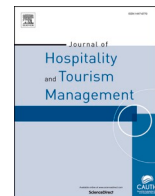




Contents lists available at ScienceDirect

Journal of Hospitality and Tourism Management

journal homepage: www.elsevier.com/locate/jhtm

Understanding the link between CSR and employee green behaviour

Mohammed AlSuwaidi^a, Riyadh Eid^{b,*}, Gomaa Agag^{c,d}^a *Innovation in Government and Society Department, United Arab Emirates University, P.O. Box 15551, Al-Ain, United Arab Emirates*^b *United Arab Emirates University, P.O. Box 15551, Al-Ain, United Arab Emirates*^c *Nottingham Business School, Nottingham Trent University, Nottingham, United Kingdom*^d *University of Sadat City, Sadat City, Menofia, Egypt*

ARTICLE INFO

Keywords:

Corporate social responsibility
Green behaviour
Employee well-being
Personal environmental norms
Environmental strategy

ABSTRACT

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

1. Introduction

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

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

While corporate social responsibility plays a critical role in social and environmental tourism research (Caruana et al., 2014; Chi et al., 2019; Kim et al., 2020), CSR in the tourism studies is lacking and under-researched (Farooq & Salam, 2020; Opoku-Dakwa et al., 2018), and lags behind corporate social responsibility studies (Randle et al., 2019). Moreover, CSR studies in contexts other than hospitality and tourism context tend not to apply to hospitality and tourism context (Eid et al., 2020; Wells et al., 2016). Therefore, further study is needed to examine and understand the critical role of CSR in the hospitality and

tourism context. "Stakeholders who may be affected by corporate actions, including employees, customers, partners, the public" (Raub & Martin-Rios, 2019, p. 2) are the core target for behaviour change in CSR activities (Han et al., 2020), however, prior research about CSR in tourism and hospitality industry has paid more attention to institutional level such as standards and laws and macro level factors, while neglecting micro level such as employees (Chun et al., 2013; Rhou & Singal, 2020). Despite numerous studies about CSR have investigated the micro level in the tourism and hospitality context, employee behaviour continues unexplored (e.g., Chou, 2014a,b; Ertuna et al., 2019; Han et al., 2020; Hatipoglu et al., 2019). Green behaviour involves engaging in environment-friendly behaviors to perform work in a friendly environment. Green behaviour is among those several strategies that are followed by organizations to enhance their environmental performance and achieve sustainable targets.

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

* Corresponding author. United Arab Emirates University, Al-Ain, United Arab Emirates.

E-mail addresses: malsuwaidi@uaeu.ac.ae (M. AlSuwaidi), riyad.aly@uaeu.ac.ae (R. Eid), gomaa.agag@ntu.ac.uk (G. Agag).

<https://doi.org/10.1016/j.jhtm.2020.11.008>

Received 20 July 2020; Received in revised form 12 October 2020; Accepted 22 November 2020

Available online 2 December 2020

1447-6770/© 2020 The Authors. All rights reserved.

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

Table 1 demonstrates the contributions of our research in comparison with selective prior studies. Our research is the first to examine the direct and indirect link between CSR and employee green behaviour in the UAE hospitality industry. In doing so, this study examines the mediating role of employee-wellbeing on the link between CSR and employee green behaviour. Moreover, our research is the first to investigate the moderating influence of hotel environmental strategy on these relationships. The present study provides theoretical contributions to CSR, employee well-being, and green behaviour in the tourism and hospitality context in different ways. Prior researchers have called for additional exploration of the employee-company relationship role as an influencing mechanism of CSR on its consequences (De Roeck & Farooq, 2017; Gond et al., 2017; Su & Swanson, 2019). Previous CSR studies with employees have largely focused on attitudinal consequences. For instance, job satisfaction (e.g., Lee, Song, et al., 2013a,b), turnover intentions (e.g., Hansen et al., 2011), or organizational citizenship behaviors (e.g., Fu et al., 2014; Lee et al., 2012). Our results validate the notion that firm-based socially responsible initiatives can enrich the relationship between employees and an organization, which acts to mediate the influence of CSR on employee well-being and their green behaviors in the workplace. Findings strengthen our understanding of the prominent role that the employee-company relationship has in explaining the impact of CSR initiatives on employee social outcomes. The mediating findings provide additional clarification to the influence of CSR on the green behaviors of hotel employees by identifying the secondary mediation of employee well-being on this relationship.

