activities before?

   I only helped in one activity … also organised by St James' Settlement. I helped children with their homework in a tutorial centre on a Saturday morning.

3. Which departments/who are responsible for organising these activities?

   HR and PR. Usually HR is responsible for organising the activities and PR will communicate it externally. Internally, HR puts up a poster, with details and a collection box for those who are interested in joining. The staff will then volunteer themselves and take their own time off to go. Many employees are very helpful and volunteer to participate.

4. Why do you think your hotel implements these activities?

First, the hotel arranges these activities for us … it is voluntary-based; as we work shifts, it's not easy for us to schedule or find volunteer work that is interesting. I believe in Buddhism. I feel that my hotel helps me with this; it's more convenient, since I either go for studying on my day off, or movie … dinner with friends, it's more satisfying, spiritually … to participate in volunteering.

5. Does a hotel appeal to you if it is a good corporate citizen?

As an employee, if my employer has many CSR activities, of course, I am happy. However, if I look for a job, I will not simply consider this … but if the hotel is doing good for society, I will be more happy to join this company. Thinking from another way … if the hotel is helping society, not only caring about making profit, this implies that their business is stable. If their business is stable, they will contribute to society. If they contribute, it will bring them goodwill, and in turn, bring more business; it's a cycle. So, if I look for a job, I will not particularly search their website to see if they have any CSR activities, but CSR is helpful to these companies.

6. Please use a word or a phrase to express the meaning of CSR to you.

It's a trend. It is something that has to be done; it is the right thing to do. Of course, it depends on the business profit: if the business is not good, then the social responsibility is the responsibility of their employees … making sure their salary is paid on time and their employees are treated well, which then helps society. It depends on the expectation from the owner and how much the owner thinks is enough; some may like to put all the profits back into the business for investment, but if the company does good for society, the company gains more than they thought of.

Interview Transcript TE005

Code/Transcript No: E5/TE005	Gender/Age: F/20s
Date: 29 May 2014	Position/Department: Guest Services Agent/Rooms
Time: 1:30 to 2:00 pm	No. of years working in the hotel: 2 years
Venue: Agnes b Cafe	Recording time: 30 mins

1. Please tell me the CSR activities organised by your hotel.

   My hotel and our sister hotel belong to the same hotel chain. There are some CSR activities lately such as tree planting, elderly home visits, blood donation, some functions for employees to participate in … and also charity flag days. Although our hotel and the sister hotel are seen as two different individual hotels, they are located opposite and under the same hotel chain … so they share the same back office and HR. When they organise these functions, they do it together, we have a corporate volunteer team. As I worked in our sister hotel before and I transferred to this hotel in March, I noticed that the functions are the same.

2. Which departments/who are responsible for organising CSR activities?

   It is the responsibility by the HR Department. There is no CSR team here.

3. Why do you think your hotel implements these activities?

   I think … for hotel property development projects, the developer should do something to give back to society. For example, the land here is owned by property company X … you can see from here, there is a footbridge extending from this mall; they are responsible for building this footbridge for the residents of this community, something to give back to society.

4. What do you think about their motivation behind?

   In essence, it is good. Hotels should not only provide services to Westerners (tourists), as this is a residential area; it is not downtown like Tsim Sha Tsui; it will certainly affect the residents living here, so they need to do something, need to do different things to give back to the residents.

5. Are there any activities that are beneficial particularly to your local community?

   Not that I know of. For example, the tree planting was held on Lama Island, somewhere far from the city … the elderly home is not located in this community. Yes, it depends on the connection of our HR with the NGOs. Our group also has hotels in TST, Wanchai and Causeway Bay … but the functions will not be organised with other hotels as they are under different property companies, so may not be owned by this property company.

6. Have you participated in any activities before? Why/why not?

    No, as we work on shift, so if any of our team members participate, then our team will lack manpower. Currently, some of our departments are very tight regarding manpower, especially in terms of frontline staff, so none of our department participate, as we (front desk) have around 8 to 9 staff.

7. Are there any things that the hotel or HR can do to motivate you to participate in these CSR activities?

    I think … this is (CSR) on a voluntary basis; the functions that are organised by HR are for someone who has the 'heart' to go, so it is not necessary to encourage them by providing any perks. If they want to do some charity work, they will go.

8. Are there any employment diversity initiatives provided by your hotel?

    I haven't seen any so far.

9. Are there any counselling services provided by your hotel? How do you see their importance?

    I haven't heard about this either. I think it is important too, it is required, not all staff can stand the work pressure; sometimes we may be scolded by a customer for nothing; we are also very stressed; we have needs but there is no such information for the colleagues right now. When I need this service, I will go as well.

10. Are there any measures you are aware of in terms of environmental protection in general or in Front Desk, such as paperless check-in?

    Our hotel is relatively wasteful in the check-in procedures, so we are not so innovative yet. We do encourage towel reuse: hotel guests can place a small card to indicate that they want their towels to be changed; otherwise we will not change them. If the hotel occupancy rate is low, we will block a few floors. I think this can also save energy.

11. Are there any CSR communication channels?

    Our hotel asks different departments to suggest ways to minimise wastage or environmental protection … there are some, for example water for cleaning … fresh water from taps … automatic sensor taps could reduce water consumption better … after getting feedback from employees, they change. Also, a recycling company comes and picks up used paper for recycling.

12. Do you know what is the future plan or direction of CSR in your hotel (environmental/social/employees)?

I think every company has room for improvement. This hotel has been open for less than two years, so it is still a new hotel; there must be some areas that can be improved. We have a website for staff, around the globe; whether it has, I'm not sure as I didn't read it. There is a lot of information.

13. Does a hotel appeal to you if it is a good corporate citizen?

I myself am quite supportive in terms of environmental protection; if this company is doing very well in this area, I'll like this hotel more … because of the same value. If the same people work together, we could be more co-operative … with the same value, we just want to achieve the same goal. I also work more enthusiastically.

14. Do you find any differences among your generation and the older generation in terms of supporting environmental protection?

If every one of us (staff) does a little bit, the result will be very different. Some of my colleagues are the same as me; some may think that it is not my business. I think it is the same for the older generation, half and half.

15. Do you know what is the future plan or direction of CSR in your hotel?

No.

16. Have you come across any mission statement in relation to CSR in your hotel?

We have a website for internal communication, but I am not sure. There is too much information. I rarely read it.

17. Which position are you holding right now? Who are your customers?

I am working at the Executive Club floor, where the majority of customers are Westerners. Some are for business, but most Westerners come for leisure such as newly married couples for honeymoon or couples just looking for a leisure trip … the majority are Westerners.   I find that Westerners know how to enjoy their life whereas Chinese Mainlanders come to Hong Kong for shopping, so they spend very little time in the hotel. Westerners will come to the Club floor to enjoy an afternoon tea or an evening cocktail, very leisurely … two different styles. Half of our guests are from China whereas the guests in our sister hotel usually travel in tour groups.

18. How do you find the differences working in these two hotels? Which one do you like more?

I like to work at our sister hotel, not because of the customer profile but the working environment. I'm happier working there because of the teamwork. The working environment is very harmonious; all the co-workers work together to complete the task; we help each other; we have a positive attitude. The manager did not instruct us because of his or her position; rather we all worked together to achieve the goal, whereas people worked individually at this hotel, if something happened such as a complaint, one of us would be pushed to deal with the customers … a totally different style. Actually, the working environment greatly affects our intention to stay: if the team works harmoniously, we have a more positive attitude towards customers.

19. Please use a word or a phrase to express the meaning of CSR to you.

Conscience

Interview Transcript TE006

Code/Transcript No: E6/TE006	Gender/Age: F/30s
Date: 29 May 2014	Position/Department: Reservations/Rooms
Time: 7:30 to 8:15 pm	No. of years working in the hotel: 2 years
Venue: Agnes b Cafe	Recording time: 45 mins

1. Please tell me the CSR activities organised by your hotel.

Our hotel chain is quite a big company; they purposely organise activities such as tree planting, blood donation lately … they have activities that focus on giving back to society … some donations ... it's fine. We work on shifts; different departments have different operational challenges; the hotel does arrange activities but I'm not too sure about the response … maybe not too good. Our hotel group is a company that will talk about responsibility to society … the earth … they will do recycling … they do want to minimise waste; if you are talking about international brands, they are obliged to take up some duties; even though employees do not participate they do encourage us to participate.

For example, there is a recycling company that comes to collect waste paper on a regular basis, i.e. the paper that we trashed; there is a lot … at least there is a way to handle this wastage, like newspapers … although it has no more value, but in a hotel, we are very much concerned about privacy; the hotel does not allow us to bring it home … this is what our company will do, about all the paper. I'm not sure about other departments such as F&B, but our department works more on paper saving. It depends on the budget; not every hotel room provides slippers … I'm talking about our hotel … I'm not sure if this relates to environmental protection … not providing to every room … if guests need slippers, it is on request. I used to work at the Front desk at our sister hotel here, then I was transferred to reservations in this hotel. I worked in two different departments ... the major difference I found is about direct customer-contact and indirect customer-contact. Front desk is very direct, check-in and check-out, you can see what needs to be done … back office (reservation) has a lot of job responsibility such as payment follow up … by telephone, we handle corporate customers … front desk is check-in check-out; all other things are done by us, customer-contact is mainly focused on telephone or email, or agents. The schedule of front desk fluctuates a lot; sometimes I have to do an over-night shift; it is not good for my skin; reservation is back office; it is much better; it's better for me now; the time is more stable but there is more overtime work … as I may be replying to an email and the sender keeps responding whereas working at front desk, you can leave after your shift as the staff of the following shift will help to handle the stuff. Reservation is different; we do not pass on to the next shift - we follow it up by ourselves.

2. Why do you think your hotel implements these activities?

I think the hotel has an expectation, so HR has to manage these activities. I think they also want the colleagues to participate in activities that help society … like tree planting, it is an activity that helps us to relax and release our pressure; they also do volunteer work … deliver moon cakes to the elderly, elderly home visits; management supports by participating as a role model. A well-established hotel group has to do this, to show the investors … as our hotel has to report social responsibility in the annual report, report to the headquarters, so our group cannot focus on financial return only. We have a CSR programme, one of the major parts is about social responsibility; it is a major part, so we have to do something to achieve this part and then report to the headquarters. We have to do it. We learn this internally, business return, employees, social … included in this programme; it's part of our company policies; we are a franchising company; although the owners are different among different hotels, all the hotels under our hotel group have to follow this same direction … as a guideline.

3. Have you participated in any activities before? Why/why not?

I only joined reservations recently … you know we … operational staff have a different schedule; especially for front desk, we always lack manpower, for example, we have 13 colleagues … a full team, but we always have 11 staff only, so even though if some colleagues are interested to participate, it is a big challenge to schedule; it's very difficult to participate. Our AFOM and supervisor are responsible for our own hotel, for FOM … need to take care of two hotels, apart from front desk, the resources are pooled together.   Manager of housekeeping has to take care of two hotels to save manpower; also for HR, back office, staff canteen, engineering, housekeeping, etc. As our sister hotel as no F&B outlet, departments such as loss and found and accounts are shared among these two hotels.   They are of different grade; one luxury and one budget.

4. Why do you think your hotel implements CSR activities?

When I worked in front desk, I felt it futile as we did not have enough staff to manage the operation … but this is not the case now; this hotel helps to enrich my social circle; we have interaction between colleagues through these activities, not just about giving back to society; employees can meet new friends who work in different departments, also … break the ice between management and employees; we respect them due to the seniority, when they go for volunteering, we can see the other … nice … side of the person (management). In the end, hotel employees all have unstable working hours, so the participation rate should not be very high, but I think some colleagues do want to do volunteering but there is no opportunity, so these CSR activities can provide employees the chance. It's another way for employees to balance their lives, both psychologically and mentally. If we can have a day off together with my friends, it's good that we can participate in such activity, a 'free' activity … provides transportation as well.

My colleagues who are experienced said that they were happy; they went to an elderly home to help distribute moon cakes, they sang altogether, they said they were happy and they think that doing volunteering is quite good. It depends on the duty roster; it's difficult but for front desk … reservation staff, it tends to be easier. The manpower is very tight, even with just shortage of one staff. HR organises these activities so they can participate as well; it is easier for them to arrange their schedule and try to work together; their feedback is quite good … for example, we saw the management staff sang, the management participating and we saw their photos. HR would send photos to all departments; we also received emails about these activities.

In terms of frequency … relatively speaking it is not high … according to my memory, only tree planting, elderly home visits and blood donation, only … once every six months. I think they plan to arrange things a few times a year, not very frequently. As compared to local hotels, they don't do any of this CSR thing; they focus on making money; they don't care. I worked in one local hotel before for about three to four months; they are also a franchise; they are different, only thinking about money; they don't need to do CSR. However, if our hotel is not under this big international brand, we will have no connection. It's the motivation; it's about corporate reputation; we take a balance, not only making money but also social responsibility … doing something to save energy consumption … yes, they are saving energy, also environmental protection, for example in our sister hotel, at around 2:00 or 3:00 am, part of the lighting will be turned off partially at the lobby area. The majority of the lighting is turned off, so only the light at the front desk are kept on; the aroma lamp is turned off too, also air conditioner; in a way it saves money, it is not necessary to waste energy; they turn it off in winter too, not in summer, for about two to three hours, say 2:00 to 6:00 am.

When I worked at our sister hotel, if paper did not have any personal data of our customers on it, we would reuse the paper … for example using it to print invoices for the Accounts department, etc. Customers would not be able to read it, so we tried to save as much as we could, not wanting to waste the resources; it was very crazy; we used a lot, but sometimes it was impossible not to use paper, so we tried to strike a balance. We could not do much … sometimes customers asked us for a hotel card, but we would explain that the details were on the back of the key holder. We tried not to give it out (hotel card); saving money is one issue, but we tried not to produce more waste. We … our original team, were very good, very cooperative in pursuing our goal; we built up a good system and would remind each other to reuse paper; we tried to save. The recycling company mentioned that no staple should be attached to the newspaper; we would take a step forward to take out the staples, at least we all want to help; even though our hands would become dirty, we could wash it afterwards, so we didn't mind.

Also for key holder, the tour group customers didn't bother the key holder; we also reused them if it looked new for reuse … we tried before, but the management noticed it and banned it … asked us not to do so; it was discretionary; we decided by ourselves, but the management responded that it was not very appropriate … if we gave reused key holder to the tour group … it seems that we have bias on tour group, they didn't want us to send this message … but we only did it because we tried to save paper, from employees' perception of society and environmental protection. I also separated recycled materials at home, paper, plastic, and if it is not too dirty, I dropped it into the recycling bin; you know even at home, we have the responsibility … we cannot be selfish. But this industry is different; it is about usage and wastage, but customers don't care.

Every month … or a few months, we have a FO meeting, report ... staff meeting, quite frequently, about every three months, meeting minutes would be issued afterwards to show comments from employees. For example, the recycling programme was also an action in which management took comments from our feedback. They listened to us and took appropriate action. Sometimes, not only about CSR, if the employees expressed that the quality of the instant noodle in the canteen was very bad, they changed it as long as the budget worked. The recycling programme was not in place at the time of hotel opening; they organised it after collecting feedback from employees, but they did think about it. Our hotel group set a guideline that HR needed to achieve. HR would ask for our comments before the staff meeting … we said 5-day work week, more holidays, they implemented some … for example birthday leave; they launched this afterwards; we could take an extra day off anytime during our birthday month; they have done something; it was not bad. It is a good thing to work in a big corporation, as small corporations may not have this benefit. I think it is because I worked in local groups before, so I can see that there is a big difference. The local group wouldn't care, no recycling, maybe the cleaning lady can take the newspaper home … but not for us … our bags need to be checked … whether you are full-time or casual labour, we need to let them have a look at our bags; we cannot take any newspapers home as we are not supposed to take anything home with us. It's ok, big corporation … yes, they have done something.

5. If employees participate in any volunteering activities, do they get any compensation?

Our hotel counts it as a working day … it's quite good. Some colleagues said other hotels did not … yeah, it's quite good here. So many employees also said … I go I go … we asked them to double check their roster first. The company treats it as working hours, not asking you to take your day off to do this; it's not relevant … also flag day. But some activities … yes … really treat it as a work day … nothing to lose; they do encourage us to do some activities, like elderly home visits; it's half a day; they let the employees leave earlier; the bus departed at 3:30pm, so the staff left earlier … they may treat it as overtime work. There are some measures like this to motivate us; otherwise nobody will go, hotel workers are very tired … this is encouraging.

6. As you mentioned earlier, some of your colleagues said they were happier after participating in the volunteering activities. Did you see any other behavioural changes at work?

Just one or two days; it's hard to say that one or two activities can impact them for big changes, but they did share with us … the happiness of the elderly, or which managers sang beautifully, etc. I think we could see more from this aspect, but the effect is not too great … I guess raising our salary has a much bigger impact. The moment they encountered the people in need might inspire them at work; they brought back happiness; shared with us; also impacted us to some extent, maybe motivated others to participate in future; it affected us as we could see their happiness; we thought about participating next time if the schedule could be arranged. It did have positive effects on others. I think it has a much bigger impact on others … maybe bringing happiness for a few days. Then, it depends on the customers, if the customers complains, maybe they will forget about the positive impact…front desk is highly pressured as they cannot make any mistakes … nothing can go wrong. Actually, customers do not understand the brand culture; everyone knows it is great to have speedy service; it's very common in our hotel. This is a budget hotel but the guests would associate it with our hotel group; they would then have certain expectation on service. Mostly, it is about room amenities; the perception of customers is different; they expect us to provide a mini-fridge and slippers; our hotel does not provide mini-fridges; it is not a must; although we have our standard … but they thought … just take it for granted … like adaptor … half of our customers are on tour groups, so they don't quite understand. Also, because the educational level is higher and higher (customers), the complaint culture is also higher; they know how to use this minor thing in exchange for perks. It is getting more difficult for us; they are getting more demanding.

We have a membership scheme; they think that they are members, so we have to fulfil their needs. If they stay at our sister hotel next door, a 5-star hotel, of course they can have everything. But this is not, so sometimes it makes us really annoyed, they call us for shampoo, but we use an all-in-one dispenser, as our hotel is a budget hotel so we use this; it's also good in terms of environmental protection. Also, we do not change bed sheets; we place a small card on the bedside table; if they don't place the card on the bed, we do not change the bed sheets, but we do it on every other day; we do not change it every day, so they will only make the bed but do not change it. It's for environmental protection ... we are engaged in a green programme; our brand has a slogan; we hope everything to go green, green is the slogan … the colour, everything … we mention what will be changed, for example bed sheets; we do not change them if you don't place the small card; we do not change it on a daily basis, but we change it … every other day; we have this initiative; it saves a lot of energy, water and linen. Sometimes the guests don't see it. It's a win-win situation, as the bed is only consumed by the guests themselves … we do not use disposable plastic bottles for shampoo; we use dispensers, which can save many bottles. At the beginning when I started to work in this hotel, I had a strong feeling of wastage, but later on, you have to take it easy; we can only try our best to do the best we can.

7. Why do you think your hotel implements CSR activities?

It is … social responsibility … the brand of this hotel … not having a very strong sense of money-making, although the company has to make money, but they do extra things, doing something for society.

The volunteering helps the needy … and they inspire us; we do like to work in a well-established hotel group; small hotel groups do not have the policies or a comprehensive system; smaller capital for smaller return. I can see the sense of belonging among us; our colleagues are more positive and appreciate each other; we think about why we participated in the volunteer work; it's better. Personally, I don't have too much interest but after learning from them, I am also motivated; at least I will think about it now. Otherwise, if there is no channel, we wouldn't even know about it. Our hotel provides us a channel. I think it is good.

I think the company should have some policies to create attractiveness of the CSR activities so as to encourage a higher participation rate. As a human, it's not whether we don't want to do it; we also consider benefits; it's true, we hope our hotel can support us more in terms of environmental protection, for example, if F&B can arrange food waste handling, if the company can do something that can benefit society and the environment … that do not interfere with our personal lives, I think employees are willing to do it. I think nobody would like to do something that harms the environment. I think … in terms of environment, we can do much better. Whereas for any additional … basic stuff like waste paper, food waste, electricity, I think there are ways to do it. I will encourage companies to do it.

8. Apart from volunteering, are there any initiatives related to employees' benefits and well-being?

We have a plan … if employees join our health club … we can use towels for free … there are also discount rates for laundry services if you want your suit to be dry cleaned. There are other benefits such as staff rate for purchasing rice dumplings; they also provide a staff leisure room if they want to take a break… if staff need to smoke, they have also assigned an area for them … also dental plan ... there was no such plan before and they included one for us after we suggested it. They treat employees nicely, if we suggest to change some food items, they will do so; they also like to listen to employees' suggestions … they like to create … we have a slogan which is to become the outstanding hotel in the world; we have this slogan; we have more than 4,600 hotels in the world; if you stay in one hotel … it will take us 16 years to stay in all hotels under this group … they are very much concerned about employees' knowledge. On the day of reporting to work, they provide us a 3-day orientation program to get familiarise with the group … our mission, slogan, the slogan is about successful trips for the guests (business travellers), as they come to Hong Kong for business; we help the hotel to work along this way.

Also, they are quite concerned about whether employees like the hotel or not. There is an employee survey, 'Does the company value you?'; 'Does your supervisor help you to develop your career future?' and 'How well is the hotel performing?'. It's a worldwide thing; we evaluate whether the hotel is achieving what they want to achieve; they are doing this, with many questions; it takes us about 15 minutes, they ask many detailed questions … like 'How do you see your career path?', etc.

9. Please use a word or a phrase to express the meaning of CSR to you.

    Responsibility … it is about what people expect from a big brand name. A hotel needs to have responsibility.

Interview Transcript TE007

Code/Transcript No: E7/TE007	Gender/Age: F/30s
Date: 2 Jun 2014	Position/Department: Front Desk Manager/Rooms
Time: 4:00 to 4:15 pm	No. of years working in the hotel: 2 years
Venue: Hotel lobby	Recording time: 15 mins

1. Please tell me the CSR activities organised by your hotel?

   There are quite a lot; lately we have blood donations; the Hong Kong Red Cross came to our hotel. Also one of our CSR programmes … is to understand how the poor people live; the purpose is related to fair trade … introduced about the third world countries. Some of my colleagues went there; the people cooked their daily meal for the participants, then showed the participants an imitation of their living environment, and at the end, they showed you to a counter that sells fair trade products. It is sold at a fair price so farmers would not be deprived because of trade injustice … something that can help them. There are many others such as tree planting.

2. Have you participated in any activities before? Why not?

   I want to donate blood, but I can't eventually. The Red Cross came to our hotel, but after some check-ups, I was not qualified.

3. What is the purpose of implementing these activities?

   Honestly, all the renowned or big hotel brand names are doing it nowadays; also it is one of the core values in our hotel group. There are four major areas: financial return, employees, customers and corporate social responsibility. CSR is one of the key areas among the four, so proportionately speaking, the emphasis on CSR is quite high here. Others include visiting elderly homes, Walkathon, donation, helping the needy; there are many here.

4. Why do you think your hotel implements CSR activities?

   Of course, it can help to educate our employees to do more and contribute more for society; of course, it is also about their own brand image. You can treat it as marketing, but they are not doing it in a very high profile, maybe only a visit to the elderly home just around this community; they don't look for reputable ones or ask for any trade-off such as to advertise our company logo; our hotel is really doing it in a very low profile manner; it's really about helping others.

5. Are there any activities that are beneficial particularly to your community?

Sometimes, I remembered the distribution of moon cakes last year to the elderly home nearby. The activities are not only limited to our own community; it depends.

6. Have you participated in any activities before? Why/why not?

No, I find it hard to schedule my roster. It is because we work on shift, so sometimes the time does not allow me to do so. As we cannot do it during our working hours, we can either go before or after work, or on our day off, sometimes I work overnight … after work; I have to sleep; there are also many other reasons.

7. Is there anything that your hotel or HR can do to motivate employees to participate in these CSR activities?

It is very difficult, it relies on the department head to disseminate the information. It is very difficult to spread this message. It usually relies on different department heads.

8. Do you know what the future plan or direction of CSR in your hotel is?

There is no particular information; maybe other members will know, but I am not aware of it.

9. Does the management support CSR programmes? In what ways?

Yes, they support definitely through participation; our management are very supportive, they participate in volunteering visits, they sang when they visited the elderly home last time. We saw photos being posted … very supportive. In terms of volunteering hours, it depends, like blood donation; employees can go during working hours, for other activities … as they usually take a few hours and are usually not conducted within the hotel area, it will then have to be done during their own day off, we do not count the participation as working hours. But it also depends.

10. Are there any staff in your team who have participated in volunteer work? How do you see employees' attitudes and behavioural change?

Yes, some of our staff have participated. As the participation depends on the manpower issue, it depends on their day off and their own schedule; therefore not too many staff can participate, although there are many activities. There were some staff who attended, of course, because they have the 'heart' to do it; usually the staff who volunteer already have this mindset. After they participate, there are no obvious differences. We do not push our staff; we only ask if anyone wants to participate and some volunteer themselves.

However, employees are provided with more opportunity to participate; for example, I myself have 'zero' participation; there is now more exposure in terms of volunteering opportunities, as there is no channel for an individual even if they want to visit elderly homes or help to plant trees; even though they wish to, now there are more opportunities for us to try and it is definitely positive for the company to do more CSR activities. As you know, for someone who has a kind heart, they will do more charity work, but if you ask whether it is very significant, I would say it is not, as it depends on many other factors such as work environment, etc. There must be some positive effect but it is not very significant.

11. How are the CSR activities being communicated to staff?

I've worked here for almost two years since this hotel opened in Sep. I worked at Kowloon Hotel and the Peninsula for a few years; there were very limited CSR activities at that time; it was not a trend; then Harbour Plaza … very limited. Then, in Marriott, there were some, but here, many. It may be due to the different position I was holding; right now I constantly receive emails from HR to disseminate this information to my team members. Before, I was the one who received the information. If your department head did not notify you, you will know nothing. It also depends on the one who receives these messages … whether they have the heart to help inform the team members. If the department head also volunteered to participate, the team members will be positively affected. Then the team leader will help to schedule the roster, and everyone will help out to adjust the schedule. As one or two staff are scheduled to take a day off every day, we will try to schedule. We may ask a staff member to take his or her day off a day later to accommodate another staff member who wants to participate in the activity.

12. Please use a word or a phrase to express the meaning of CSR to you.

It is a trend now as compared to years ago in this industry.

Interview Transcript TE008

Code/Transcript No: E8/TE008	Gender/Age: M/20s
Date: 5 Jun 2014	Position/Department: Guest Service Agent/Rooms
Time: 2:15 to 3:15 pm	No. of years working in the hotel: 2 years
Venue: Hotel	Recording time: 60 mins

1. Please tell me the CSR activities organised by your hotel.

   There is a fundraising project where we ask all our customers when they check out if they are willing to donate HK$5.00 from the total bill. This project aims to help children in China through building of schools, but the comments are quite divergent. You may notice the problem of fundraising in China as people may wonder where the money goes. For Westerners, they are fine, as HK$5.00 is very little money as compares to the spending of around HK$1,500 to HK$2,000 staying here. We also suggested them to donate their leftover coins as they are departing Hong Kong anyway; usually they agree and sometimes they may donate HK$15 to $20 but we suggested them that HK$5.00 is the minimum standard, whereas the Mainlanders … somehow they know about the problem and they may not donate. We ask our customers randomly as it is not compulsory because sometimes we are too busy, or if we notice that the customers are rushing to the airport or rushing for a meeting. If time is very tight for them, we may not ask them because you know it incurs extra time to explain the details such as the purpose and the beneficiary, etc … sometimes we skip this procedure. Maybe staff outings such as tree planting or elderly home visits, like volunteering activities; they are regularly organised by HR. The feedback is fine too but sometimes it is hard to schedule the time.

2. Have you participated in any activities before? Why/why not?

   No, it is hard to schedule them; you know sometimes because of the shift duty. I remember there was another one called 'Green Engage'. It was win-win since it can help to protect the environment, which is a major trend, and the company can save energy at the same time. For example, if the occupancy rate is only 50%, they will then block five to six floors and turns everything off including air-conditioner, lighting … those floors will be in complete darkness. On one hand, the company wants to save costs, but moreover, it is also a kind of CSR.

3. Are there any things that the hotel or HR can do to motivate you to participate in these CSR activities?

   I don't see any things that HR can do to push us as they understand that we work on shift duty. There are many other things for staff such as interest classes and recreational activities, which are not related to CSR. We usually learn about these activities through emails or notice board in the staff canteen or corridor. We all read emails everyday … this is the best way to inform us. If we are interested in participating in any activities, we can then fill out a form being provided.

4. Why do you think your hotel implements these activities?

The major reason is because we are under a big hotel group, an international brand; there is a mission with a direction. There are four major parts: our people, financial return and one is about social responsibility; there is one more, they are all interrelated, which means if one area is doing great, the others will be doing great as well. Their vision is to become a successful enterprise, so the mission drives, but whether it can achieve the target is another issue but at least the hotel has this vision … it is our core value. As our hotel owner is a property company; if I'm not wrong, I remember all premises under its properties, whether it is residential or others, need to reserve an outdoor area for building a recreation park. It is a platform for the public for recreational use; to balance, not only for financial return, they have this mission to consider residents in the community so as to strike a balance. I think it is good, whether the usage is high or not, at least it can help to achieve balance.

5. What do you think about their motivation behind?

It is fine. Local groups consider financial return as their first priority; it is hard to say which one is right (as compared to international brands); the culture is different and a company has its purpose to make money. But for international brands, they need to follow a standard. The hotel I worked for before was under another property company; their bonus was good, the hotel made lots of money, but they did not do anything regarding CSR; even if they did, they would not inform you; they don't cultivate this culture. The culture is different; training provided by my previous hotel was only very limited … to a few staff only, but here, from management to room attendant, housekeeping, all of them have the training opportunity. It gives the impression that the hotel is fair to everyone, not because of the position. A cleaning lady has no chance to be trained, it's not the case here. It is the differences between cultures. Even though the local groups do CSR, they don't place emphasis on it … only focusing on making money. I definitely feel much better now as compared with the one before … the culture is good.

6. In terms of volunteering activities, can you share your views?

Although I did not participate in any volunteer work before (in this hotel), I did have the experience when I was in high school. The feelings of helping others are definitely good … I had satisfaction. It helped to create more sense of belonging for the employees. Taking an example, when the staff went for volunteering, it was not only attended by junior staff but the management went as well. The managers also rolled up their sleeves and helped. I heard from my colleagues and I also watched the video they recorded; the director sang Jackie Cheung's song; they were very happy. Apart from increasing the sense of belonging, the gaps were lessened and the power distance became closer, as we never even chit chatted with the management because of different ranking … seniority; it helped to create more sense of belonging.

From Westerners' point of view, international brands focus on service, but local brands do not. If a company focuses on making money, their mission is about money, so it is natural to overlook other issues and only place emphasis on one. They don't even mind not having repeat customers; if they are not happy, they don't have to come back. Whereas, for international brands like us, they care about service … there is a worldwide membership scheme. Every staff member of our group is enrolled as a club member automatically, like me, so if I travel I also browse our group's website, as there is a lot of useful information, the website design and management are very good, and I can find my updated reward points anytime. I can also do it via mobile apps. After I stayed, they ask each customer to fill in a questionnaire. I haven't filled one in before but I know it is a review of customers if they enjoyed their stay … very comprehensive with detailed criteria for evaluation. Customers have to rank from 0 to 10, but they cannot give 0; it must be at least 1 mark. The assessment is very detailed for reviewing the customer experience since they step into the hotel from check-in such as politeness, efficiency during check-in, whether the information provided is accurate, and it is divided into many small items, very detailed. Also, for different departments such as room cleanliness, F&B, FO, and overall impression, etc. They monitor this report every single day, and use the daily report to calculate an average; if the report on a particular day is very low, the average drops exponentially. The minimum that we have to achieve … ideally … is 87%, 88% or above; if it is below, it means poor. They also grade the standard according to the Greater China region or the entire China region, for particular hotels, the report shows a ranking via the company intranet, but the performances cannot be covered. I think this is the major difference. As staff, we have to be very conscious at work; sometimes it is scary too; if our performance is not good on a particular day, the report will go to our GM meeting every morning, so they will find out what happened and who is responsible for the customer. On the contrary, if you perform well, the management will definitely praise you. For example, I also received a complement letter for encouragement. They are very good in terms of showing appreciation. For example, there has been a thank you card programme recently; if the management thinks that you are doing well, they will give you a small card with the date shown. By the end of a fiscal year, who gets the most cards will be rewarded with a cash prize or buffet meal coupon. It encourages us. This policy in the end is focusing on building a long-term relationship with customers … repeat customers can literally bring actual financial return to the hotel. Each customer is very important, unlike in local hotels that don't care about losing customers.

Many corporate customers, like professors and faculties from university nearby do come to our hotel for meetings. At the time of the hotel's opening, we worried a lot about whether the location is far … at least one hour from the airport and this community is new; there is no tourism attraction nearby; the closest one is Sai Kung, but it does not have popular attraction at all; we can't compare with TST, Causeway Bay, Mongkok or Central.

At the beginning we did worry, so we both took group travel tours from China … no choice, we offered a very special rate and hoped to get a mass volume. The customers we had … perhaps working as farmers and not educated … we were not meant to blame them but some customers may never have travelled before, so it could be their first time to use an elevator, so we needed to treat them in a special way, but after settling down, the business became stable; then we divided into different customer segments: our sister hotel next door takes tour groups, although the room size there is a bit smaller, but for tour groups it is great; the rooms are very clean, bright and new; many travel agents prefer that. I worked for a hotel before, the rooms were extremely small, just like a cubicle; after you put down your luggage, there was no space to move around; it is not suitable for travellers, yet it is not cheap at all … because it is owned by one of the most famous properties … you know … it costs a few hundred dollars. This hotel also takes tour groups but relatively higher-end ones; they are more educated or corporate groups like university staff … a party or a group, not like the travel group, wearing the same colour hats and t-shirts, very interesting.

7. There was a food scandal in a Sapporo hotel using cheaper beef to replace premium wagyu beef in order to reduce costs. As a customer-contact staff member, how do you see this issue in terms of content integrity/transparency provided to customers?

If we know the food product is up to the highest quality, we have more confidence to present it to our customers. Well, many times it is not about deceiving or false persuasion; if something is good, you do not fear telling your customers; we can try to sell it to our customers, and hope that they come back as a repeat customer, but we need to be confident when we upsell them and present them the information for transparency, at least we should know what we are doing well and what we are not. For example, using trip advisor, we monitored our ranking, and if I'm not wrong, our ranking is only 37th or 38th. Hotel ICON is very high, the highest should be Upper House. For Hotel ICON, it is for educational purposes, so it gives a more positive image to customers; if the students are on internships, even if they did something wrong, the customers will be considerate instead of scolding them. It's a good idea to run a hotel business this way.

There are more than 450 hotels in Hong Kong. I can't say that I have a very high sense of belonging to this hotel, but this is my first time working in a hotel since its soft opening. I do have great satisfaction … maybe at the beginning, the rooms were in chaos. I was the one who went up to the room to help unpack bed mattresses. I still remember the smell of paint from the renovation; we all helped to tidy up … even things like where to put a PC … every single thing … we learned a lot and felt a strong team spirit. As compared to other existing hotels, it is difficult to get in to that level of relationship in a social group that is well-established, but in this hotel, we were all new at that time, and we were a team, so I had a certain level of satisfaction. Also, there were many ceremonies … they also sent us an appreciation letter; although it was just a standard letter, it was very helpful for me in the future; even though it is something very standard, it is good.

8. How was the turnover rate after this hotel opened?

There wasn't much turnover in the first year, but not for this year. It is difficult to do business nowadays with Mainlanders; it is not possible … not to have customers from China … when we handle them, there are truly challenges; nowadays, many of them are educated; as some of them may be educated overseas, some of them may work in Hong Kong for some time; they have certain expectations; you cannot treat them like inexperienced travellers, so there are definitely challenges ... but in the long run, the company needs some time; there must be some people who leave, due to workload. In terms of team spirit, it must be different from before; there are many changes from the top management; some staff may also resign, so there must be a feeling of 'collapse', but in terms of promotion … they have a mission; it's under the mission of our group … a career development opportunity; they are very good at providing employees a chance to grow or continue education with institutions. We definitely have cross-training opportunities, we can apply for transfer to work in different departments; some go to reservation, sales and marketing, or like me cross training in another hotel, and some may have been promoted. Actually, since the hotel opened, they tried to entertain us, providing us with the opportunity to learn; after every three or six months, they review whether you want to stay in that position or to change to a new role; the supervisor chats with you, they do not treat you badly because you have the intention to leave, so I think it is very fair. It will not be decided by the supervisor only; the staff have a chance to talk to Sales and Marketing; they try to understand and discuss if the transfer is suitable for both sides. They are very good.