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

2. Theory and hypotheses development

2.1. CSR in hospitality and tourism context

Prior studies revealed that there is no universally accepted definition of CSR among researchers, despite the fact that the concept of CSR created more than four decades ago (Chan & Wyatt, 2007; Kim et al., 2018). Bowen (1953, p.6) defined CSR as “the obligations of businessmen to pursue those policies, make those decisions, or follow those lines of action which are desirable in terms of the objectives and values of our society. Kang et al. (2010, p. 73) examined prior studies about CSR and described it as “the activities making companies good citizens who contribute to society’s welfare beyond their own self interests.” CSR refers to an organizational policies and actions that consider the expectations of stakeholders and the triple bottom line of environmental, social, and economic performance (Aguinis, 2011).

In the hospitality and tourism context, prior research has paid attention to CSR include airlines industry (Park et al., 2017; Ringham & Miles, 2018), heritage tourism (Wells et al., 2016), leisure (Supanti & Butcher, 2019), eco-tourism (De Grosbois, 2016), destination (Su et al., 2020), and hotels (Abaeian et al., 2019; Ettinger et al., 2018; Farmaki & Farmakis, 2018). Studies examining the tourism marketing also demonstrated a tremendous shift from economic focused to sustainability (Jamrozy, 2007) and the link between CSR and financial performance has been explored in the hospitality and tourism industry (Sharma & Mishra, 2018). However, the results of these studies are inconsistent and the largest focus has been given to customers and

Table 1
Literature review on green behaviour.

Study	Drivers	Study context	Key findings
Norton et al. (2014).	Organizational sustainability policies, Psychological climate.	Retailing	Results based on data from 168 employees supported our hypotheses. Green work climate perceptions of the organization and of co-workers differentially mediated the effects of the perceived presence of a sustainability policy on task-related and proactive employee reports of their green behaviour.
Chou (2014a,b)	Hotels’ environmental policies, employee personal environmental beliefs	Green hotels	The results from two-level linear hierarchical models (HLM) show that individual- and group-level factors are significantly associated with the employees’ environmental beliefs and behaviour. In other words, personal environmental norms explain within-hotel variance, but green organizational climates explain between-hotel variance and moderate the effect of personal environmental norms on employees’ environmental behaviour.
Temminck, Mearns, and Fruhen (2015)	Organizational support, environmental concerns, affective organizational commitment.	Educational institute.	Controlling for organizational tenure, a significant relationship between (a) employees’ concern for their environment and organizational citizenship behaviour directed towards the environment (OCBE), (b) perceived organizational support for environment efforts and OCBE and (c) organizational commitment and OCBE were found. Furthermore, organizational commitment mediated the relationship between perceived organizational

(continued on next page)

Table 1 (continued)

Study	Drivers	Study context	Key findings
			support for environmental efforts and OCBE, but not environmental concern.
Wesseling, Blok, and Ringersma (2017)	Attitude, subjective norms, perceived behavioural control, and intention to act, leadership support, perceived organizational support for the environment	Housing associations	Although the relationship between intention to act and pro-environmental behaviour was not significant in this study, based on the findings it can be concluded that leadership behaviour (as exemplary behaviour) and perceived organizational support for the environment or in other words the perceived organizational support to act pro-environmentally friendly, are affecting both intention to act and pro-environmental behaviour.
Xing and Starik (2017)	Taoist leadership	Various industries (e.g., solar energy, mining, chemicals, and car manufacture).	Using the narratives of Chinese leaders and employees, our research empirically shows that the pro-environment attitudes and green behaviors of employees can be nurtured through Taoist leadership.
Zientara and Zamojska (2018).	Environmental values, affective organizational commitment, green organizational climate.	Green hotels	The results indicate that green organizational climate (GOC) had a direct impact on organizational citizenship behaviour for the environment (OCBE) and that it had a significant moderating effect on the relationships between personal environmental values and OCBE, and between affective organizational commitment and OCBE. It also emerged that employee values and commitment were positively related to OCBE, and that employees' engagement in extra-role green activities was equally explained by

Table 1 (continued)