As compared to the local hotels, promotion opportunities may depend highly on personal connections, if you have good friends, then it will be easier for you to get promoted. This kind of issue exists in every hotel or company, it is not hard to understand. However, as compared to international brands, it's less likely, if you are aggressive, if you are capable, show me if you can do it; it is not only about connections; they will give you a chance, so it is much more fair.

When the weather is bad such as a typhoon, they worry if you cannot leave the hotel or maybe cannot come back to work the next day; they provide us a room to stay in; it's definitely a hotel room. I know for some other hotels, they don't offer a hotel room, staff are asked to sleep in the ballroom or changing room; they ask their staff to arrange it by themselves even sleeping on the floor; the manager doesn't care. It is good here; the size of the room is reasonable; customers have commented that the room size is much bigger than hotel rooms in TST, so more than 300 square feet; it is quite ok.

9. Can you tell me about your daily work role?

There are two major areas. First is the membership scheme. I can't remember exactly how many members we have around the globe, but definitely the more the better. Each hotel has to achieve a monthly target, around 150 to 500 new members approximately within this month, we should aim to persuade hotel guests to become new members upon check-in. The good thing is that the membership is free, so guests are informed that it is free of charge; usually they will accept it unless they have already applied or if they indicate that they do not travel frequently. They also include new benefits such as free wi-fi access; otherwise non-members will be charged at a rate of $100 for 24 hours. Although we have free wi-fi at the lobby, it is not convenient, as everyone likes to stay in their room and use their iPad or whatever. So this additional benefit can lure more hotel guests to become a member. There are also perks like late check-in, 12:00 noon, it is better to extend for two hours for free; also a welcome drink coupon at our lounge, coffee or tea or even alcoholic drinks; these are the basic benefits for staying with us every time, so many guests are willing to join as a member. We have to get at least 7 or 8 new members each month, ideally 15 per staff. In return, there are motivation for us as each staff is also a member of this scheme; we are offered 300 bonus points per new member as long as the new membership is valid. It is good, it motivates us to sell. Although the membership itself seems to be very attractive, sometimes there are people that do not join the programme.

Another area is upselling. Every hotel is concerned about this very much. We have a target of HK$140,000 per month approximately. For example, if a customer booked the cheapest room rate for a honeymoon visit, we upsell to them to stay in a suite room with a special view at a special rate; guests may be happy to pay a bit more especially when they are on honeymoon. Every month, we have to meet this target. Apart from the routine such as check-in and check-out, we also have to take up the role of sales person. Of course, we do have commission, which may vary from a few hundred to a thousand dollars; it depends on our performances and sales techniques; sometimes customers refuse, so we may then upsell to them to have breakfast, or some other packages; actually some customers, especially corporate customers, want to show that they are outstanding from others, so they may prefer an executive club floor to have an area to relax, enjoy a quiet moment for reading or drinking; it gives them a special sense of privilege. It is not difficult to upsell to our customers; it is fine as many of them are on business.

10. Please use a word or a phrase to express the meaning of CSR to you.

I think it is about win-win. If the hotel does something with a positive effect, there are many things that will come along; it is all related. If the company did something bad, the reputation will be ruined. It is win-win, although a company can focus solely on making money; it is the differences between the hotel mission.

Interview Transcript TE009

Code/Transcript No: E9/TE009	Gender/Age: M/30s
Date: 10 Jun 2014	Position/Department: Operations manager/F&B
Time: 1:15 to 2:00pm	No. of years working in the hotel: 3 years
Venue: Pacific Coffee	Recording time: 40 mins

1. Please tell me the CSR activities organised by your hotel.

   Of course, it's not new, it's been in place for quite a long time; what's new is that it really became visible and part of the communication strategy of the different hotels right; that's my impression. You know, a hotel is a very special place, because you have so many different kinds of departments working in it with different challenges but the same goal; also the array of guests that we welcome in a hotel, it's very large, it's very international; I mean, since you know with … with globalisation nowadays, it's really like I can be in New York in 15 hours, that's fantastic. So, it it … became more visible, in that sense that well it's not a secret; it appeals, it's about reputation, it's about showing what I believe different ah … operators do best and again to to to … emphasise on that globalisation that just has been happening for a long long time actually over a century now; its about communicating this information that you know we have the responsibility and and … to relate back to the hotel industry; it's really about the community and its about the dis-responsibility, you know to to to … we had the chance to be born with you know in a beautiful world I believe this is what I am talking about idealistically; that's that's the ideal you know that's what we are striking for and to handle to the next generation and have less impact as possible. Again it's a business you know; we have financial challenges of course, people challenge and environmental challenges which are a part of the whole package. It's about being responsible towards the community; you know we are not alone and our business has an impact, and it's about managing the negative sides and there is a lot of positive sides, managing the negative side in order to to to reduce the the the the bad impact that a business could have on the environment since we are talking about social responsibility, it's all about community. I very much like the idea of the community more than just the environment, and the beautiful planet … Earth that we have; it's about the community; it's about people, first of all.

2. The famous restauranteur in New York, Danny Meyer is doing great in terms of giving back to the community, but Hong Kong tends not to focus CSR on the local community. How do you feel about that?

   Uh! It's it's really … it's not only about the business; it's it's a whole chain you know. I've seen in other cities in the world and I'm not pointing fingers or anything, it's just the way it is sometimes it takes time to implement you know of course. What if a hotel is … you know doing everything they can in order to reduce the impact on the environment … taking the trash putting in plastic together … how can… how are we handling over that … you know, are we making sure that somebody takes responsibility after … because there are system that bring the trash to where it is supposed to be. It's ... it's … are they going to put back everything together?

You know I think what they mean by social responsibility is that are we just doing it just for the sake of doing it? You know that's the question, and but I will really mean responsible about that social responsibility in in in order to make sure that the effort that was initiated on site is being carried through. I think that's the question; that's the most important question; you know it's not how I did that so I'm fine … no! Responsibility is that we did that and we make sure that until the end until they do it. For example recycle, it was full of it, so I'm not sure if I can answer your question. I'm not really aware of … how how how far are they following up in their initiatives but I think that's that's the real deal is … you know making sure that not only we did a good job, but other people are doing a good job and sometimes they don't do it because they may not have the knowledge, they don't have … the facilities; they they they don't have the equipment to do it so being responsible is also about blaming knowledge for not doing the right thing; it's also about … maybe we can help each other, maybe we can talk about it, maybe we can find a solution so, in in this sense, if I'm answering your question, I think I think that's a challenge; if people really think this way although it is not happening right now, but they are striving to do it, then yes, the effort is differently being carried forward.

3. Have you participated in any CSR activities before?

Yes, me personally, since I've been working in the industry in a few … you know, not only regarding the environment you know, but going to an old people's home to help out in the afternoon maybe organising a second hand sale, maybe go plant trees but that's a lot of fun right, as long as you are having fun you communicate that sense of fun to the others. I think the the the … biggest challenge is that … social responsibility is that if the person is not aware of it, he might think of it as a hassle and the thing is about turning in; it can be a lot of fun; it's not a problem at all. I've participated in a … yes I've a chance to participate in a few like like like those I've just mentioned and you know it's about being inspired, every time I was inspired by someone … why don't you join, yeah sure, I give you a chance, then you discover that a little thing that can really help, just little thing, not asking people to be perfect but to to to making sure that they understand; even if they don't do it they understand the impact that what they are doing; at the end of the day it's people judgment but to make sure that they understand exactly what they are doing; it's the challenge, sometimes people are not are not being socially responsible, but they are not realising it themselves.

4. One interviewee expressed that he was inspired by the meaningful thing he did through volunteering, he found himself getting more enthusiastic at work. Do you find any of your co-workers having similar experiences?

It it … I think no matter the industry or no matter … the place you are … what is important to a person … at work is to have a purpose, whether it is, I need money or whether is; this is really what I like to do; it really depends on the person; it's a very sensitive subject you know because not everybody like every company with a CEO can have everything figured out, so giving purpose helps people to decide a direction they want to take ... to relate to CSR its … you know, it's giving them the purpose why are we doing this, really … does it make sense to you, does it have meaning, I like I like to use … using the word meaningfulness. If you don't have a purpose, no one will like to do it; if you give a person a purpose and after of course how to do it is a different thing; giving a purpose is the first input, motivation can can be … how to say can be observed in a person; it can really come from yourself; you can be shown to certain direction but the motivation comes the real motivation comes only from the person himself or herself; it can be initiated of course and you know like making the person understand ah…whether the decision is later making the person understand, it is the key. I'm going to say it helps, no no no … it's the key to to getting things done.

5. As a manager, do you chat about CSR with your colleagues?

Yes yes sure, we talked about when you are really like ... oh my God, we are really doing the wrong thing; don't' tell anybody, between us, oh my God we need to change that, no no no it's important you know building up positive memories is part of … is part of the fun, building those positive memories, is also about following up again ... I want to relate to what I've said earlier, being responsible is not about just doing a thing and letting it go; it's about following up you know; how is it going; what we've learned the other day for example whatever the activity can be ... how's that working for you? You know, that's part of the social responsibility, it's about following up. So yes, initiating conversation and talking about it, is part of it, because it was fun, is an experience, but is also the responsibility of you know ... being involved in those kinds of activities about following up; it is not just doing it one time, is about following up; how's that going you know, are you trying to, are you doing it or you know really … not just drop it once but continuously … building up on the momentum that … that the activities bring.

6. What are the challenges you find in building up the positive momentum?

   This is a very personal opinion, and again I might be wrong, and it is very difficult to do. The biggest challenge is to empower people; if people just follow or just been told to follow, how come they take ownership of the changes? It is the challenge of managers is to empower people to make decisions and make the change happen; if it's only the manager the 'tai low' (supervisor) telling people what to do what's the point you know? Team dynamic is something very specific, is very difficult to achieve, it is about the right mindset; it's about empowering people that they are not just soldiers that you know ... like plastic soldiers that you put them there and that's it. It's really about building that team dynamic that allows people to contribute, so to build that environment; it is difficult, but this is the challenge; it makes people aware that; they actually really impact the people; the way I see it in general in the industry is that, at the end of the day, you know … it it it's the system you know, it it it's the process but the people who are at the frontline are the waiters, it's it's not the the the … not a team of 40 directors that are on the floor; they are still waiters you know; they are part of the team as well, and they should be able to make decisions under control; it depends on your organisation how much control they want to but they should feel that they can contribute and in many different ways. It's about making this colleague aware that what they do really matters and that they actually can bring a lot; that's the point. So I think, that's in general for for … for the operations, that it really relates to CSR, like what would you do, like why don't you take ownership of that, then you know, people now like counting on you; you know we'll be counting on you, you have the responsibility; that's a good motivation, initiate a good motivation after if it is carried through; again it's a matter of a person's choice. I don't think it can be judged. It's difficult to be a judge right but to initiate that allowing them giving them the tools to really carry that forward, that's the thing.

7. Have you heard of the Caring Company in Hong Kong? 2.6% of the Caring Companies are hotels or in the hotel management sector; how do you see the future development of CSR among hoteliers?

   I would say that there is a lot to be done; that's a big challenge. A hotel is a complex … complex place; hotel … there's a lot happening at the same time. I think there is a lot that can be done. I would like to see a glass half full instead of half empty right, although 2.6 is less than half right. It's a good mirror to question ourselves so are we doing enough? Can we do more? We can always do more, right? So, again, it depends how this was rewarded, there are lots to be done maybe a matter of time. I'm now quite sure … maybe a matter of generation, again, I'm not quite sure but the way I see it is that … yes now … let's get into it, there's a lot that can be done.

8. What do you think is the purpose of implementing CSR activities or the motivation behind?

   Oh God, I'm not quite sure because I didn't work in all those companies. I can tell you what the motivation should be … if it's just like there is always a debate of … just for marketing, fine! At least there is something to be done right. The motivation is something that we are talking about so far ... what we are aware of; we operate in a community, our team members are our colleagues and we are part of that community, so it's it's our responsibility to take care of that community; you know our own city right; this is the thing; this should be the the the outlook. If you are doing just for the 'looks', fine! At least something has been done right? But the real motivation is you know caring and being responsible and following up. As what we mentioned before, I can do everything right and then if it doesn't happen after then it's not my problem; then that's a problem. It's it's it's really about … being really ... taking the time to to to doing it right until the very very end, making sure that you know, not only us, but also the partners that we work with are in compliance; you know it's about selecting partners to work with it so maybe in my hotel we have … it's an example, maybe in the hotel there is a company … a policy regarding reducing the footprint but all our partners they don't have, you know, any CSR implemented; you know … it's it's it's that detailed; it's not only on site, it's about seeing who we work with. If we really care about it you know, what are we looking at when we we we select like a partner or making sure that our waste is is being handled proper way after until the end, so it takes a lot of time; it takes a lot of work to be in really in control; that's that's the challenge; maybe it's just taken sometime in Hong Kong. I'm not quite sure.

9. Do you see a different level of CSR awareness or acceptance between younger generation (Gen Y) and older generation?

   I think it is all related to the availability of information, that can … you know be a double-sided blade because it it can work very in in in ... much not in favour and really in favour, now you know with the internet and then smartphones and then whatever technology … that tools that we can use in our work. Information is easy to show, not in the whole world obviously but at least at our hospitality level, there is a lot of information available right and then that's the point … then taking from there how to use this information you know, that's that's that's our challenge. People are more aware of course because it it it became a subject like … it's a trend, it's true, it's it's it's really a concern, it's really a concern, nowadays we we … you know with the development of technology and the the analysis and the research, we just really realising that what we thought, you know could last forever will not; now we realise how much something can impact our planet and the environment just by looking at all the species that are disappearing; that's just an indicator, but maybe back 40 years ago we didn't share this information; how could we relate this to the fact that pollution and social responsibility and again I'm talking about the environment but …

I really want to stress out that social responsibility is not only about the environment; it's also about the community and the impact the business has on the community it is implemented in, so… yes people are definitely more aware of it, whether they understand … the the real meaning of it I'm not quite sure; it's a challenge by the way but the…yes, it's definitely a trend definitely … raising awareness.

10. Research shows that a company being a good corporate citizen will create attractiveness to potential employees, not only about environmental protection but also social issues and taking good care of the employees. Do you see a connection to this?

It is a market, some people you know like again; it relates to to to the motivation and needs and wants of some people but if I follow a course if I follow a course yes, I need to be consistent in what I do, so yes selecting a company that has the same vision in terms of social responsibility is definitely something you would vote for. Now its people share it more, it's easy to find information again, so you know you get to feel comfortably for an employer you work with; that's ideal. And for company is is is a job market; it's a market you know, demand supply, hospitality industry is not a secret is is…a tough job market you know for many many different reasons that we can talk about it on another day. It's about attracting people and being an attractive employer is being an employer that cares about the community, cares about the team like I said you know, relate to the internal and external clients, internal clients you know that ... that's a challenge. Yes, it … this is it.

11. Employees are valuable assets; their work role is a team-based cohesive team (work together, helping behaviour). With your experience, how do you feel about this, in what ways will you develop a cohesive team? Do you find any cultural differences?

So, regarding the industry that relates to me, we are talking about the hospitality industry … it's completely vital and without a team, you cannot achieve anything! It's about the team … you know. There are two aspects, to to this question … sorry, to the business right, you have two sorts of clients, and that's what I believe, again I'm not making a lecture … is personal belief, you have the external clients, the guests, and have the internal clients but they are guests as well … you know. If your internal clients are not satisfied, not happy, it is not working together, how can we take care of the external guests, right? It's about keeping this relationship, two clients, really two clients, it's not only about just the guests walking out the door … the team members the colleagues walking through the staff entrance, that's that's a client as well, with different … you know … different needs, different wants, and and keeping those needs and wants in balance together with those of the whole team and the direction of the business, at the end of the day its business. We are looking to to have something in the bottom line of the profit and loss right; this this is the reasons they exist. But in order to achieve that and to maintain a proper work atmosphere you know, if it is a business it doesn't mean that it doesn't have a heart, if it is a business … it has a heart as well; that's how I believe we can move forward so, regarding the the importance of the team, it is absolutely vital.

12. In a hotel, like F&B and front desk, employees are involved in daily interaction with customers, so they need to do some upselling in order to promote products and services. As a manager, how do you establish this customer-oriented behaviour?

I believe there are two questions. I like this like dualities sometimes. We have to sell a product you know. You know, you can have the restaurant with the best setting with the best … probably the best food right? How to deliver that, if you call that sell … definitely yes, we are selling a concept; we are selling an idea, we are selling a vision, through food and beverages right, having fun right; that's what we like the most; it has the sales aspect, it has the sales aspect.

Let's put it this way: they definitely see themselves to be a sales person. I'm not sure if they like to be qualified themselves as a sales person, because the team member, the frontline team right, they have to sell, one and the main concern of us is is the whether the guests are well or not, we treat everybody the same; you know you might spend a little bit, you might spend much more … we see ourselves as a sales team; what I personally like to communicate with the team is that it's not about making more money when we upsell … or is about selling the most expensive items on the menu, no! It's about through well-balanced communication and interaction with the guests, finding out what the guest really needs, so when we talk about sales, it's not about pushing sales; we are not pushy; of course we push items that we think will suit the taste and the needs of the guests, but we are not trying to do it at the costs of the the the comfort and the well-being of the guests which will keep in line so … finding the balance between, finding what the guests needs, and maybe not necessarily selling the most expensive champagne or the most expensive lobster on the menu; it's about selling the right items, so yes, in that sense … in that sense the the team can be qualified yes as sales people but I believe they prefer to see themselves as hostesses; you know we are hosting we are welcoming people, it's our restaurant, it's it's really inside us; it's ours; they belong to us, but we welcome people the same way you would welcome somebody into your house.

13. Please use a word or a phrase to express the meaning of CSR to you.

One word, "care", a genuine care you know. I really care, it really does … yeah just caring; it's it's it's really inside me; it's it's a strong feeling, it's emotion, it's caring, it's really about caring, nomatter you care the community you are working in, the the the … social network in the street or I care about; you mentioned the polar bear; I care about the polar bears; it's about caring and that is the point; it's about caring because then it relates to our emotions, not only professionally; it's really personal, it's caring, that's my final word. I know I like to speak a lot.