Study	Drivers	Study context	Key findings
Suganthi (2019)	Corporate social responsibility (CSR).	Technology sector	individual- and hotel-level factors. Adoption of green practices was found to partially mediate the relationship between CSR and performance while the mediating relationship of green practices between CSR and employees' pro-environmental behaviour (PEB) at work was found to be insignificant.
Tuan (2020)	Green role identity, Environmentally-specific servant leadership	Tour companies	Results revealed the effect of environmentally specific servant leadership on employee green creativity through green role identity, green-related resource and challenge seeking behaviours, but not through green task demand reducing behaviour. The direct effect of green role identity and its interaction effect with environmentally specific servant leadership were found significant for green-related resource and challenge seeking behaviours, but not for green task demand reducing behaviour.
Luu (2020).	Environmentally-specific servant leadership	Tour companies	The research results revealed that in both samples, environmentally-specific servant leadership mediated the top-down relationship between green management initiatives and employees' organizational citizenship behaviour for the environment (OCBE), and employee OCBE mediated the bottom-up relationship between environmentally-specific servant leadership and organizational green performance. Nonetheless, while the mediating role of organizational green performance for the link between

(continued on next page)

Table 1 (continued)

Study	Drivers	Study context	Key findings
			employee OCBE and organizational performance was corroborated in the Korean sample, this mediation mechanism was not found in the Vietnamese sample.

managers perspective (Aramburu & Pescador, 2019; Wells et al., 2015). A little attention has been paid to employees perspective (Su & Swanson, 2019). Prior research indicated the need for further studies on the CSR implications for employees in the tourism and hospitality context (Park & Levy, 2014; Su & Swanson, 2019). However, despite these different contributions, no research has investigated the effect of CSR on employee well-being and green behaviour as well as the moderating role of hotels environmental strategy on these relationships in the hotels industry in the developing countries. Thus, our study fills this gaps by developing a conceptual model which examines the link between CSR, employee well-being, and suitable behaviour.

According to Mehrabian and Russell (1974), when a person involves in a stimulus (S), internal states are created (O), which formulates responses (R). Hyun et al. (2011) revealed that “stimuli (e.g., object stimuli and social psychological stimuli) develop individuals’ cognitive and emotional states, which in turn determine behavioural responses of approach or avoidance” (p. 695). Our research examines the link between CSR, employee well-being, and employee green behaviour. According to the S-O-R model, this study suggests that CSR (Stimuli) promotes employee well-being (Organism), which in turn results in green behaviour (Response).

2.2. CSR and green behaviour

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

Social information processing theory suggests that an individual’s social context and environment can help to determine their attitudes and behaviours (Thomas & Griffin, 1989). Based on social information processing theory, it can be conjectured that employees’ attitudes and

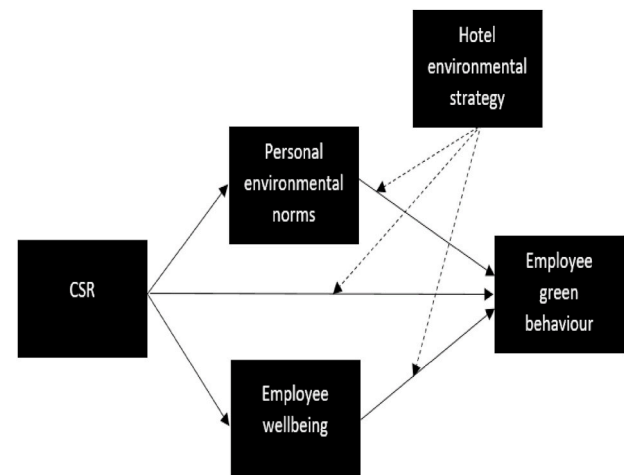


Fig. 1. The conceptual framework.

behaviors might be influenced by their evaluation of the work environment. As such, recognized CSR initiatives should affect employees’ pro-social behaviors (e.g., De Roeck & Farooq, 2017; De Roeck & Maon, 2018), including hotel employee efforts to benefit the environment or reduce harm to the environment.

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

Hypothesis 1. CSR positively influences employee green behaviour.

2.3. CSR and employee well-being

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

In many organizations, a healthy and happy workplace for

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

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

Hypothesis 2. CSR positively influences employee well-being.

2.4. Employee well-being and green behaviour

According to Sharma et al. (2016), employee well-being encompasses both physical and mental aspects. The mental aspects would include employee apprehension, fatigue, depression, self-respect, and anxiety. Physical aspects could be headaches, light-headedness, muscular discomfort, gastrointestinal difficulties, and musculoskeletal ailments. As a gauge of general life satisfaction, well-being is not just an issue for organizational members. Studies have clearly shown that employee well-being may be very important to organization success as well. For example, Danna and Griffin (1999) confirmed that a poor sense of well-being will impact employees physically and psychologically, resulting in increased health insurance costs and lower worker productivity. Employee well-being also impacts employees' attitudes and behaviors (e.g., Ahmed et al., 2020; Kim et al., 2020; Sharma et al., 2016; Su & Swanson, 2019). As such, it is important for organizations to comprehend how their programs effect the well-being of employees.