Interview Transcript TE010

Code/Transcript No: E10/TE010	Gender/Age: M/50s
Date: 12 Jun 2014	Position/Department: Assistant Manager/F&B
Time: 8:00 to 8:30 pm	No. of years working in the hotel: 10 years
Venue: Restaurant	Recording time: 30 mins

1. Please tell me the CSR activities organised by your hotel?

   Giving back to society … we have a few events every year. First, we visit elderly homes, e.g. mid-autumn festival and Christmas, we visited them. It is the biggest one, the time before Chinese New Year; we visited the elderly home somewhere in … and helped them to clean their house to prepare for the new year. We have been doing this somehow for more than 7 years. If I remember, we started this the second year after we opened, I'm not sure if this has a great impact on society. I don't really think it has a great impact … we go to Shek O beach to pick up rubbish. I think this is also … one of the CSR activities. Also, the Trailwalker, we joined this event … definitely we have a strong supporting team …we sponsor food as well … you know we join this event every year. The beneficiaries are the underprivileged children who do not have an educational opportunity. This is the largest event which our hotel invested the most resources … mid-autumn festival, Chinese new year, Christmas, also Tuen Ng festival … also Tuen Ng festival also … I'm not sure if it is related to CSR … Foodlink … Foodlink … we are also involved … apart from food, our pastry kitchen … our pastry and bread, of course the food has not expired, we donate to the homeless people. Mainly for homeless people and Foodlink … 2 areas … Foodlink is a daily one, they come to pick up every day. In the hotel, if it is for our department, mainly is fresh fruits … you know we have lots of fruits amenities … we deliver to our room guests sometimes it has not even been sent to the room, it was in our kitchen, and it started to ripen like bananas. It started to have a few black dots, actually we Chinese people like to eat bananas when they are ripe like that but we cannot send it to our room guests, so we collect them … the quantity … loads … there are so many that we can't just donate to Foodlink, so for half of them, we keep for our staff and half of them, we collect and donate to Foodlink.

2. Have you participated in any activities before? Why not?

   It's a pity, I never participated in any of these ... you know I worked irregular shifts, sometimes overnight so I am very tired.

3. Why do you think your hotel implements CSR activities?

    I think our hotel … we make good profits; we have a good reputation; our brand name among hotel business … apart from business … we also have a good reputation of goodwill … a brand name in society especially about charity. We are now dedicated to being involved more, to contribute more especially from our HR and PR. Actually, it's interesting, I don't understand why … but all our previous general managers; they are very enthusiastic to contribute to society … very very enthusiastic. I don't understand why maybe due to their nationality. They all are Westerners … also multinational corporation as compared to the traditional Chinese people, who are much more enthusiastic.

4. What do you think about their motivation behind?

    I think … we are a Canadian company…our hotel is based in Canada. Westerners are more enthusiastic in terms of giving back to society … also because of our founder and chairman … his son has some kind of illness. I can't remember exactly the illness but that's why he is very enthusiastic. I remember he is very enthusiastic especially about Cancer Fund, he wants all staff to participate. First maybe because he is a Westerner, second because his family members have disease so he is very enthusiastic to motivate employees to participate.

5. Are there any CSR communication channels?

    Yes, there is. I think our hotel is doing really well in this area and we have a few channels. HR … they printed and posted photos on the notice board, or staff elevator or through our manager and assistant manager. They emailed to them and they forwarded them to us so we know who participated in which activities. They participated and we have received feedback. The feedback is quite good. Some employees who haven't joined any of these events … after they listened to their feedback … they are influenced to join … of course some people may only go due to political reasons but the majority of them volunteered themselves … very enthusiastic.

6. Does the management support CSR programmes? In what ways?

    Our hotel is very supportive; we count the volunteering hours as working hours, so if some colleagues take days off and participate voluntarily, our hotel compensates them for the day off. So, to a certain extent, it's a driver to motivate staff to participate because some people may have concerns about using their day off … some people really don't want to use their own day off but in this way, they are very willing to volunteer themselves … in this case. To the management … of course … it is not good to a certain extent because of the manpower but our hotel always tell us to support. It's not a bad thing because it is for the good of society, a corporation has their responsibility. We really encourage corporate responsibility.

For me … management level … it is not because I don't want to participate … it's because if I have other colleagues participating … it affects manpower and operation. In every event, there are staff participating from different departments, managers and assistant managers also have the opportunity to participate, but of course, it is impossible to have everyone … sometimes also department head especially division head … our F&B director also supported and participated. The HR director also participated; even our general manager also participated and also our hotel manager also participated … so we try our best to accommodate our staff to participate … no matter which level he or she is in.

7. Are there any activities that are beneficial particularly to your local community?

In terms of charity events, we do not focus on our own community. It is not restricted to Central, so if an event is meaningful, no matter whether it is located in Hong Kong Island or Kowloon side, we will go for it so it is not bounded by location.

8. How do you see your hotel's CSR activities in relation to employees' organisational commitment?

I think … from the management point of view … the most important … first thing is that I need to arrange my staff … release them to participate … you know if we need to arrange them to go to charity events … it affects our manpower … duty roster … to a certain extent; because our hotel is really supportive … being part of the management team … even for last minute arrangements; we can accommodate them. If talking about their behaviour after participation, to a certain extent, I can see that they care about society more because a staff member told me before. For example, some activities were really good, he didn't think that it was a meaningful event before he joined, but after he participated, he spread the word and suggested his peers to join next year … to try … as he thought it might be interesting to others as well. It's a free advertisement also … there was a case like this as I remember.

9. Do you know what the future plan or direction of CSR is in your hotel (environmental/social/employees)?

As far as I know, we are moving toward the same direction. I think in terms of the CSR direction, we focus on local people, mainly HK people … and also among local people, there are two main categories. First, is children … who are poor, the second category is elderly people … the disadvantaged one … poor one … living alone with no family members to take care of them … the emphasis is local people. Our hotel is based in HK … this is the direction for now.

In terms of employees, our hotel is doing good for society, our hotel is always concern about our personal life … around year end … there is an evaluation … nomatter which position you are in … we all have to fill in a survey and tell the company what aspects we are satisfied with and what we are not, anything. We can all express our concern in the form of multiple choice or open-ended questions. Our hotel also encourages us … how to say … about life balance … they believe this is very important and it is one of the ten most important questions that they ask us … whether the employees after joining the hotel … their life balance … higher or lower … meet their satisfaction or not… they will do this survey … use some data to reflect … especially for this few years…we can see the figures … moving downwards. It is a trend, to a certain extent, there are more new hotels opened in this city; hotels that offer similar benefits are increasing … so employees will compare because there are very few hotels conducting this kind of year-end survey or research in the past. We don't know whether our employees are satisfied or are balanced or not … just tell the management, just express … whether it is met or not … now there is a report. I think it is very fair. We can see whether employees are supporting the hotel to do good for society or their personal life which can be seen from the research report.

10. Does your hotel have accessibility rooms?

   We have eight accessibility rooms, some special facilities for disabled people like the level of the washing basin is lower. There are also handles in the toilet, etc.

11. Does a hotel appeal to you if it is a good corporate citizen?

   I would say … it depends on the age group … depends on age group … like I chatted with my ex-boss here just now … he also said the new generation are job hoppers. They change jobs seven to eight times a year no matter how good the benefits are … no matter how much the employer cares about staff's personal lives. They don't really care. On the other hand, let's say… for those who are in their 30s or 40s … they look for employers who take care of them. We look for a stable job environment … then CSR is very important to us. I think … society's expectation is different especially for the new generation … let's say those who were born in the 1980s or 1990s … to them … it is not meaningful and not important to them.

12. Please use a word or a phrase to express the meaning of CSR to you.

   Let's say … we are in Hong Kong, if we talk about entrepreneurship, it cannot just focus on money or profit. HK is a very money-minded society. I hope people do not only consider the practical thing, the money because once you view it from profit you would not be able to find any CSR because it's about money. If you do not view from the money perspective … not just CSR … or personal social responsibility …. once you look at the money side … there is nothing that can be done or achieved.

Interview Transcript TE011

Code/Transcript No: E11/TE011	Gender/Age: F/30s
Date: 13 Jun 2014	Position/Department: Officer/Purchasing
Time: 6:10 to 6:30 pm	No. of years working in the hotel: 6 years
Venue: Telephone interview	Recording time: N/A

1. Do you have direct customer-contact on a daily basis?

   No, I deal with internal customers only, and suppliers externally. Sometimes I may receive wrong phone calls that are from customers but I will then transfer them to the right department.

2. Please tell me the CSR activities that your department has been doing? Are there any measures you are aware of in terms of environmental protection?

   Our group goes for ISO14001, so our hotel also has environmental policy. For example, there is a lot of cooking oil consumption from the kitchen, after deep-frying for certain times. It can't be used anymore. We then started to look for a company to collect the used oil for recycling. They may transform it into other types of oil for other purposes, for machines like lubrication, etc. I know there are hotels in Macau which have the resources to establish their own plant to recycle food waste, some kind of recycling programme or for organic food, etc. It can definitely help hotels to save costs. However, it is not quite possible for hotels in Hong Kong because of the limited resources and land.

   We implemented a procurement policy and used it as a guideline. There are also many other upcycling programmes in our hotel. Also, we use softcopy for quotations and we keep our documents on computers. We use less paper nowadays due to the technology. However, in our department, we are actually caught in the middle. As you know, products such as biodegradable products are more expensive. Even though we have the guidelines and we wish to do it, our decisions are primarily based on price; we can't purchase that reluctantly, even though I want to do so. As I am a Christian, I have a personal value to protect the environment, like recycling for cost saving; these are the minor things that we can do.

3. How about from the community perspective?

   We also have initiatives to help the disadvantaged and the poor. For example, we just organised a recycling programme to donate our clothes to some social service organisations. Our hotel tries to encourage us to bring in the concept from household to workplace. There are also tree planting activities and blood donation days. Recently, we also arranged some children to come to our hotel and we taught them how to bake cakes.

I think CSR is not only from the contribution of a department or hotel but from a broader perspective of the whole group, it should be initiated from the corporation. You know, it should be about the responsibility as a good employer, not department or just a company that cares about society, their employees but to fulfil their obligation, to return to society and also spearhead the company to do more for the entire industry as well. However, it is easier said than done; the financial return is always the key; it is not easy to establish a culture and the government has the responsibility as well.

4. Has your hotel employed any physically disabled people or supported diversity employment?

   No, as far as I know.

5. Which departments/who are responsible for organising CSR activities?

   Human resources are usually the one to arrange them. We are under a hotel group; we have three hotels in Hong Kong located in Mongkok and Tsimshatsui, and also one in Macau. We do focus on recycling to help the environment.

6. Why do you think your hotel implements these activities?

   Well, I think it is about corporate image, mostly marketing nowadays. It is very important for a hotel to return to society, genuinely and to help the poor.   However, how can resources be shared among the needy people in society. I studied a diploma in purchasing, and we had to do an assignment on CSR. There was a case study about BP Oil; we discussed how the incident caused pollution to the ocean, not only at that time but until now and continuously. It is a topic that really impressed me to reflect and ponder. From then on, I am more aware of CSR and also, I think about ways our purchasing department can help to contribute to the planet.

7. Does a hotel appeal to you if it is a good corporate citizen?

   Honestly, no. I'm a Christian, so CSR is something that is aligned to my values. I do consider environmental protection and helping the poor in the community. But if the company does more, it will not appeal to me more. You know in Hong Kong, the people in a company are rather more concerned about political issues. It also depends on the benefits, salaries and compensation I get. If these are all achieved, then the hotel may appeal to me. When I compare one hotel with another one, the hotel that has more CSR may project a better image. But it seems that the culture is not there yet among hotels in Hong Kong.

8. Do you know what the future plan or direction of CSR is in your hotel (environmental/social/employees)?

    I don't have any information regarding the future plan. It is not being mentioned but it depends on our group's direction.

9. Please use a word or a phrase to express the meaning of CSR to you.

    As I said, I totally support CSR. I think it is a necessary thing to do. If a hotel can do more CSR, the hotel may not have a greater financial return but if the hotel does not do CSR, their corporate image will be lowered. It can be harmful to the company. I think a company should establish a culture, not be selfish, not only for their corporate image but for the good of society as a whole.

Interview Transcript TE012

Code/Transcript No: E12/TE012	Gender/Age: M/50s
Date: 14 Jun 2014	Position/Department: Concierge
Time: 9:45 to 10:00 pm	No. of years working in the hotel: 29 years
Venue: Telephone interview	Recording time: N/A

1. Please tell me the CSR activities organised by your hotel.

   I don't know any. We are under a local Chinese hotel group, so I think the emphasis is not about CSR. We do have social activities for employees such as sports day, badminton and basketball tournaments.

2. Which departments/who are responsible for organising these activities?

   Usually the group organises them and our HR department then looks for participants. HR is very supportive, they find a team and bring them there to support the group. When I was young, I was very participative in these kinds of functions. We practised after work to prepare for tournaments. I have worked here for 29 years already. I'm not young anymore, so I rarely attend these activities now. Also, the workload is very heavy nowadays as compared to many years ago.

   But if you mean activities such as blood donation or elderly home visits, our group also arranges these activities, maybe once in a while. They are arranged by our hotel group and HR looks for people to participate; also fundraising events for donations.

3. Are there any measures you are aware of in terms of environmental protection?

   I don't know. Well, like the time after mid-autumn festival, if there are many mooncakes left without being sold, we will send them to some social services organisations, which can give them to the poor people. I don't know who actually receives these mooncakes but we (concierge) have to deliver them, so I know we do such things. Also, after the buffet; you know there are so much food left over, so the F&B department also collects the edible food and sends it to some organisations as well, maybe to a church or community centre. We also have linen cards for hotel guests to put it out. We do not change their bedding or wash towels unless we are instructed.

   The majority of customers are Mainlanders now, so I personally have not seen that they have concern for supporting the environment in this sense.   Before the China visa was released, which was a long time ago, our customer base was Asian. They were from Japan and the Philippines. I think they have more concern for the environment.

In our department, we see lots of paper wastage of shopping bags. As you may know, Mainlanders always go shopping in brand name stores; after they have unpacked and checked out, there are loads of bags. Housekeeping usually just throws them away. We keep them, and in case any hotel guests want a bag, we will give them out; otherwise it is very wasteful.

I understand that a lot of paper is used in the front desk but they don't recycle paper. I think it is because of the data privacy issue. You know there are many personal data, so the front desk usually collects all the paper and puts it in carton boxes and trash them in one go. They don't recycle as far as I know. However, we use less paper now as compared to the old days. Lots of internal memos are not printed now, like HR, which stores them on hard disk and uses the internet. It saves a lot as compared to a long time ago.

4. How about volunteering? Have you participated in any activities before? Why not?

   I haven't participated in any of the volunteering activities. My workload is very heavy.

5. Does a hotel appeal to you if it is a good corporate citizen?

   No, personally, it does not matter to me when I look for a job.

6. Please use a word or a phrase to express the meaning of CSR to you.

   I think it is very rare for a hotel like us to do any CSR. We are a local group and our property developer is concerned about financial return. It is their first priority, so it is very difficult. I guess maybe smaller companies can do more.

Interview Transcript TE013

Code/Transcript No: E13/TE013	Gender/Age: M/20s
Date: 16 Jun 2014	Position/Department: Attendant/Housekeeping
Time: 4:45 to 5:00 pm	No. of years working in the hotel: 3 years
Venue: Telephone interview	Recording time: N/A

1. Please tell me the CSR activities organised by your hotel.

   I think there are some donations and charitable functions such as blood donation day and recycling of used soap in our department. Moreover, our property company has a corporate volunteer team, which organises many volunteering services such as elderly home visits. Our property company works with our hotel group. They inform our HR department and our operational department then sends us email to see who is interested in participating. There are many emails.

2. Have you participated in any of the volunteering activities before? Why/why not?

   I have never participated in any of them. The major reason is because of time as we need to use our own day off.

3. Are there any ways that the hotel or HR can motivate you to participate in these activities?

   I know some hotels treat volunteering service hours as working hours while some hotels also make it compulsory. In that sense, it is not a choice to choose whether I have to go or not if it is compulsory. We have to go if it is under the hotel system.

4. Are there any activities that are beneficial particularly to your local community?

   I don't think so. The activity usually depends on its nature such as elderly home visit. It then depends on the location of that elderly home.

5. Which departments/who are responsible for organising these activities? Are there any platforms for employees to share experience?

   The HR department is the one to organise CSR activities. Yes, HR usually post photos on the notice board.

6. Has your hotel employed any physically disabled people or supported diversity employment?

   Hiring of handicapped persons, no, I don't think so.

7. Are there any measures you are aware of in terms of environmental protection?

I think recycling of soap is what we are doing right now. We collect soap from each floor and when it reaches a certain quantity, we then call a recycling company to pick them up. They said the soap would be recycled and delivered to poor countries. But I have never seen the recycled product before.

8. Do you know what the future plan or direction of CSR is in your hotel (environmental/social/employees)?

Yes, we learned it from our departmental meeting. For our department, 2014 is about soap recycling and linen. We have linen cards in our guest rooms. Unless our hotel guests put the card out, we do not wash these linens. When we make up beds, we do not change bed sheets and pillow cases. However, we still change these beddings on the 4th day even though our guest didn't request it. In 2015, our department will focus on other types of fabrics such as curtains. Instead of trashing the ones that need to be changed, we will donate to those people who are in need. For example, we changed more than 50 mattresses last month as they had been used for more than 15 years. Well, replacing this stuff depends on the budget for purchasing new items. For another hotel in Central, I know they change mattresses every three to four years, but we cannot do it so frequently here.

9. Do you think your hotel is a good corporate citizen?

I think my hotel is doing fine in terms of CSR.

10. Please use a word or a phrase to express the meaning of CSR to you.

I think it is about charity and social service for the benefits of vulnerable people. Indeed, it is always good for a company to have more charitable initiatives. CSR can also help to improve the image of the company.

Interview Transcript TE014

Code/Transcript No: E14/TE014	Gender/Age: M/40s
Date: 17 Jun 2014	Position/Department: Assistant Manager/F&B
Time: 2:15 to 2:30 pm	No. of years working in the hotel: 6 years
Venue: Hotel	Recording time: 20 mins

1. Please tell me the CSR activities organised by your hotel.

   There are activities like blood donation day, volunteering service, visits to elderly homes, physically disabled people, sometimes green walk to donate cash, etc.

2. Are there any activities that are beneficial particularly to your local community?

   These activities do not cater for our community. Since we are located in Tsimshatsui (TST) and TST is sort of a business district, there are not not many organisations that can afford the rent here … as compared to other districts in Hong Kong … I forgot about the location ... of the elderly home last visited by our colleagues.

3. Have you participated in any activities before? Why/why not?

   I only went for blood donation … not others. Well, as the Red Cross came to our hotel for the blood donation day so I can just go there easily. For others that are not organised within the hotel premises, I find it very hard for me, very hard to match my schedule. I do have intention to go, but I'm taking up a new project in the past one year so my focus is on work at the moment.