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

Previous studies have investigated the impact of well-being of employees on green behaviour (Erreygers et al., 2019; Su & Swanson, 2019). Employees having high level of well-being put greater thought and effort into their work (Day & Randell, 2014). Social exchange theory is one of the most influential paradigms to understand workplace behaviour and is mostly applied to employee behaviour study. The

theory focuses on cost and reward and explores how human behaviors and decisions are initiated by these determinations. An individual regulates a specific behaviour in reaction to positive or negative results of social exchange based on this theory. The basic aspect of this theory is that when employees feel that the organization supports and values them they are likely to return the favor by necessary work outcomes such as proactive or extra-role behaviors (Lavelle et al., 2009). Under the influence of SET, the efforts of employees to take initiatives can be demonstrated as a result of their high-quality relationships with organization (Chiaburu et al., 2013). When these relationships become standard in the workplace, and sustain a sense of support, then employees are expected to engage in behaviors that indicate their commitment to the well-being of organization such as green behaviour (Su & Swanson, 2019). Danna and Griffin (1999) conclude that behavioural intentions are direct consequence of well-being. Moreover, Su and Swanson (2019) in their study conclude that the more positive the well-being of employees the more likely workers will engage in green behaviors at workplace. Organizations should encourage employee's environmentally positive behaviour by improving well-being of employees. Previous studies have directed that well-being affects behaviors of employees (Ponting, 2020). For this purpose in this study, we propose that employees who feel committed to their organization and have greater well-being as they perceive that their organization supports and values their efforts will likely to contribute their organization as a give-and-take process by engaging them in proactive and green behaviours.

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

Hypothesis 3. Employee well-being positively influences green behaviour.

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

2.5. Personal environmental norms and green behaviour

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

Further, Stern (2000) suggested that personal norms play a critical role in explaining environmental behaviour leads to social changes. Previous studies supported the links between personal norms and green

behaviour (Chou, 2014a,b). Several researchers who apply the VBN theory find it effective for predicting environmental behaviour (Chou, 2014a,b; Oreg & Katz-Gerro, 2006). Research also shows that environmental concerns/beliefs influence environmental behaviour (Casey & Scott, 2006). Further, Stern et al. (1999) note that personal norms rather than social norms are central to this model as environmental behaviour leads to social change. Such behaviour represents actions that are not considered normal if the social norms regarding environmentalism have not developed yet. The literature supports the relationships between personal norms and personal environmental acts (Fransson & Gärling, 1999). Nevertheless, Scherbaum et al. (2008) find that personal environmental norms can predict employees' energy-conservation behaviour and behavioural intentions in the workplace. In support of this notion, Kiatkawsin and Han (2017) found a significant link between personal norms and green behaviour. Therefore, the following hypotheses are suggested:

Hypothesis 5. Personal environmental norms positively influences green behaviour.

Hypothesis 6. CSR positively influences personal environmental norms.

Hypothesis 7. Personal environmental norms mediate the association between CSR and green behaviour.

2.6. The moderating role of hotels environmental strategy

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

Developing a corporate environmental strategy can be justified by employees as a form of organizational encouragement, endorsement, and support of environmental values which in turns leads to enhancing the level of employees engagement in green behaviour (Das et al., 2019; Norton et al., 2017). Ko et al. (2019) pointed out that corporate environmental strategy is a key driver of employee environmental behaviours and a firm environmental performance. According to Social learning theory, developing corporate environmental strategy is significantly critical for a firm, as it makes employees to feel proud about their firm contributions towards the society, which supports employee commitment and sustainable behaviour, leading to enhancing a firm environmental performance (Dumont et al., 2017; Ko et al., 2019). Furthermore, Norton et al. (2017) indicated that employees' knowledge and awareness about the firm corporate environmental strategy is positively related to employee environmental behaviour. Our study extends this study by suggesting that hotels environmental strategy moderates the relationship between CSR and employee green behaviour. Therefore, we suggest the following hypotheses:

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

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

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

3. Research method

3.1. Sample and data collection

Our study used a quantitative approach to test the link between CSR and employee green behaviour consistent with the prior studies that examine this relationship. The empirical data were collected during September–December 2019 through a survey questionnaire. Target respondents for this study included hotel employees working in United Arab Emirate (UAE). 54 out of 82 certified environmental hotels agreed to take part in the present research. The Ministry of Tourism in UAE provided us with each hotel information and contacts. Utilising a quota sampling approach, data were collected using a self-administered survey distributed to hotels employees in four cities in UAE. Quotas were imposed for sociodemographic characteristics (i.e., gender, age, education) based on national population statistics (United Arab Emirates National Bureau of Statistics, 2019), to ensure the representativeness of the sample (Ridderstaat et al., 2016; Zheng et al., 2019). Working with the managers at each hotel, the researchers distributed the questionnaires to employees. No identifying information was asked of the potential respondents, and they were provided with a blank envelop in which to place their completed questionnaire. The sealed envelope was then placed in a secure box which was collected by one of the researchers several days after initiating the data collection process at a participating hotel. The survey was kept anonymous to eliminate managers being able to know how a specific staff member responded. For the equal distribution of the obtained samples between the hotels, we distribute twenty questionnaires to each hotel. Excluding non-response (92) from employees leads to the final sample of 988 employees (response rate 91.48%). Among the hotels employees (61.45% male), average age was 36.28 years (SD = 4.25), and 58.40% were between 30 and 39. Most of the employees had a university degree (73.81%) and 61.10% had been with a deluxe hotel for less than 10 years. Most of the respondents were ordinary employees (52.36%).

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

The present study utilised the two-wave data collection during September–December 2019. The temporal disconnection among the collected data of dependent, mediator, and independent constructs could decrease the potential of common method bias issue (MacKenzie & Podsakoff, 2012). Furthermore, prior research indicated that testing the mediating effect needs at least two survey waves (Cole & Maxwell, 2003). In the first wave, we invited the employees to offer data about the CSR. Three months later, the second-wave was performed to collect data about employee well-being, personal environmental norms, hotels environmental strategy, and green behaviour. This method decrease the potential of common method bias that may happen if respondents reported on both the CSR, employee well-being, and their green behaviour (Luu, 2020).

3.2. Measures

Valid and reliable scales were adopted from prior studies to measures our study variables. The present study is consistent with Dahlsrud (2008) in recognizing that there are five dimensions of corporate social responsibility, which we measured with a single question for each dimension. Thus, corporate social responsibility was measured with five items utilised from different studies (e.g., Dahlsrud, 2008; Su & Swanson, 2019; Su et al., 2017). A sample of these items was: "The hotel

seems to be environmentally responsible in its operations”. Employee well-being was measured with three items using a 5–point scale based on those developed by Sharma et al. (2016) and Su and Swanson (2019). A sample of these items was: “How would you rate your quality of life”? Personal environmental norms were measured using five items from prior research (Steg et al., 2005). For example, “I feel a personal obligation to do whatever I can to prevent environmental degradation,” or “I feel obliged to bear the environment and nature in mind in my daily behaviour.” Employee green behaviour was measured using five items utilised from previous research (De Roeck & Farooq, 2017). Finally, hotel environmental strategy was measured with five items adapted from Ramus and Steger’s (2000) and Norton et al. (2017). A sample of these items was: “I adequately complete assigned duties in environmentally friendly ways”. Five academic marketing experts evaluated the content validity of the study measures before the variables were further tested through additional interviews with 20 employees who work in some environmental hotels in UAE (personally interviewed) to ensure that the wording of the questionnaire was understandable, with an effective semantic design and to assess the quality of the content and the measures reliability.

4. Data analysis and results

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

We control for common method bias issue in different ways. According to Lindell and Whitney (2001), we used a marker variable (MV). In our study we used an item measuring economic confidence which is not linked to the present study constructs: “How much confidence do you have in your national economy today?”. The associations between the MV and the study constructs ranged from –0.20 to 0.09 and none of

these correlations were significant. Furthermore, attention has been paid to the administrating and designing the questionnaire. Questions have been mixed and different types of scales have been used. Therefore, participants will not be able to combine related items.

4.1. Measurement model

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

Table 3
Discriminant validity of the correlations between constructs.