4. Are there any ways that the hotel or HR can motivate you to participate in these CSR activities?

   These activities are on a voluntary basis and there are not a lot in this hotel. Usually, I would say only once every three to four months. It depends … depends on the festive calendar such as Christmas or Chinese New Year. For example, our hotel gives away moon cakes during elderly home visits at the time before mid-autumn festival. These activities are aligned with our festivals … unlike one of the most famous hotels in town that has a CSR policy which I worked there before. Employees have to join at least three events … yes … it is compulsory. There are many activities in a year for staff to choose from. The volunteering hours, in that hotel, are counted as working time. Employees have to go anyway because their participation is evaluated by their department heads. In turn, it links to their year-end bonus … you know also related to promotion.

As management, I think it is better to make it compulsory to encourage a higher participation rate. Well, we are all human beings and we need to be pushed somehow. If the hotel sticks to a voluntary basis, people will naturally choose something else to do. CSR is still under developed in Hong Kong society, it needs to be spread. When everyone is doing, it becomes a trend, then we can't find any excuse not to do it. We need to be pushed by the flow. Like me, actually after I changed to work in the head office, my schedule became more stable and it is easier to arrange time, so I do have the intention to go but I still haven't gone yet.

5. Has your hotel employed any physically disabled people or supported diversity employment?

Our hotel … has very limited diversity in this area. We do employ handicapped persons but just a very very small percentage. I remember when I was working in the previous hotel, they hired deaf people to work as bell boys and some worked at the back of the house. These disabled people are actually quite good but of course … they usually lack confidence … maybe because of their background, they have low self-esteem.

6. Which departments/who are responsible for organising these activities?

These activities are usually organised by our HR department. Once in a while … there are also activities that we join in with our property company. We are under a property company; there is another hotel at Wanchai, a shopping mall and 14 free-standing restaurants like the famous Chinese restaurant, but … usually, only our hotel runs these activities every time.

7. Are there any CSR communication channels for employees to share their volunteer experience?

Our hotel usually posts photos on the notice board and video footage.

8. Please use a word or a phrase to express the meaning of CSR to you.

I think it is about 'return' to society especially for other levels of people. I remember when I worked at the previous hotel, we invited children who lived in Tin Shui Wai to our hotel; we taught them about table manners; it was indeed an eye opening opportunity for them to visit a hotel and to see what's out there. It is very important to help those who are in need. I am more interested in children and the elderly. In particular, I think elderly people need lots of help. We can visit them and help them to clean up their home or do a haircut, even cook a nice meal for them. I prefer something that can have a more personal touch instead of visiting elderly homes that cater for many elderly … usually singing some songs and distributing giveaways. I like to create an impact especially for those who have lost their physical mobility and with limitations on their quality of life. My kids are all teenagers now, their thinking is different, they have the heart for our society. We actually need to do more.

Interview Transcript TE015

Code/Transcript No: H15/TE015	Gender/Age: M/50s
Date: 26 May 2014	Position/Department: HR director/HR
Time: 11:00 to 11:30 am	No. of years working in the hotel: 2 years
Venue: Hotel/HR office	Recording time: 30 mins

1. Please tell me the CSR policies/programmes/initiatives/activities organised by your hotel.

   Since the opening of this hotel, we have already started to become involved in CSR, as I worked in another hotel before; that hotel is renowned for its CSR programmes … so I'm very mindful of CSR.   We started to establish a CSR orientation programme here; we also do CSR activities apart from benefitting the natural environment, we arrange elderly home visits, community projects and also arrange children from charitable organisations to come to our hotel … we provide healthy meals for them … we have participated in lots of fundraising events. At the beginning, during the time of the hotel opening, we also incorporated the concept of paperless check-in. We hope that the process of check-in and check-out can minimise paper consumption. So far, we use iPad to do check-in with customers at our check-in counter so we don't need to consume any paper. Our customers only need to sign their name on the iPad, this is what we are doing so far. Also, we partnered with Chi Yan School who have mentally disabled school children, we invited their children to our hotel and we arranged a buffet lunch for them so they can have a hotel dining experience … something like this … relatively simple activities ... we share experiences, post photos in the back area.

   In terms of the environment, we have a colleague … director of engineering and environment … he is responsible for carbon footprint, paperless, energy saving and conservation, etc. Actually I should arrange for him to meet with you … at my side … it's more about social activities … volunteering and his side is more on the hardware and our part is more on the soft side. In future, we have plan to go for more green … for example … we are the first hotel that created a green vertical garden. Also on the 9/F, there is a green terrace. Our part is more on the soft side.

2. Since your hotel is very supportive of CSR, do you have a CSR department?

   At the moment, to handle the area of environment, is the responsibility of our director of engineering whereas social activities are our responsibility … HR. We also have our CSR team, we have 18 staff as we merged the CSR team with the employee activities recently, so around 18 people are responsible for both CSR and employee activities … is a team with staff from different departments … they are all on a volunteer basis. They participate in volunteering activities and use their own day off.

3. In what ways does your management team support CSR?

   Our hotel is unique from other hotels … apart from being a business hotel … we also need to consider educational purposes. We think both are our goals … contributing to society is one of our hotel's mission. Contribution includes many different areas … we help the disadvantaged people and minimise environmental impact. I think as an educational hotel, we need to share with our students. It is important to raise the awareness among students … some students are already participating in community projects. On the other hand, they can contribute to us too. Recently, we are looking into areas that can collaborate with our university … instead of doing it separately … by pulling resources together … we can create a better impact. I attended a workshop on work-life balance in our university's sustainability week; I think … as an educational or teaching hotel, one of our goals is to raise the awareness of CSR among our students.

   We are dedicated to support … in terms of resources and manpower. I can introduce you to our director of engineering later and he can tell you more. We have high efficiency LED lamps, natural ventilation and lighting, water-cooled chiller system and we utilise our resources to contribute to conservation of the environment. We also have our green limousine service and electric vehicle to reduce our carbon footprint.

4. Which CSR activity is the most successful?

   I think paperless check-in … we save a lot every year … check-in and check-out are very paper intensive. We think we can save lots of paper like HR, human capital, we implement some systems to replace the printing of paper … e-system … I remember when we need to apply for vacation leave … it is now replaced by an electronic system. Also we have e-training, instead of having lots of box files and hard copies, all our training materials are now stored in an electronic format … to keep all records … also e-recruitment … for keeping employee records and payroll … technology is very useful.

5. Are there any mechanisms in your hotel to obtain employee feedback on CSR activities?

   We don't have any mechanism … employees feel very meaningful … we don't have any formal evaluation … it is a feeling. I think more concrete results are from the hardware side … environmental perspective. CSR activities like participating in employee activities … ER … employee relations … are not very specific. It is not easy to measure its effectiveness, rather from the engineering side … more specific data.

6. Does your hotel communicate any CSR mission in your hotel website?

    We don't have a particular mission on CSR … CSR policy ... mission statement ... as we only opened two years ago. CSR is not fully developed … like the other hotel I worked before … they have their own CSR mission statement and policy … a very comprehensive programme. Take an example, each of their hotels in the group needs to prepare their own yearly budget, for CSR, the budget is to support underdeveloped schools … when I worked in one of the hotels there. We went to a very poor village, the school was a two-storey building … very remote … four classrooms on each floor; there was no electricity … when it rained or got dark, the teachers needed to stop teaching … very remote … no fence … it was up on the hill … there were some wild animals … quite dangerous for the children there. The hotel needs to develop a 5-year plan for the school with deliverables of each year. We developed ultimate goals for the school and also considered how many students could benefit from the programme. Apart from individual funding allocated for each hotel … individual hotels can also apply for additional funding from the corporate office by submitting a proposal. If it is feasible, it will be approved as they are a big corporation, they can do more. There is a group director of CSR to drive the programme and policy.

Interview Transcript TE016

Transcript No: TE016 Code: H16a: Accompanier Code: H16b: Interviewee	Gender/Age: H16a: F/30s H16b: F/40s
Date: 27 May 2014	Position/Department: H16a: Manager/HR and Training H16b: Conductor/CSR
Time: 10:15 to 10:50 am	No. of years working in the hotel: H16a: 4 years H16b: 6 years
Venue: HR office	Recording time: N/A

1. When did your hotel start to implement CSR programmes/activities?

   Our group started CSR in 1995 with a programme aims to help school children in Thailand. We use the small change contributed by hotel guests as a donation and we buy essentials for them such as desks, chairs, blackboards, books and pencils. There is another program which is an urban CSR beekeeping initiative in Bangkok. We partnered with an organic farm to provide professional training and education for the farming community so as to maintain healthy Asian honeybee populations. We help the farmers to manage biodiversity and also encourage them to earn a supplementary income. For two hotel brands that we owned in Hong Kong, we focus on poverty alleviation and water conservation.

2. Which departments/who are responsible for organising these programmes/ activities?

   Our group has a CSR director and there are conductors like me who are responsible for individual hotels. The CSR director reports to our vice president directly.

3. What is the purpose of implementing these activities?

   For brand recognition as a start; then I see employees' commitment after they volunteer to participate in our CSR activities. We have a programme partnered with St. James Settlement to provide free lunch for the poor who live in Shek Kip Mei. We have 17 volunteers and together with the family members of these staff, we deliver Christmas gifts to low-income families with many different kinds of food items such as rice, pasta, oil, milk powder, etc.

4. Have your hotels/brand(s) received any CSR awards/accolades?

   In 2012, we received the ASEAN Green Award and also the Thailand Green Leaf Award for two of our hotels in Thailand.

5. Please tell me the CSR activities that your brand has been doing.

    We have a fair trade workshop to help advocate fair trade products. Brand X also provides lunch discounts to the needy. Moreover, we use paperless check-in procedures, etc.

    World Environmental Day will be coming soon. It is on 5 June this year. I will remind our IT colleagues to pop up a window in the intranet to remind our staff to pledge on the day. We have been doing this every year and we are proud to reaffirm our pledge to help the environment especially through review of carbon emissions policy.

6. Which activities are most successful? In what ways does the management support CSR programmes?

    Our vice president is very supportive and he always participate in our CSR activities. This year, one of our brands partnered with an organisation in China for a climate change project. This project aims to stop desertification in the Tongliao municipality of Inner Mongolia and to fight climate change. Our vice president participated in the 4-day trip and achieved the planting of 2,850 trees. We also exceeded our fund raising target. In total, we donated $71,250 to the local farmers.

7. Are there any mechanisms in your hotel to obtain employee feedback on CSR activities?

    We use GRI to report our CSR performance in three aspects of environmental, social, corporate governance. Moreover, we use a hotel group's communication platform for employees to share information. For example, after employees participated in CSR activities, they were very happy to share photos and comments through this platform. All employees were encouraged to browse these posts on a regular basis.

8. How do your staff perceive CSR activities in your hotel? Do you find a strong commitment from employees after they participate in CSR activities?

    All the activities have been well-received by our employees. They are very keen to participate. I remember one vivid example. I have a staff member who changed his attitude after participating in a volunteering activity. Before he participated, whenever I asked him to do a task, it normally took him 3 days to come back to me. After participation, his attitude changed and became very positive. He then completed his task within the same day. Well, I will definitely keep an eye on him and hopefully, volunteering activity can create a change in him for a longer-term impact. I also hope to see more of these examples.

9. Does your hotel communicate any CSR mission on your hotel website?

No, we don't.

10. What is the future plan or direction of CSR in your hotel?

We are working on a programme to help the new immigrants from China. I can't tell you the details yet but basically we are partnering with Caritas Hong Kong to help them to find jobs through career talks. It's a way to help alleviate poverty.

Remarks:
H16a was an accompanier during the interviewee. Anonymity cannot be fully guaranteed, the interviewee (H16b) may hesitate to divulge sensitive information to the author.

Interview Transcript TE017

Transcript No: TE017 H17a: Interviewee H17b: Hotel tour only	Gender/Age: H17a: M/40s H17b: M/40s
Date: 9 Jun 2014	Position/Department: H17a: Director/F&B H17b: Chief Steward/CSR committee member
Time: 3:00 to 4:45 pm	No. of years working in the hotel: H17a: 20 H17b: 15
Venue: Hotel	Recording time: N/A

1. Your hotel is very committed to corporate responsibility and sustainability. Can you tell me the CSR programme that you have implemented in the past.

   Our group's CSR programme focuses on seven areas, namely guest experience; employees, community, supply chain, new build and refit, operation, governance and management. We have employee wellness programmes, and injury and illness prevention programmes. We have conducted hours of training to ensure employees' health and occupational safety. We care about our guests and we have new collections of bathroom amenities without substances that are potentially harmful to human health. The paper packaging is FSC-certified and bottles caps are recyclable. We also have sustainable procurement guidelines for the different materials we consume and we strive to ensure that all procurement contracts are in compliance with our code of conduct. More than 50% of the cleaning products used in operations are chemical-free or biodegradable. We provide Green Meeting options to corporate clients. Our tea, coffee and chocolates are from certified ethical sources and also caviar is from internationally-certified sustainable caviar. We source fair-trade products and sustainable farming practices. Moreover, we were also the first hotel to ban shark's fin conch soup in wedding banquets, and we continue to enforce the group-wide ban on shark's fin. This was back in 2012 when shark's fin soup was still a core item in any banquet event. From then onwards, we also considered other sustainable seafood with the support of World Wide Fund for Nature in Hong Kong and removed endangered species from our food and beverages offerings.

   In terms of the community aspects, we have been working closely with a few organisations for innovative and long-term partnerships for corporate giving and sponsorships of products or services. In particular, the big event to grant the wishes of children with life-threatening illnesses. We are also highly involved in community volunteering service with more than 10,000 volunteering hours. We hired around 50 employees with various disabilities. Moreover, we have training programmes to support underprivileged ethnic minority youths in Hong Kong. We also offer a retraining scheme to benefit middle-aged unskilled people. We offer positions to some graduates in our hotel afterwards. We also support the development of social enterprises; our procurement team works with them and supports their merchandise items such as hand-made gift bags.

With regard to our operational impact on the environment, we strive our best to reduce carbon emissions. We have employee awareness programmes on environmental conservation. We also invested in a new water-cooled chiller system to save energy and produce less greenhouse gas emissions and contaminants to the environment. We have our own water management guidelines so that our staff can follow clearly during their operation. Plastic water bottles are consumed by guests in hotel operations. Instead of using plastic bottles, even though other hotels may use the ones that can be recycled, we work with our supplier to reuse our glass bottled water so as to reduce waste for the landfill.

Since food waste is another big issue that results from hotel operation, we have two programmes for edible food and non-edible food. First, we donate edible food to needy people on a daily basis, like pastries and bread. For vegetables, we only use the finest part for our menu, so we donate the vegetable trimmings from our Chinese and banquet kitchens to local non-profit making organisations. They cook them and serve the homeless and others who are in need. Second, we are the only hotel in Hong Kong that has invested in two food waste composting machines. These bio-digesters can transform food waste into wastewater. Again, it helps to reduce the pressure on Hong Kong's landfill capacity. In terms of recycling, we have lots of carton boxes and paper from operation as well, so we also purchased a machine to handle waste paper for recycling use. Moreover, we have achieved HACCP certification, EarthCheck certification, etc. In particular, we achieved LEED Gold certification for one of our apartments in France within the group.

2. What is the purpose of implementing CSR?

   Our corporate value is about responsible business; we put sustainability at the heart of our business model. We care about our employees, our community, our environment and the social impact of our operations.

3. Please tell me in what ways management shows support for CSR.

   Our group established a corporate responsibility committee in late 2007 and we invested resources to make it right. We have a position of group CSR director to drive our vision. We have published annual reports since 2008 to ensure that sustainability disclosure standards are met. We were also one of the first companies in the world to comply with the new Global Reporting Initiative (GRI) G4 reporting standards. It was verified by independent auditor KPMG.

   In terms of community projects, our CEO and many of our EXCOM members also participate in our fundraising events. We encourage our staff to get involved in the volunteer team to help the needy. There are many activities throughout the year especially during festive seasons.

4. What is your future plan?

    We have our vision 2020 that sets out a blueprint of our future business. We have developed action plans and implemented guidelines to continue driving our future success. We will continue to look for green building standards for sustainability design concepts and guidance for all our properties. We will also continue to work with contractors and suppliers for sustainable and responsible business practices.

Remarks:
After the interview, H17b was introduced by H17a to escort the author for a hotel tour regarding CSR procedures in operations.

Interview Transcript TE018

Code/Transcript No: H18/TE018	Gender/Age: F/40s
Date: 18 Jun 2014	Position/Department: Senior Manager
Time: 3:00 to 4:00 pm	No. of years working in the hotel: 13 years
Venue: Office	Recording time: 60 mins

1. Please tell me how this scheme was conceptualised and developed into such a successful one today.

   The economy of HK was bad in 2001 to 2013 due to the financial crisis and SARS. There were lots of voices from society about our government and business enterprise. We realised that there was no connection between the government, businesses and NGOs … they don't know each other … but interestingly, individual sectors are helping society in some way … at that time, in 2002, a corporate volunteer team had already formed in the social service sector. Some corporations also have their corporate volunteer team and consider volunteering as work hours. For example, the Community Chest, we realised that many companies make regular donations and the amount is not small … so there is already a base … helping society through individual efforts … but there was no recognition for these companies. We already talked about two areas … volunteering and corporate giving … other than that nobody talked about other areas. So, we were thinking if we could group the companies that made contributions together in a common space, but this was only our initial concept about this scheme. Then, we started to think of any other areas apart from volunteering and corporate giving. There are some minority groups in HK, so we thought if there were any companies that provide greater support on employment … like hiring them as employees. Furthermore, we thought if there were any longer-term partnerships between companies and community in terms of projects, it can help to minimise certain social problems. Also, if any companies used their expertise to help NGOs … we called mentoring … helped in terms of NGOs' capacity, it will be great.   There were a few areas ... six areas to get started … if we want to group them, it's more on the community aspect. At the beginning, there were only 259 companies; we thought we should do something to recognise them. Surprisingly, there were also SMEs, it might be even harder for the SMEs at that time due to the economic downturn in HK. They may have been small businesses … but around the neighbourhood, they were devoted … very specific. For example, they provided internship opportunities for young adults, usually not broad enough, and nobody knew they were doing it. So, we thought … there were so many things that have been doing (contributing), we call them … social capital, so we thought it would be a good idea if there was a platform to thank them … to appreciate them and connect them. This was how we got started.

At the beginning, we ran this scheme as a programme, the response was very encouraging. From the second year onwards, the response was greater and greater … double … doubling the previous years. There could be a few reasons, of course … the companies did more and more and gradually more people approached these companies. At the beginning, nobody knew what this logo was about, but then people started to talk about it and the awardees then started to explain through word of mouth. Their friends and industry … after they heard about it, then also started to contribute … being nominated and recognised.