Construct	Correlations and square roots of AVE				
	GRB	CSR	WLB	PEN	ENS
GRB	0.825				
CSR	0.593	0.839			
WLB	0.497	0.692	0.781		
PEN	0.419	0.386	0.403	0.791	
ENS	0.518	0.561	0.519	0.412	0.769

Notes.

Diagonal elements are the root squared AVE values. Elements below the diagonal are the constructs’ correlations.

GRB = Employees green behaviour, **CSR** = Corporate social responsibility; **WLB** = Employees well-being; **PEN**= Personal environmental norms; **ENS** = Hotel environmental strategy.

Table 2
Measurement statistics of construct scales.

Construct/Indicators	Standard Loading	CR	VIF	Cronbach’s α	AVE	Mean	SD	t-statistic	Skewness	Kurtosis
Employees Green behaviour (GRB)										
GRB1	0.91	0.92	1.028	0.87	0.681	3.82	0.67	26.30	-1.29	3.22
GRB2	0.89					3.87	0.82	24.65	-2.43	4.39
GRB3	0.88					4.29	0.80	24.47	-0.85	1.28
GRB4	0.89					4.03	0.69	24.39	-2.39	4.39
GRB5	0.93					3.76	0.71	27.41	-3.28	2.10
Corporate social responsibility (CSR)										
CSR1	0.87	0.94	1.853	0.93	0.705	4.03	0.82	24.37	-3.27	1.89
CSR2	0.90					4.10	0.79	25.07	-4.30	2.10
CSR3	0.94					3.96	0.88	27.65	-1.29	2.85
CSR4	0.95					4.17	0.75	27.83	-0.93	1.72
CSR5	0.91					3.20	0.73	26.15	-3.29	3.19
Employees well-being (WLB)										
WLB1	0.94	0.95	1.270	0.94	0.609	4.14	0.81	26.37	-2.19	2.03
WLB2	0.92					3.82	0.85	25.39	-0.95	1.97
WLB3	0.95					3.97	0.76	28.06	-2.06	2.06
Personal environmental norms (PEN)										
PEN1	0.91	0.93	1.392	0.91	0.571	3.29	0.80	24.39	-1.63	1.02
PEN2	0.93					3.86	0.82	22.46	-2.30	2.07
PEN3	0.89					4.30	0.79	26.30	-1.63	2.10
PEN4	0.88					4.21	0.81	22.17	-2.16	1.06
PEN5	0.94					3.75	0.76	26.83	-2.05	2.16
Hotel environmental strategy (ENS)										
ENS1	0.90	0.92	2.067	0.88	0.592	4.30	0.79	24.30	-1.28	1.29
ENS2	0.89					4.17	0.81	23.09	-0.93	2.03
ENS3	0.91					3.29	0.88	25.47	-0.99	2.78
ENS4	0.94					3.81	0.75	27.89	-2.38	4.15

Note.
GRB = Employees green behaviour, **CSR** = Corporate social responsibility; **WLB** = Employees well-being; **ENS** = Hotel environmental strategy; **VIF** = Variance Inflation Factor; **CR**= Composite reliability; **SD** = Standard deviation.

used the heterotrait-monotrait ratio (HTMT) (Henseler et al., 2016) to assess the discriminant validity of our study variables. The HTMT values among study constructs were all below 0.85, which confirms the discriminant validity of the variables. Moreover, based on Bagozzi et al. (1991) recommendations, we assessed the issue of the multi-collinearity by using the VIFs for the variables, which were less than 3 (Table 2). The overall measurement model exhibited a good fit ($\chi^2 = 1290.738$, $df = 693$, $p < 0.001$, $\chi^2/df = 1.863$, RMSEA = 0.082, GFI = 0.904, CFI = 0.957, IFI = 0.930, TLI = 0.932).

4.2. Structure model

After evaluating the measurement model, a structural model was established to test the hypotheses. The present study model explains 8.9% of the variance in employee well-being and 73.2% of the variance in employee green behaviour, which demonstrates that this construct has a high driving power. The findings of testing the hypotheses from H1 to H10 utilising AMOS-SEM approach are demonstrated in Table 4. The results of the CFA with maximum-likelihood estimation technique indicate the satisfactory fit of this conceptual framework to the data ($\chi^2 = 1461.904$, $df = 794$, $p < 0.001$, $\chi^2/df = 1.842$, RMSEA = 0.081, GFI = 0.893, CFI = 0.965, IFI = 0.971, TLI = 0.976) indicating that model fit in the our study was suitable.

Table 4 shows that all the hypotheses suggested in our study were supported. First, the association between the CSR and green behaviour was assessed. As suggested, the link was significant ($\beta = 0.57$, $p < 0.001$), supporting Hypothesis 1. In addition, the results revealed that CSR positively related to employee well-being ($\beta = 0.13$, $p < 0.01$), supporting Hypothesis 2. Furthermore, the results revealed that employee well-being has a positive influence on green behaviour ($\beta = 0.39$, $p < 0.001$), supporting Hypothesis 3. Moreover, personal environmental norms have a positive influence on green behaviour ($\beta = 0.48$, $p < 0.001$), supporting Hypothesis 5. CSR is related to personal environmental norms ($\beta = 0.19$, $p < 0.001$). Therefore, the findings support H1, H2, H3, H5 and H6. Table 5 demonstrates information on the direct, indirect, and total effects between the study variables. Of the two drivers, corporate social responsibility had the greatest direct effect. CSR also had the greatest total effect on employee green behaviour.

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

To test the moderating role of hotel environmental strategy, a two-group model was utilised because it could determine whether

Table 4
Hypotheses testing results.

Hypotheses	Path directions	Standard Path Loadings	T value	Result
H1	CSR → GRB	0.57***	12.539	Supported
H2	CSR → WLB	0.13**	5.320	Supported
H3	WLB → GRB	0.39***	8.194	Supported
H5	PEN → GRB	0.48***	10.289	Supported
H6	CSR → PEN	0.19***	7.403	Supported

Table 5
Direct, indirect, and total effects.

Relationships between Variables	Direct effects	Indirect effects	Total effects
CSR → GRB	0.57	0.051	0.621
CSR → WLB	0.13	–	0.13
CSR → PEN	0.19	–	0.19
WLB → GRB	0.39	–	0.39
PEN → GRB	0.48	–	0.48

Table 6
The results of mediating analysis.

Mediation Hypothesized Paths	Indirect Effects	Lower Bound 95% BC	Upper Bound 95% BC	P value	Mediation
H4: Corporate social responsibility → Employee well-being → Employee green behaviour	0.041	0.017	0.127	<.01	Partial
H7: Corporate social responsibility → Personal environmental norms → green behaviour.	0.010	0.014	0.119	<.01	Partial

environmental strategy moderates the effect of CSR on employee green behaviour. Chin et al. (2003) formula has been utilised in order to assess the variances in path coefficients between subgroup. The results demonstrate that environmental strategy plays a moderating role in the link between CSR and employee green behaviour while, environmental strategy doesn't moderate the links between employee well-being, personal environmental norms, and green behaviour. (Table 7). The association between CSR and employee green behaviour is stronger for high environmental strategy group. The results confirm that hotel environmental strategy exists and is part of the process of shaping the green behaviour of employees in the hotels industry.

5. Discussion and conclusions

5.1. Conclusion

In this study, a model has been developed and tested in which corporate social responsibility has a positive effect on employee green behaviour through the mediating role of employee well-being. Furthermore, hotel environmental strategy moderates the association between CSR and green behaviour. In line with our hypotheses, the results revealed that CSR had a positive effect on employee green behaviour. The notion of a positive link between CSR and green behaviour is consistent with previous studies results (e.g., De Roeck & Farooq, 2017; Luu et al., 2020; Su & Swanson, 2019; Zientara &

Table 7
Moderating effect of hotel environmental strategy.

Paths	β	S.E	C.R	P	Moderating Effect
CSR→GRB					
Low environmental strategy	0.361	0.260	4.219	0.049	(Yes)
High environmental strategy	0.586	0.189	4.830	0.000	(Yes)
PEN→GRB					
Low environmental strategy	0.109	0.362	1.943	0.106	(No)
High environmental strategy	0.115	0.301	1.540	0.175	(No)
WLB→GRB					
Low environmental strategy	0.194	0.390	1.151	0.108	(No)
High environmental strategy	0.110	0.407	1.063	0.112	(No)

Note.
S.E = Standard error; C.R = Critical ratio.

Zamojska, 2018). Our findings expands prior studies on the link between CSR and green behaviour (e.g., Hwang & Lee, 2019; Yang et al., 2019) by indicating that the initiatives that a company performs towards the society lead to improving in employees engaging in green behaviour.