It was continued to develop and around 2006 … ISO standards started … ISO26000 standard on social responsibility. Since the concept of CSR is a Western concept, CSR is not a very comprehensive concept; and yet to develop in HK at that time; when the companies hear the word 'responsibility', they may consider what 'responsibility' they need to bear … apart from paying profit tax … and we don't want to force them to do all aspects in ISO26000 when getting started, so this scheme is more about community-wise contribution. Some companies have ISO14001 or ISO50001 relating to energy and environmental management. Furthermore, we learn from society that CSR expectation is changing and evolving. There were more reporting on environmental conservation, labour relations; some exaggerated ... human rights ... employees. Then, supply chain and distribution; whether it involves slave labour. It could extend to many other areas.

We then reviewed the companies, some of them may contribute a lot in terms of community projects but it may be very imbalanced in other areas ... then we also include employees and environment as new areas for assessment. So, then this scheme focused on three major scopes ... while at the beginning, we have six areas all about one major scope of community, now it includes community, employees and environment and each area have different criteria. In terms of our requirements, we didn't expect the companies to achieve all aspects before they were nominated, we don't want to force them to do everything as the purpose is to encourage more companies to contribute. Some companies may have started by achieving a few criteria and they keep improving. We are talking about the triple bottom line, not only sustainability, employee, society and environment but in a broader context … it should be about sustainability in HK … when the companies started ... we don't expect them to achieve all. We want them to understand the key aspects and learn slowly; then expand the scope … this is more realistic … then it evolves to the scheme we have today.

2. There are 67 hotels or hotel groups under your scheme, which accounts for almost 30% of the high tariff A and B hotels in HK; please tell me some examples of their contribution.

In terms of hotel involvement in this scheme, you know we have 2,768 companies now ... around 2 years ago, there were over 2,500 already; more than 10% of them were under the MICE industry, including hotels ... it is not a very small percentage, definitely not very small as compared to other industries, because the number of employees involved is high; if they do more, we can see an impact ... a significant industry. This industry also started to be more focused ... like a yearly theme of environmental protection for hotel chain A; they expect all their affiliated hotels to do the same with targets and achievements ... improvements for the following year. Also, hotel B, is very all-rounded. Because of the corporate culture and value of this US company in HK, they started a programme a long time ago, nearly at the time we started ours. They partnered with Hong Chi Association and hired the mentally disabled. They also developed a housekeeping training programme for these trainees and got QF ... very serious, as an operator, they provided lots of support for the association; it is not easy, this hotel aimed to help these trainees ... for us ... we can obtained many different education for certificates, but they can't; it is difficult for them when they look for a job. In this way, these trainees would be awarded a certificate by the hotel. This programme is developed in a very systematic way; lots of efforts were made … not only helped the mentally disabled with employment but also their future. It involves lots of employees to follow through as well, not only their immediate supervisor or HR. The hotel also rally support from other hotels at the monthly meeting of the Hong Kong Hotel Association. Gradually, more and more hotels have started to hire them.

Hotel group C is also very proactive ... in terms of volunteering ... before they tended to have one off events, and then more and more middle-term partnership. There is a CSR team under this hotel group. Another form of cooperation for hotel D is focusing on helping mental health patients who are recovered from the illness. The programme is all-rounded. Since this group of people have shops selling merchandise - New life and have a small farm. The hotel helped them to sell their organic products and small plants in the hotel premise. This hotel also provides working opportunities to them.

More and more corporations have CSR positions, it is developing. Recently, there is a guideline from the Hong Kong Stock Exchange that all listed companies need to provide ESG report on three aspects: social, governance and environment. They need to show their targets clearly. If they don't do it, they need to report the reason why they are not doing it. This is a great motivation as it is now required. The Hong Kong Stock Exchange also provides many training for the listed companies. In HK, there are more than 1,000 listed companies; among them, we have more than 100 so far ... we have around 30 sustainability reports ... from these listed companies ... linked to our website. ESG is not a pioneering initiative. In the external environment, GRI is already developed to the fourth version; companies are required to explain what level they have achieved.

In the hotel industry, hotel group E which is owned by a listed company, has been doing very well. They made lots of effort apart from the CSR initiatives, and for their reporting, they used G4 (GRI) as a guideline to publish their sustainability report. Under their group, there are many operators. They have been working closely with minority groups recently. One programme is partnered with a secondary school. Since this group of students have a good level of English and are quite expressive and cheerful, they are quite suitable to work in hotels ... it depends if they have the opportunity, due to their competence in Chinese language, as it is not easy for them to find jobs in Hong Kong ... also it depends on whether they can blend into the Chinese or hotel culture.

Hotel E provides ... internship opportunities for secondary school students. In order to help them to adapt to this new working environment, family visits are arranged for employees to understand the culture and background of this minority group and their family members ... they create interest for the employees as well, so it is easier for them to cooperate at work. Research have also been done by the hotel to understand what they have learned … between trainees and existing employees, and impact … so the involvement is quite large. Also, the hotel is concerned about social enterprise … or NGOs … more and more; as long as they have this mission … Dialogue in the Dark, Taxi Diamond … these are the examples of private funding for social enterprise. This hotel tried to integrate their interest into the hotel's business operations. For example, they have some little gifts for their room guests. There was a social enterprise … a group of women knitted pouches for them to put little Christmas gifts into it. This is a very good example to raise the product's standard offered by the social enterprise. Also, some NGOs are bakeries; a bakery helped to design the graphics of cookie tins for the hotel. Another example is … sightseeing … the hotel recommended its room guests to join some cultural-based tours that were organised by NGOs. The hotel helped to integrate it … into their business operations … they did lots of preparation work and involved lots of support from employees, procurement staff, all levels and was very balanced.

I realised that hotels are gradually doing more and more and the depth is greater. Driving from the top management is really important, employees will be more engaged and enthusiastic ... so how to communicate internally ... makes a big difference for the success of a programme.

3. Your role is a match-maker between companies and NGOs or social enterprise; how do you help these companies and what advice do you give them?

Before choosing a partner, the most important thing is to decide the area that they want to help and the interest of the employees ... their value ... what resources can the company contribute; it is very important. What you think or want ... may not work out ... if your employees are not thinking in the same direction. Also, which area the company is concerned about more e.g. mental health patients ... if the employees are not ready, then it is not a must for the company to go in this direction. After the company has decided on a few areas, then we can help them to locate NGOs or any social needs being discussed recently ... they are correlated. Some companies prefer to have a theme for the whole year, unless it could be accumulated ... linked to the theme of the second year; otherwise one year is a very short period of time ... it starts with liaising with partners ... planning process, etc.

Nowadays, companies are becoming more focused. A big corporation in HK also owned some hotels. The corporation requires each of their subsidiary company to take up the responsibility of helping one secondary school; the responsibility is not for one event or one year but for 6 years.   In other words, each subsidiary company has to help students of form 1 to form 6; the programme has to run for six years. They also asked all their business partners to take up one school as well so as to create a bigger and longer-term impact.

There are other examples that are industry specific such as banking and finance. One industry association that has 12 members volunteered to do 12 workshops for low-income families located in different districts. The association rallied support from these members to use their own expertise to teach parents of these families the fundamental concept of saving. The purpose is to address the social issues of low-income groups and help them and their children to escape poverty.

For jewellery industry, they matched with secondary school ... even band 3 schools which may be located in rural areas ... with less resources. The companies delivered talks ... collaborated with institutions for industry-related skill sets, or other training for self-discipline and self-management; they also took these school children to trade shows to inspire them in their future career development.

There are different forms of cooperation. It depends on what the company wants to achieve, readiness of the employees, size of the company, their mission ... ultimate goal. Then think about the target group and what they want to achieve ... specific deliverables, future direction, etc. We hope we can guide them to think.

4. Are there any companies that focus on helping certain communities?

In Shum Shui Po district, company F has had a corporate volunteer team for more than ten years. Their target group is elderly who live alone usually in Shum Shui Po. Also, utilising their expertise, these volunteers visited the elderly and helped with house wiring (electricity wiring). A few years ago, when the flu shot was not provided to the elderly for free, they raised awareness of this issue and public donations then funded injections for the elderly. Later on, they also created awareness of Dementia which is a common illness found among the elderly ... since early detection of the disease is important, they have similar funding to help the elderly to undergo assessment, so they are helping the same target group and addressing societal needs through public support. Afterwards, they started to help the low-income group, a timely issue a few years ago. In 2011, they started the idea of opening a hot meal canteen serving dietician-supervised meals to the underprivileged at $10. There are many $10 canteens now, but it was very innovative at that time; there are also employment support during meal time, so if some of them need a job, or training, it becomes a platform to help the needy. For the elderly who live alone in Shum Shui Po without any social circle and rarely go out to dine, this canteen also helped them. These volunteers also visited residential buildings and distributed leaflets to create more awareness about the needy ... that there are organisations to offer help when needed ... also new arrivals from the mainland. There is another volunteer programme organised by company G that helped the target group of mental health; they have been doing it for more than ten years.

5. Please tell me about the area of employees in your scheme.

The area of employees is a key area … they are the internal customers. I think a company should care about its employees' needs. There are many areas … apart from fair and reasonable salaries like wellness, counselling, occupational safety, and regarding family responsibilities such as paternity leave, breast feeding room, etc. Companies should think about issues that employees are really concerned about; if they worry about their family issues, they can't concentrate at work … like child care centre … but only company H can provide child care facilities in the office building … especially in the central business district … not many other companies can do the same.

I know company I allows employees to bring their children to the office; probably small companies have the flexibility. As not everyone brings their children to work ... they may not affect others a lot. But ... to employees, there is symbolic meaning ... employees appreciate the thoughtfulness like companies providing a day off in the birthday month, or a day off for employees to take their parents out, and also a few hundred dollars for employees' parents ... for smaller companies. There are also holidays for employees to help their children to do revision during exam periods. All these little things can touch employees' hearts, make them feel being looked after and can raise their morale.

We did a survey in 2009 with 1,000 respondents. It was conducted by a university. The first question was whether companies which are concerned about CSR will appeal to them when looking for a job and the second question was ... if you consume any products or services, would you have more confidence to consume in companies that have concern for CSR. Of course, the responses were very positive. Especially for the first question, I think the new generation nowadays has great concerns regarding their free time (after work), i.e. quality time; this is the workforce of today; they have more expectations, so companies have to accommodate the societal changes. It is the trend.

6. What are the assessment criteria of a barrier-free environment as specified in your scheme?

There are more than 10 criteria in terms of barrier-free environment and barrier-free communication. For example, can a person who has visual impairment understand a menu? If not, that's a barrier ... if that person can access the products or services in the companies without others' help ... then it is barrier-free. When we assess companies, we cooperate with rehabilitation organisations. For example, they assess the slope of ramps to see if it is suitable for wheelchairs ... it maybe too high for the disabled or so narrow that a wheelchair can't turn around ... they consider this, also following the guidelines issued by the Building Department. For some bigger premises like in shopping malls, the building itself must fulfil these guidelines; then it is fine ... otherwise a site inspection would be arranged. This year, we hope to assess companies by site instead of the whole fast-food chain. In addition, some restaurants may provide Braille signs, or special menus to cater for disabled people's needs, while some provide sign language to cater for the deaf community ... there are different situations. There are also companies or shopping malls which provide a low level cash counter for wheelchair users.

7. How about social inclusion culture?

    We have a few themes. Inclusion means everyone can access ... without much
    barrier ... the same thing ... or during interaction among different groups of people, if
    they have no miscommunication ... then it is regarded as inclusion. For example,
    hiring mentally or physically disabled people, or LGBT, i.e. lesbian, gay, bi-sexual
    or transgendered. Last year, we had a few themes, and finally, from the nominees, we
    considered the theme of cultural inclusion ... minority groups ... mainly about South
    Asian ethnic groups. One of the famous fast food chains in Hong Kong ... they hired
    several hundred of this ethnic group which account for 8% of all their employees ...
    yes a lot. Their contribution is not just about hiring them, providing them jobs, they
    provide career advancement, training and development ... the same as local
    employees. This company made lots of effort to help create harmony between local
    employees and the ethnic group. There is an ambassador representing the group to
    ensure good communication. An NGO was involved and they also helped this ethnic
    group to share the best of culture with the local employees ... so the company also
    considered the development of friendship and exchanges of culture. It is not only
    about filling up the labour force, they helped the group to stay in the position. It is
    quite a comprehensive plan and demonstrated the all-rounded contribution.

Appendix 8: Interview Guide: Employees

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Interview Guide
Employees

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Format: Face-to-face interview
Target hotels: High tariff A & B hotels that have implemented CSR activities
Target respondents: Hotel employees
Recording method: Audio recording (upon interviewee's consent)
Duration: 30 minutes
No. of pages: 3 pages

Part A: CSR Activities

1. Please tell me the CSR policies/programmes/initiatives/activities organised by your hotel.
   - When did your hotel start to implement these CSR activities?
   - What activities do you like the most? Why?
   - Do you have any concern in terms of additional workload involved in operations due to incorporation of new procedures to achieve CSR targets?

2. Have you participated in any of these activities before? Why/why not?
   - Would you like to volunteer again? Why?
   - Would you recommend your peers to go with you? Why or why not?
   - How do you share your volunteering experience with your colleagues/friends?
   - Are there any platform arranged by your hotel for sharing experiences?

3. Are there any activities that are beneficial particularly to your local community?

4. Which departments/who are responsible for organising these activities?

5. Why do you think your hotel implements these activities?
   (e.g. competitive advantage, employees' well-being, corporate citizenship, employee commitment, pressures from NGOs, corporate image, PR and marketing)

6. Are there any CSR communication channels?

7. Does the management support CSR programmes? In what ways?

8. Do you know what is the future plan or direction of CSR in your hotel?
   (e.g. environment/social/employees)

Appendix 8: Continued

Part B: Employees' behaviour

9. How do you see your hotel's CSR activities in relation to employees' attitude or behavioural change?

   a) Organisational commitment
   - Do you find a strong commitment after participating in CSR activities? (e.g. higher retention rate/lower absenteeism/organisational commitment)

   b) Organisational citizenship behaviour
   - Altruism: more supportive and volunteer to help co-workers and supervisors (e.g. help orient new employees, assist co-workers with heavy workload, punctuality, etc.)
   - Sportsmanship: do not complain about trivial matters (e.g. focus on the positive not the wrong-doing)
   - Civic virtue: communicate opinions about work issues and encourage others to get involved in issues that affect the group or promote organisational image to outsiders
   - Conscientiousness: take personal ownership
   - Courtesy: help to prevent, resolve, or mitigate unconstructive interpersonal conflict

   c) Customer-oriented behaviour
   - Do you have more enthusiasm when dealing with customers? (e.g. more cheerful/helpful to customers)

Part C: CSR Perception

10. Does a hotel appeal to you if it is a good corporate citizen?

11. Please use a word or a phrase to express the meaning of CSR to you. (Please elaborate)

Appendix 8: Continued

Examples of CSR activities:

- Employee well-being
    - Health and occupational safety
    - Work-life balance or family-friendly practices
    - Physical and mental health (e.g., sports events, yoga, meditation classes, weight management)

- Workforce diversity
    - Labour rights
    - Socially inclusive work culture
    - Anti-discrimination
    - Sexual harassment

- Supply chain
    - Responsible procurement policy
    - Fair-trade products
    - Eco-friendly products
    - Honesty and transparency
    - Education and awareness programme for suppliers, customers and employees

- Sustainability (environment)
    - Climate change mitigation
    - Biodiversity preservation and conservation
    - Water use and disposal management
    - Food waste management
    - Recycling and reusing

- Sustainability (wider community)
    - Volunteering (e.g. community outreach and volunteering hours)
    - Donations
    - Partnership with NGOs
    - Children's health or education
    - Habitat protection
    - Society's well-being (e.g. blood-donation day, flag day, elderly home visit, beach clean up)

- End -

Appendix 9: Interview Guide: Senior Management

Interview Guide
Senior Management
(General Manager/Director/Human Resource Manager/CSR Personnel)

Format: Face-to-face interview
Target hotels: High tariff A & B hotels that have implemented CSR activities
Target respondents: Senior management/human resource managers
Recording method: Audio recording (upon interviewee's consent)
Duration: 30 minutes
No. of pages: 1

_____

1. When did your hotel start to implement CSR programmes/activities?

2. Which departments/who are responsible for organising these activities?

3. What is the purpose of implementing these activities?
   (e.g., competitive advantage, employees' well-being, corporate citizenship,
   employee commitment, pressures from NGOs, corporate image, PR and marketing)

4. Have your hotel/brand(s) received any CSR awards/accolades?

5. Please tell me the CSR policies/programmes/initiatives/activities organised by your
   hotel?

6. Which activity is the most successful?

7. In what ways does your management team support CSR?

8. Are there any mechanisms in your hotel to obtain employee feedback on CSR
   programmes/activities?

9. How do your staff perceive CSR activities in your hotel?

10. Do you see any changes in employees' attitudes and behaviour after they have
    participated or been involved in CSR activities/work role?

11. Does your hotel communicate any CSR mission on your hotel website?

12. What is the future plan/direction of CSR in your hotel?

-    The End   -

Appendix 10: A Sample Trail of Open Coding

Trail →

Open Coding

| Employees |

Interviewee E3
Transcript
(TE003)
Volunteering

Interviewee E6
Transcript
(TE006)
Birthday leave

Interviewee E6
Transcript
(TE006)
5-day work

Interviewee E8
Transcript
(TE008)
Recreational gathering

Interviewee E8
Transcript
(TE008)
Interest class

Interviewee E10
Transcript
(TE010)
WL Balance culture

Interviewee H18
Transcript
(TE018)
5-day work

Coded Segment

Policies to enhance work and life balance

Theme

Work-life Balance

(Source: Developed by the author)

332

Appendix 11: Expert Review Evaluation Form

THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學

School of
Hotel & Tourism Management
酒 店 及 旅 遊 業 管 理 學 院

Dear

Further to my email dated xxx, I would appreciate it if you could kindly help to perform a content validity check for my study. The details are as follows:

- to assess the 'representativeness' of the construct for each statement;
- to assess the 'applicability' of the statements to the industry;
- to improve the readability of each statement, if necessary;
- to provide any comments on the Chinese translation associated with each statement, if you are able to read Chinese;

- to suggest any missing items to be included, if any; and
- to provide an overall comment at the end (under 'Overall Comments').
- to return the completed evaluation form on or before Friday, 29 August 2014, if possible

(Please kindly email me on your completion and I will pick it up from your office directly)

The definition of the construct and individual items are listed on the following pages.
Thank you very much for your kind consideration. Please feel free to contact me if I can provide you with any further information.

Best regards
Annie

Annie Ko
PhD Candidate
School of Hotel and Tourism Management
The Hong Kong Polytechnic University
Office: 852-3400   / Mobile: 852-9197   / Email: Annie.a.ko@

Appendix 11: Continued

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Expert Review
Evaluation Form

</div>

Definitions of Perceived Corporate Social Responsibility (PCSR)

Corporate social responsibility (CSR) is a hotel's continuing commitment, through discretionary business decisions, to maintain profitable while at the same time behave legally, ethically and respectfully to improve the natural environment, to safeguard the rights of hotel guests, suppliers, owners and investors, and to improve the quality of life of the workforce and their families, the community and society at large (Carroll, 1979; Dahlsrud, 2008; Turker, 2008).

Perceived Corporate Social Responsibility (PCSR) is defined as employees' perceptions of their hotel's voluntary actions towards corporate social responsibility.

As there is no single word that can capture the full idea of voluntary actions taken by hotels to perform varying degree of corporate social responsibility, the common CSR terms such as activities, initiatives, programs or policies are interchangeable in the context of this study.

Assessment of 'Representativeness' of the construct	Assessment of 'Applicability' to the industry
1 = Not at all representative 2 = Not representative 3 = Neutral 4 = Representative 5 = Highly representative	1 = Highly inapplicable 2 = Inapplicable 3 = Neutral 4 = Applicable 5 = Highly applicable

Appendix 11: Continued

A.	Employees 員工	Source	Representativeness					Applicability					Comments
1.	This hotel provides employees with fair and reasonable salaries. 酒店給予員工公平和合理的工資。	Park & Levy (2014); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
2.	This hotel always complies with the laws that regulate hiring and employee benefits. 酒店經常依從勞工法例招聘員工和給予適當的福利。	Maignan & Ferrell (2000)	1	2	3	4	5	1	2	3	4	5	
3.	This hotel has internal policies to prevent discrimination in employees' compensation and promotion. 酒店有內部指引防止員工的薪酬調整和晉升機會受到歧視。	Maignan & Ferrell (2000)	1	2	3	4	5	1	2	3	4	5	
4.	The managerial decisions related with the employees' evaluation process are usually fair. 管理層會公平地評估員工的工作表現。	Maignan & Ferrell (2000); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
5.	This hotel incorporates the interests of employees in business decisions. 員工利益是酒店商業決策的其中一個考慮因素。	Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	
6.	This hotel treats our employees fairly and respectfully. 酒店會一視同仁地尊重每位員工。	Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

A.	Employees 員工 (Continued)	Source	Representativeness					Applicability					Comments
7.	This hotel promotes social inclusion workforce culture (e.g. minority groups, physically/mentally disabled or LGBT*). 酒店人力資源政策提倡建造友善共融，接納不同人士的工作環境。(例如：少數族裔、殘障或智障人士或同性戀者。) *LGBT means lesbian, gay, bi-sexual or transgendered 女同性戀者，男同性戀者，相性戀者或變性者*	Community Business (2014); CSR Times (2014, February 28); The Hong Kong Council of Social Service (n.d.); Maignan & Ferrell (2000)	1	2	3	4	5	1	2	3	4	5	
8.	This hotel's policies encourage employees to have a good work and life balance (e.g. interest class or recreational gathering on a regular basis, etc.). 酒店政策提倡員工平衡工作與生活。(例如：提供定期興趣班或康樂活動日。)	CSR Times (2014, February 28); The Hong Kong Council of Social Service (n.d.); Maignan & Ferrell (2000); Park & Levy (2014); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
9.	This hotel provides a safe and healthy working environment to all employees. 酒店為所有員工給予一個安全健康的工作環境。	The Hong Kong Council of Social Service (n.d.); Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

A.	Employees 員工 (Continued)	Source	Representativeness					Applicability					Comments
10.	This hotel always encourages employees to enhance their skills for career advancement. 酒店時常鼓勵員工自我增值為事業前途作準備。	Park & Levy (2014); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
11.	This hotel always supports employees who want to acquire further education. 酒店十分支持員工持續進修。	Maignan & Ferrell (2000); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
12.	The management of our hotel is primarily concerned with employees' needs and wants. 酒店的管理層十分注重員工的需要。	CSR Times (2014, February 28); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
13.	This hotel always cares about its employees and provides decent working conditions such as welfare facilities to them (e.g. staff restaurant, locker room, leisure room or accommodation and transportation arrangements during adverse weather, etc.). 酒店十分關顧員工的尊嚴問題，為員工提供良好的工作條件，例如設有相關的福利設施。(例如：員工餐廳、更衣室及休息室或惡劣天氣暫住和交通安排等。)	KPMG (n.d.)	1	2	3	4	5	1	2	3	4	5	
14.	This hotel seeks to provide family-friendly practices (e.g. five-day work week, paternity leave or open day for family members, etc.). 酒店嘗試為員工提供家庭友善措施。 (例如：五天工作制，有薪男士侍產假或家庭開放日等。)	CSR Times (2014, February 28); The Hong Kong Council of Social Service (n.d.)	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

A.	Employees 員工 (Continued)	Source	Representativeness					Applicability					Comments
15.	This hotel provides activities and support to show concern on employee's mental-wellness (e.g. stress management workshops or counselling service, etc.). 酒店為員工提供活動或支援服務以協助員工關注自身的精神健康。 (例如：壓力管理工作坊或心理輔導服務等。)	CSR Times (2014, February 28); The Hong Kong Council of Social Service (n.d.)	1	2	3	4	5	1	2	3	4	5	
16.	This hotel encourages the employees to participate in voluntarily activities. 酒店鼓勵員工參予義務工作。	CSR Times (2014, February 28); The Hong Kong Council of Social Service (n.d.); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
17.	This hotel provides mentorship training program for volunteering team so as to bring out the best during community work. 酒店提供同儕互助訓練計劃培訓義工團隊更有效完成義務工作。	Industry practices	1	2	3	4	5	1	2	3	4	5	
18.	This hotel provides a platform for employees to share voluntarily experiences (e.g. intranet or staff notice board, etc.). 酒店提供交流平台予員工分享義務工作經驗。(例如：內聯網或布告板等。)	CSR Times (2014, February 28); Industry practices	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

B.	Guests 賓客	Source	Representativeness					Applicability					Comments
19.	This hotel incorporates the interests of our guests in business decisions. 客戶利益是酒店商業決策的其中一個考慮因素。	Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	
20.	This hotel respects consumer rights beyond legal requirements. 酒店對消費者權益的保障比法定要求更多。	Park & Levy (2014); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
21.	This hotel requires us to provide full and accurate information to all guests. 酒店要求員工為賓客提供完整和準確的資訊。	Maignan & Ferrell (2000); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
22.	This hotel is responsive to guests' corporate social responsibility needs (e.g. provide fair trade products such as coffee/chocolates, etc.). 酒店會回應賓客對企業社會責任的祈望。(例如：供應公平貿易咖啡或朱古力等。)	Industry practices	1	2	3	4	5	1	2	3	4	5	
23.	This hotel seeks to provide 'Green Meeting' option to our corporate clients so as to minimise environmental impacts (e.g. low-carbon menu, fair trade coffee and recycling of leftover conference supplies, etc.). 酒店嘗試提供「環保綠色會議」服務讓支持環保的企業客戶選擇。(例如：低碳餐單、公平貿易咖啡和循環再用會議用品等。)	Industry practices	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

B.	Guests 賓客 (Continued)	Source	Representativeness					Applicability					Comments
24.	This hotel provides opportunity for our guests to help conserve the environment. 酒店向賓客提供為保護環境盡一分力的機會。	Industry practices	1	2	3	4	5	1	2	3	4	5	
25.	This hotel provides opportunity for our guests to engage in charitable events (e.g. cash donation). 酒店給賓客提供參與公益慈善活動的機會。 (例如：金錢捐款。)	Industry practices	1	2	3	4	5	1	2	3	4	5	
C.	**Local Community 本地社區**	**Source**	**Representativeness**					**Applicability**					**Comments**
26.	This hotel supports campaigns and projects that promote the well-being of society (e.g. blood-donation day or flag day, etc.). 酒店為促進社會福利的活動和項目作出貢獻。 (例如：捐血日或賣旗日等。)	Park & Levy (2014); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
27.	This hotel incorporates the interests of local community in business decisions. 社區利益是酒店商業決策的其中一個考慮因素。	Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	
28.	This hotel financially supports local charities through donations, sponsoring, and/or provision of goods and services. 酒店通過捐款、提供商品或服務贊助支持本地慈善機構。	Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	
29.	This hotel maintains long-term partnerships with non-governmental organisations (NGOs). 酒店與非牟利機構維持長期合作伙伴關係。	Industry practices	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

C.	Local Community 本地社區 (Continued)	Source	Representativeness					Applicability					Comments
30.	This hotel encourages partnerships with local businesses or schools on community projects. 酒店支持與本地商業機構或學校建構商社合作關係。	Industry practices; Maignan & Ferrell (2000); Park & Levy (2014); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
31.	This hotel is committed to support our corporate volunteer team. 酒店承諾致力支持所屬的企業義工團隊。	Industry practices	1	2	3	4	5	1	2	3	4	5	
32.	This hotel supports vulnerable people in the community through donating excess edible food from our kitchen. 酒店參與了食品捐贈計劃把食品轉交社會服務機構捐贈予弱勢社群。	Industry practices	1	2	3	4	5	1	2	3	4	5	
33.	This hotel supports procurement of products/services through social service organisations, social enterprises or co-operatives (e.g. hand-made gift bags). 酒店支持透過社會服務機構、社會企業或合作社採購產品或服務。(例如：手製禮物袋。)	Industry practices	1	2	3	4	5	1	2	3	4	5	
34.	This hotel promotes a barrier-free culture by investing facilities to cater the needs of the disabled (e.g. Braille signs or remodelled passage ways, etc.). 酒店透過增設無障礙設施照顧傷殘人士的需要提倡無障礙文化。 (例如：點字牌或通道改裝等。)	CSR Times (2014, February 28); The Hong Kong Council of Social Service (n.d.)	1	2	3	4	5	1	2	3	4	5	

C.	Local Community 本地社區 (Continued)	Source	Representativeness					Applicability					Comments
35.	This hotel gives adequate contributions to charities. 酒店給予公益慈善的捐款是足夠的。	Maignan & Ferrell (2000)	1	2	3	4	5	1	2	3	4	5	
36.	This hotel makes investment to create a better life for future generations. 酒店投放資源為年輕一代創造更好的生活素質。	Turker (2009)	1	2	3	4	5	1	2	3	4	5	
D.	**Natural Environment 自然環境**	**Source**	**Representativeness**					**Applicability**					**Comments**
37.	This hotel incorporates environmental concerns in its business decisions (e.g. 'paperless check-in and check-out' system). 環境保護的概念是酒店商業決策的其中一個考慮因素。(例如：「無紙化登記入住」電腦系統。)	Industry practices; Park & Levy (2014); Turker (2009)	1	2	3	4	5	1	2	3	4	5	
38.	A programme is in place to reduce the amount of energy wasted in our hotel business (e.g. high efficiency LED lamps or automatic turn off light sensor, etc.). 我們透過環保項目節省能源。(例如：高效能 LED 燈或感應式電力開關系統等。)	Industry practices; Maignan & Ferrell (2000)	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

D.	Natural Environment 自然環境 (Continued)	Source	Representativeness					Applicability					Comments
39.	This hotel actively attempts to minimise the environmental impact of its operation through recycling programme (e.g. Glass container recycling programme – hotel sector or waste paper reuse or upcycling, etc.). 酒店致力透過回收計劃減省在營運時對環境產生的負面影響。(例如：「酒店業玻璃樽回收計劃」或廢紙回收及重用等。)	Industry practices; Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	
40.	This hotel seeks to purchase products which minimise environmental impacts (e.g. biodegradable cleaning products or eco-friendly guestroom amenities, etc.). 酒店嘗試採購環保用品以減少對環境的破壞。(例如：使用可生物分解洗滌劑或對環境無害的客房設備及用品等。)	Industry practices; Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	
41.	This hotel encourages guests to conserve water resources through programmes and initiatives (e.g. towel & linen reuse programme). 酒店透過環保項目鼓勵住客珍惜水資源。(例如：按住客要求更換床單及毛巾次數。)	Industry practices	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

D.	Natural Environment 自然環境 (Continued)	Source	Representativeness					Applicability					Comments
42.	This hotel complies with international green building standards or has attained some environmental labels/certifications (e.g. green roof and podium, ISO14001 or ISO50001 certification, etc.). 酒店設計符合國際環保建築標準或已獲得環保標誌認證。（例如：綠化屋頂和平台、ISO14001 或 ISO50001 認證等。）	The Hong Kong Council of Social Service (n.d.); Industry practices	1	2	3	4	5	1	2	3	4	5	
43.	This hotel supports sustainable seafood in our restaurant's menu (e.g. use WWF's 'Sustainable Seafood Guide' or join the 'Alternative Shark-free Menu' programme, etc.). 酒店支持選用可持續海鮮作餐廳食材。（例如：採用世界自然基金會的「海鮮選擇指引」或參加「無翅宴會菜單選擇」計劃等。）	Industry practices	1	2	3	4	5	1	2	3	4	5	
44.	This hotel financially supports environmental initiatives in other countries apart from Hong Kong. 酒店除了本地項目外，也透過慈善捐款支持其他國家的環保項目。	Industry practices; Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	

E.	Hotel Suppliers 酒店供應商	Source	Representativeness					Applicability					Comments
45.	This hotel integrates corporate responsibility criteria into the selection and evaluation process of preferred suppliers. 酒店在揀選供應商時，供應商的企業責任理念是重要的考慮因素。	Industry practices	1	2	3	4	5	1	2	3	4	5	
46.	This hotel has sustainable procurement guidelines for references. 酒店已製定可持續採購指引作參考。	Industry practices	1	2	3	4	5	1	2	3	4	5	
47.	This hotel fully discloses the sources of its food supplies to restaurant guests when asked. 酒店會如實告知賓客，餐廳的食物來源。	Industry practices	1	2	3	4	5	1	2	3	4	5	
F.	Owners/Investors 酒店擁有者/投資者	Source	Representativeness					Applicability					Comments
48.	This hotel has appointed a primary person/corporate social responsibility team to manage sustainability on a day-to-day basis. 酒店已委任專責團隊或負責人處理企業社會責任的相關工作。	KPMG (n.d.)	1	2	3	4	5	1	2	3	4	5	
49.	A mission statement that embraces corporate social responsibility can be found in our hotel's website. 酒店網站已上載有關企業社會責任理念的使命宣言。	Industry practices	1	2	3	4	5	1	2	3	4	5	

Appendix 11: Continued

F.	Owners/Investors 酒店擁有者/投資者 (Continued)	Source	Representativeness					Applicability					Comments
50.	This hotel has responsibility to report on the hotel's environmental or sustainability performances (e.g. publish annual corporate social responsibility/sustainability report). 酒店有責任定期會報有關環境保護或可持續發展的貢獻。(例如：發佈企業社會責任或可持續發展年報。)	The Hong Kong Council of Social Service (n.d.); KPMG (n.d.); Park & Levy (2014)	1	2	3	4	5	1	2	3	4	5	

(Source: Complied/developed by the author)

Overall comments:

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Remarks

Industry practices refer to information obtained from qualitative interviews with hotel human resource directors or managers.

Appendix 12: Bi-lingual Survey Instrument

CORPORATE SOCIAL RESPONSIBILITY SURVEY
(HOTEL CUSTOMER-CONTACT EMPLOYEES)
企業社會責任問卷調查 (酒店員工)

For Office Use Only (BI-VER-6-110215)
Hotel Code:
Questionnaire No.:

The purpose of this survey is to understand your perception of the corporate social responsibility (CSR) at your hotel. The results of the study will help the hotel industry to improve its social responsibilities for the good of employees and society. This survey is an important part of my PhD thesis; the information that you provide will be used for education and research purposes only. All the data will be kept strictly confidential. Thank you for your time and cooperation.

是次問卷調查主要目的為了解在酒店工作的你對企業社會責任的看法。研究結果將有助酒店業改善其對員工及社會的企業責任。這項研究是本人博士論文的重要部分，所有資料將會保密並只用作教學及研究。謝謝你的參與和合作。

1. Are you currently a full-time employee? ☐ Yes ☐ No
   你現在是否一名全職員工？ ☐ 是 ☐ 不是
2. Do you have customer-contact opportunities on a daily basis? ☐ Yes ☐ No
   在日常工作中，你有沒有機會接觸酒店賓客？ ☐ 有 ☐ 沒有

Section I 第一部分 : Employees' Perception 員工的觀感

Please indicate your level of agreement with each of the following statements by circling ONE number below.
請選擇一至五代表你對以下句子的同意程度。每題只選一項。

1 = Strongly Disagree (SD) 非常不同意	2 = Disagree (D) 不同意	3 = Neutral (N) 中立	4 = Agree (A) 同意	5 = Strongly Agree (SA) 非常同意

A. Hotel Employees 酒店員工	SD 非常不同意	D 不同意	N 中立	A 同意	SA 非常同意
1. This hotel treats employees fairly and respectfully. 酒店會公平對待和尊重每位員工。	1	2	3	4	5
2. Management's evaluation of employees' performance is fair. 管理層會公平地評估員工的工作表現。	1	2	3	4	5
3. This hotel provides a safe and healthy working environment to all employees. 酒店為所有員工給予一個安全健康的工作環境。	1	2	3	4	5
4. The management is concerned with employees' needs and wants. 管理層會注重員工的需要。	1	2	3	4	5
5. This hotel's policies encourage employees to have a good work and life balance (e.g. interest class, recreational gathering or open day for family members on a regular basis, etc.). 酒店政策提倡員工平衡工作與生活。(例如：提供定期興趣班、康樂活動或家庭開放日等。)	1	2	3	4	5
6. This hotel always encourages employees to acquire further education for career advancement. 酒店時常鼓勵員工持續進修為事業前途作準備。	1	2	3	4	5
7. This hotel always cares about its employees and provides decent working conditions such as welfare facilities to them (e.g. staff restaurant, lockers room, leisure room or accommodation and transportation arrangements during adverse weather, etc.). 酒店十分關顧員工，特為員工提供良好的工作條件包括福利設施。(例如：員工餐廳、更衣室、休息室或惡劣天氣暫住及交通安排等。)	1	2	3	4	5
8. This hotel provides activities to enhance employees' emotional well-being (e.g. stress management workshops or counselling services, etc.). 酒店為員工提供活動或支援服務以協助員工關注自身的精神健康。(例如：壓力管理工作坊或心理輔導服務等。)	1	2	3	4	5

B. Hotel Guests 酒店賓客	SD 非常不同意	D 不同意	N 中立	A 同意	SA 非常同意
9. This hotel incorporates the interests of our guests into its business decisions. 賓客利益是酒店商業決策的其中一個考慮因素。	1	2	3	4	5
10. This hotel respects consumer rights beyond the legal requirements. 酒店對消費者權益的尊重比法定要求更多。	1	2	3	4	5
11. One of the main principles of this hotel is to provide high-quality products and services to our guests. 為賓客提供高質素的產品及服務是酒店其中一項主要的服務原則。	1	2	3	4	5
12. This hotel requires us to provide full and accurate information to guests. 酒店要求員工為賓客提供完整和準確的資訊。	1	2	3	4	5
13. This hotel is highly responsive to guest complaints. 酒店會積極回應賓客的投訴。	1	2	3	4	5
14. Guest satisfaction is highly important for this hotel. 酒店非常重視賓客對酒店的滿意程度。	1	2	3	4	5
C. Local Community 本地社區					
15. This hotel supports campaigns and projects that promote the well-being of society (e.g. blood-donation day or flag day, etc.). 酒店為促進社會福利的活動和項目作出貢獻。 (例如：捐血日或賣旗日等。)	1	2	3	4	5
16. This hotel financially supports local charities through donations, sponsorship, and/or the provision of goods and services. 酒店通過捐款、提供商品或服務贊助支持本地慈善機構。	1	2	3	4	5
17. This hotel promotes a barrier-free culture by providing a range of facilities to the disabled (e.g. Braille signs or remodelled passage ways, etc.). 酒店透過增設無障礙設施照顧傷殘人士的需要以提倡無障礙文化。 (例如：點字牌或通道改裝等。)	1	2	3	4	5
18. This hotel promotes a social inclusion workforce culture (e.g. minority groups, physically/mentally disabled or LGBT*). 酒店提倡建造友善共融，接納不同人士的工作環境。 (例如：少數族裔、殘障或智障人士或同性戀者*。) *LGBT means Lesbian, Gay, Bi-Sexual or Transgendered 女同性戀者，男同性戀者，雙性戀者或變性者	1	2	3	4	5
19. This hotel supports the procurement of products/services produced by social enterprises or co-operatives (e.g. hand-made gift bags or souvenirs, etc.). 酒店支持透過社會企業或合作社採購產品或服務。 (例如：手製禮物袋或紀念品等。)	1	2	3	4	5
20. This hotel is committed to supporting our corporate volunteering team. 酒店承諾致力支持所屬的企業義工團隊。	1	2	3	4	5
21. This hotel gives adequate contributions to charities. 酒店給予公益慈善足夠的捐款。	1	2	3	4	5
22. This hotel donates edible food to help vulnerable people. 酒店支持食品捐贈計劃把食品轉交社會服務機構捐贈予弱勢社群。	1	2	3	4	5
23. This hotel maintains long-term partnerships with non-governmental organisations (NGOs). 酒店與非牟利服務機構維持長期合作伙伴關係。	1	2	3	4	5
24. This hotel makes investment to create a better life for future generations (e.g. providing learning opportunities during hotel visits for secondary school students). 酒店投放資源為年輕一代創造更好的未來。 (例如：設立酒店參觀項目給予中學生學習機會。)	1	2	3	4	5

D. Natural Environment 自然環境	SD 非常 不同意	D 不同意	N 中立	A 同意	SA 非常 同意
25. This hotel incorporates environmental concerns in its business decisions (e.g. paperless check-in and check-out system or other programmes, etc.). 環境保護的概念是酒店商業決策的其中一個考慮因素。(例如:「無紙化登記入住」電腦系統或其他項目等。)	1	2	3	4	5
26. A programme is in place to reduce the energy consumption of this hotel (e.g. high efficiency LED lamps or automatic turning off lights sensors, etc.). 我們透過環保項目節省能源。(例如:高效能LED燈或感應式電力開關系統等。)	1	2	3	4	5
27. This hotel actively attempts to minimize the environmental impact of its operation through various recycling programmes (e.g. "Glass container recycling programme – hotel sector", waste paper reuse or upcycling projects, etc.). 酒店致力透過回收或重用計劃減省在營運時對環境產生的負面影響。(例如:「酒店業玻璃樽回收計劃」或廢紙回收及重用項目等。)	1	2	3	4	5
28. This hotel seeks to purchase products which minimize environmental impacts (e.g. biodegradable cleaning products or eco-friendly guestroom amenities, etc.). 酒店嘗試採購環保用品以減少對環境的破壞。(例如:使用可生物分解洗滌劑或對環境無害的客房設備及用品等。)	1	2	3	4	5
29. This hotel encourages guests to conserve water resources through various water conservation programmes (e.g. towel & linen reuse programmes, etc.). 酒店透過環保項目鼓勵住客珍惜水資源。(例如:按住客要求重復使用床單及毛巾等。)	1	2	3	4	5
30. This hotel complies with international green building standards or has attained some environmental labels/certifications (e.g. green roof and podium, ISO14001 or ISO50001 Certification, etc.). 酒店設計符合國際環保建築標準或已獲得環保標誌認證。(例如:綠化屋頂和平台、ISO14001或ISO50001認證等。)	1	2	3	4	5
31. This hotel offers sustainable seafood on its menu (e.g. uses WWF's "Sustainable Seafood Guide" or has joined the "Alternative Shark fin-free Menu" programme, etc.). 酒店選用可持續海鮮作餐廳食材。(例如:採用世界自然基金會的「海鮮選擇指引」或參加「無翅宴會菜單選擇」計劃等。)	1	2	3	4	5
E. Owners/Investors 酒店擁有者投資者					
32. This hotel fully discloses the sources of its food supplies to restaurant guests when asked. 酒店會如實告知賓客,餐廳的食物來源。	1	2	3	4	5
33. This hotel has appointed a primary person/corporate social responsibility team to manage sustainability on a day-to-day basis. 酒店已委任一名企業社會責任負責人或團隊專責處理可持續發展項目的日常工作。	1	2	3	4	5
34. Corporate social responsibility is part of the hotel's mission. 履行企業社會責任是酒店其中一項使命。	1	2	3	4	5
35. A mission statement that embraces corporate social responsibility is on the hotel's website. 酒店網站已上載有關企業社會責任理念的使命宣言。	1	2	3	4	5
36. This hotel reports its environmental or sustainability performance regularly to the public (e.g. publishes annual corporate social responsibility reports or sustainability reports, etc.). 酒店會定期會報有關環境保護或可持續發展的貢獻。(例如:發佈企業社會責任年報或可持續發展年報等。)	1	2	3	4	5

Section II 第二部分：Employees' Attitude and Behaviour 員工態度和行為研究					
A. Organisational Commitment 員工對機構的工作承情	SD 非常不同意	D 不同意	N 中立	A 同意	SA 非常同意
1. I would be very happy to spend the rest of my career with this hotel. 我會很樂意在餘下的職業生涯裡為這酒店效力。	1	2	3	4	5
2. I really feel as if this hotel's problems are my own. 我確實感到自己把這酒店的問題當作是自己需要面對的問題。	1	2	3	4	5
3. I do not feel like "part of the family" at this hotel. 我不感到自己屬於酒店這個大家庭。	1	2	3	4	5
4. I do not feel "emotionally attached" to this hotel. 我不感到自己對這酒店有深厚感情。	1	2	3	4	5
5. This hotel has a great deal of personal meaning for me. 這酒店對我而言有一份特別深厚的意義。	1	2	3	4	5
6. I do not feel a strong sense of belonging to this hotel. 我不感到自己對這酒店有強烈的歸屬感。	1	2	3	4	5
7. I do not feel any obligation to remain with my current employer. 我不感到自己有任何義務為現時的酒店繼續工作。	1	2	3	4	5
8. Even if it were to my advantage, I do not feel it would be right to leave this hotel now. 即使離開這酒店會對我有利，但我不認為現時離開是正確的決定。	1	2	3	4	5
9. I would feel guilty if I left this hotel now. 如果我現在離開這酒店，我會感到內疚。	1	2	3	4	5
10. This hotel deserves my loyalty. 這酒店值得我忠誠以待。	1	2	3	4	5
11. I would not leave this hotel right now because I have a sense of obligation to the people in it. 我現在不會辭去酒店職務，因為我要對酒店的同僚負責。	1	2	3	4	5
12. I owe a great deal to this hotel. 我深深感激酒店對我的待遇。	1	2	3	4	5
13. It would be very hard for me to leave this hotel right now, even if I wanted to. 即使我想辭去酒店職務，但現在離開仍是很艱難的決定。	1	2	3	4	5
14. Too much in my life would be disrupted if I decided I wanted to leave this hotel now. 如果我決定現時辭去酒店職務，我的生活很大程度上會被打亂。	1	2	3	4	5
15. Right now, staying with this hotel is a matter of necessity as much as desire. 我現在繼續任職這酒店是出於生活上的需要多於祈望。	1	2	3	4	5
16. I feel that I have too few options to consider leaving this hotel. 我感到就業機會太少，所以我不考慮離開這酒店。	1	2	3	4	5
17. One of the few serious consequences of leaving this hotel would be the scarcity of available alternatives. 離開這酒店其中一個很嚴重的後果，是職場上缺乏可供選擇的相關職位。	1	2	3	4	5
18. One of the major reasons I continue to work for this hotel is that leaving would require considerable personal sacrifice; another hotel may not match the overall benefits that I have here. 我繼續任職這酒店其中一個主因是考慮到離職後所帶來的個人損失，因其他酒店未能給予我同等的薪酬和福利。	1	2	3	4	5

B. Organisational Citizenship Behavior 機構的「公民」行為	SD 非常 不同意	D 不同意	N 中立	A 同意	SA 非常 同意
1. I help others who have heavy workloads. 我會協助工作繁重的同事。	1	2	3	4	5
2. I am always ready to lend a helping hand to those around me. 我樂意隨時隨地協助其他同事。	1	2	3	4	5
3. I help others who have been absent. 我會幫助缺勤的同事處理工作。	1	2	3	4	5
4. I am willing to help others who have work-related problems. 我願意幫助同事解決與工作相關的問題。	1	2	3	4	5
5. I help orient new people even though it is not required. 即使並非我的工作範圍，我也願意幫助新入職的同事適應工作。	1	2	3	4	5
6. I am one of the most conscientious employees. 我是酒店其中一名最憑良心做事的員工。	1	2	3	4	5
7. I believe in giving an honest day's work for an honest day's pay. 我相信盡心盡力工作，會得到相應的報酬。	1	2	3	4	5
8. My attendance at work is above the norm. 我的出席率高於一般水平。	1	2	3	4	5
9. I do not take extra breaks. 我工作時不額外增加休息時間。	1	2	3	4	5
10. I obey company rules and regulations even when no one is watching. 即使沒有人監管，我也會自覺地遵從酒店的規章制度。	1	2	3	4	5
11. I am the classic "squeaky wheel" that always needs greasing. 沒有別人的鞭策，我不會自覺地完成工作。	1	2	3	4	5
12. I consume a lot of time complaining about trivial matters. 我花大量的工作時間抱怨一些微不足道的事情。	1	2	3	4	5
13. I tend to make "mountains out of molehills". 我傾向小題大造，言過其實。	1	2	3	4	5
14. I always focus on what's wrong, rather than the positive side. 我工作時經常把焦點放在負面多於正面。	1	2	3	4	5
15. I always find fault with what my hotel is doing. 我經常找出這酒店的錯處。	1	2	3	4	5
16. I try to avoid creating problems for co-workers. 我盡量避免給同事帶來麻煩。	1	2	3	4	5
17. I consider the impact of his/her actions on co-workers. 我會關切個別同事的行為如何影響工作伙伴。	1	2	3	4	5
18. I do not abuse the rights of others. 我不會妄用其他同事的權利。	1	2	3	4	5
19. I take steps to try to prevent problems with other employees. 我會盡力避免與同事產生磨擦。	1	2	3	4	5
20. I am mindful of how my behaviour affects other people's jobs. 我很著意自己的行為會否影響其他同事的工作。	1	2	3	4	5
21. I keep abreast of changes in our hotel. 我時刻緊貼這酒店的最新動向。	1	2	3	4	5
22. I attend meetings that are not mandatory, but are considered important. 我願意出席非強制性但重要的會議。	1	2	3	4	5
23. I attend functions that are not required, but help our hotel image. 我願意出席非強制性但有助酒店形象的活動。	1	2	3	4	5
24. I read and keep up with hotel's announcements, memos, and so on. 我會時刻留意及細閱這酒店的公告及備忘等資訊。	1	2	3	4	5

C. Customer-oriented Behavior 「以客為本」待客行為	SD 非常不同意	D 不同意	N 中立	A 同意	SA 非常同意
1. I try to find out what our guests need. 我會盡力找出賓客的需要。	1	2	3	4	5
2. I answer our guests' questions about our products and/or services as correctly as I can. 我會盡量正確地回答賓客對酒店產品及服務的提問。	1	2	3	4	5
3. I try to influence our guests by information rather than by pressure. 我會盡量以資訊去游說酒店賓客而避免硬銷。	1	2	3	4	5
4. I try to give our guests an accurate expectation of what the product will do for them. 我會盡量讓賓客準確了解酒店的產品及提供之服務。	1	2	3	4	5
5. I am willing to disagree with our guests in order to help them make a better decision. 我願意向賓客提出不同的意見，以協助他們作出正確的決定。	1	2	3	4	5
6. I always have our guests' best interests in mind. 我會處處為賓客著想，以他們的利益為先。	1	2	3	4	5

Section III 第三部分：Personal Information 個人資料 Please check √ where appropriate 請於適當位置加 √ 號

1. Gender 性別:
☐ Male 男性   ☐ Female 女性

2. Age Group 年齡組別:
☐ Below 20 (20歲以下) ☐ 20 - 24   ☐ 25 - 29   ☐ 30 - 34   ☐ 35 - 39
☐ 40 - 44   ☐ 45 - 49   ☐ 50 - 54   ☐ ≤ 55 (55歲或以上)

3. Education Level (highest level attained) 最高學歷:
☐ Primary 小學畢業   ☐ Secondary 中學畢業
☐ Certificate/Diploma/Higher Diploma/Associate Degree 證書/文憑/高級文憑/副學士畢業
☐ Bachelor Degree 大學畢業   ☐ Master Degree 碩士畢業
☐ Others 其他. Please specify 請說明: _____

4. Marital Status 婚姻狀況:
☐ Single 單身   ☐ Married 已婚   ☐ Others 其他

5. Department 所屬部門:
☐ F&B(restaurant outlets) 餐飲部(餐廳) ☐ F&B(In-room dining) 客房餐飲部 ☐ Front Desk 前堂部
☐ Meetings/Events/Catering 會議宴會部 ☐ Reservation 訂房部 ☐ Concierge/Bell/Valet Parking 禮賓部
☐ Spa/Health Club/Pool 水療中心/健身中心/游泳池 ☐ Housekeeping 房口部 ☐ Security 保安部
☐ Sales & Marketing 銷售及市場推廣部 ☐ Public Relations 公關部
☐ Others 其他. Please specify 請說明: _____

6. Position 職位:
☐ General/Operational staff 一般/前線員工
☐ Team Leader/Captain/Supervisor/Assistant Manager 部門主管/副經理   ☐ Departmental Manager 部門經理
☐ Departmental Director 部門總監   ☐ Others 其他. Please specify 請說明: _____

7. Number of years working in this hotel 任職這酒店之年期:
☐ Below 1 year (不足一年)   ☐ 1 - 3   ☐ 4 - 6   ☐ 7 - 9   ☐ 10 or above (十年或以上)

8. Total number of years working in the hotel industry 任職酒店業之總年期:
☐ Below 3 years (不足三年)   ☐ 3 - 5   ☐ 6 - 10   ☐ 11 - 15   ☐ 16 - 20

9. Monthly income (inclusive of salary & tips) 每月總收入 (包括薪金及小費):
☐ ≤ HK$10,000 (一萬元或以下)   ☐ HK$10,001 - 20,000   ☐ HK$20,001 - 30,000
☐ HK$30,001 - 40,000   ☐ HK$40,001 - 50,000   ☐ ≥ HK$50,001 (五萬元以上)

- END 問卷完 -

Appendix 13: Assignment of Parcel of Latent Variables - PCSR and COB

Parcel No.	PCSR1		PCSR2		PCSR3	
Latent Variable 'Employees'	Statement number	Factor loading	Statement number	Factor loading	Statement number	Factor loading
1st item	PCSR _A4	.79	PCSR _A1	.77	PCSR _A2	.77
2nd item	PCSR _A5	.75	PCSR _A7	.75	PCSR _A8	.76
3rd item	PCSR _A3	.72	PCSR _A6	.69		
Parcel No.	PCSR4		PCSR5		PCSR6	
Latent Variable 'Guests'	Statement number	Factor loading	Statement number	Factor loading	Statement number	Factor loading
1st item	PCSR_B11	.79	PCSR_B12	.78	PCSR_B13	.78
2nd item	PCSR_B10	.59	PCSR_B9	.71	PCSR_B14	.75
Parcel No.	PCSR7		PCSR8		PCSR9	
Latent Variable 'Local Community'	Statement number	Factor loading	Statement number	Factor loading	Statement number	Factor loading
1st item	PCSR_C23	.82	PCSR_C20	.81	PCSR_C22	.80
2nd item	PCSR_C19	.77	PCSR_C16	.78	PCSR_C21	.79
3rd item	PCSR_C15	.75	PCSR_C18	.69	PCSR_C24	.69
4th item					PCSR_C17	.63
Parcel No.	PCSR10		PCSR11		PCSR12	
Latent Variable 'Natural Environment'	Statement number	Factor loading	Statement number	Factor loading	Statement number	Factor loading
1st item	PCSR_D27	.82	PCSR_D28	.80	PCSR_D26	.77
2nd item	PCSR_D29	.68	PCSR_D31	.71	PCSR_D25	.75
3rd item	PCSR_D30	.66				
Parcel No.	PCSR13		PCSR14		PCSR15	
Latent Variable 'Owners/ Investors'	Statement number	Factor loading	Statement number	Factor loading	Statement number	Factor loading
1st item	PCSR_E36	.81	PCSR_E33	.80	PCSR_E34	.80
2nd item			PCSR_E32	.67	PCSR_E35	.80

(Source: Developed by the author)

Appendix 13: Continued

Parcel No.	COB1		COB2		COB3	
Latent Variable 'COB'	Statement number	Factor loading	Statement number	Factor loading	Statement number	Factor loading
1st item	COB_2	.88	COB_4	.88	COB_1	.86
2nd item	COB_6	.78	COB_3	.79	COB_5	.80

(Source: Developed by the author)

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