The findings also indicate that corporate social responsibility is a key driver of employee well-being. Therefore, employee well-being can be driven by corporate social responsibility. Our findings revealed that employee well-being plays a critical role in promoting employees to engage in green behaviour. Therefore, hotels can encourage employees to behave sustainably by enhancing the level of their employee well-being. This finding is consistent with prior research results that revealed that employee well-being is positively related to environmental behaviour (e.g., Danna & Griffin, 1999; Su & Swanson, 2019). Findings also suggest that a more positive sense of well-being is associated with workers being more likely to engage in green behaviors in the workplace. Organizations can thereby encourage environmentally positive employee behaviors in the workplace by improving employee wellbeing. This finding adds credence to the proposition that low employee well-being will impact their behaviour at a personal level, which can have an adverse effect at the organization level (Danna & Griffin, 1999).

Previous studies indicated that there is a lack regarding investigation of the relationship between employees and firm as a consequences of CSR (De Roeck & Farooq, 2017; Gond et al., 2017; Su & Swanson, 2019). Prior corporate social responsibility research paid more attention to the attitudinal outcomes. For example, turnover intentions (e.g., Kim, Hlee, & Joun, 2016; Ko et al., 2019), employee satisfaction (e.g., Kim et al., 2020), and organizational citizenship (e.g., Supanti & Butcher, 2019). The present study validates the suggestion that the social and environmental initiatives that a firm performs towards the society lead to enhancing the association between a firm and employees. The present study findings improve our understanding of the critical role that the link between a firm and employees plays in justifying and clarifying the influence of CSR on two critical employee social consequences. Thus, our study provides justification to the effect of CSR on employee green behaviour by examining the mediating role of employee well-being on this link. The results of this study strengthen our understanding of the prominent role that the employee-company relationship has in explaining the impact of CSR initiatives on two important employee social outcomes. The mediating findings provide additional clarification to the influence of CSR on the green behaviors of hotel employees by identifying the secondary mediation of employee well-being on this relationship. Hospitality managers need to consider different aspects of CSR when they plan communications, strategy management and resource allocation. This study suggests that hospitality managers need to pay attention to the environmental issues, stakeholders, community, and ethical dimensions of CSR to increase employee wellbeing. For example, in their communications to employees, hotel managers should focus on the contribution of CSR activity to the community and workforce. Being committed to building a better community and developing campaigns to help the needy, are good not only for the community but also for employee wellbeing.

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

5.2. Theoretical contributions

Our paper offers theoretical contributions for the literature on CSR and green behaviour in the hospitality industry. First, our paper contributes to the theory of social information processing by arguing that employee attitudes and behaviour is influenced by CSR initiatives that can be performed by the hotels. Our study found a clear support of the positive association between CSR and employee green behaviour. The present study also adds to the work of green behaviour by investigating the influence CSR on green behaviour. Thus, our study is the first to use the theory of social information processing in understanding the association between CSR and employee green behaviour in the hospitality industry. The current study also found that CSR positively affects employee green behaviour, providing additional support to recent suggestions (De Roeck & Farooq, 2017) that green behaviour in the workplace can be driven by the social settings in which employees operate.

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

Prior researchers have called for additional exploration of the employee-company relationship role as an influencing mechanism of CSR on its consequences (De Roeck & Farooq, 2017; Gond et al., 2017). Previous CSR studies with employees have largely focused on attitudinal consequences. For instance, job satisfaction (e.g., Lee, Song, et al., 2013a,b), turnover intentions (e.g., Hansen et al., 2011), or organizational citizenship behaviors (e.g., Fu et al., 2014). Our results validate the notion that firm-based socially responsible initiatives can enrich the relationship between employees and an organization, which acts to mediate the influence of CSR on employee well-being and their green behaviors in the workplace. The results of our study revealed the important role of employee wellbeing and personal environmental norms in understanding the link between CSR and employee green behaviour in the hospitality context. Finally, our study examined the moderating role of hotel environmental strategy on the association between CSR, well-being, personal environmental norms, and green behaviour. Our findings indicate that environmental strategy plays a moderating role on the link between CSR and employee green behaviour.

5.3. Practical contributions

This paper provides managers and policy makers with several implications in the hospitality industry. First, an approach that can be used by hotels managers to motivate employees to engage in green behaviour is to make sure that employees clearly understand the social responsibility of the hotels towards the society. Our study revealed that investing in corporate social responsibility activities can positively affect employees to engage in green behaviour. Top management should acknowledge the significance of investing in CSR to foster employee green behaviour. The hotels should clearly communicate with their employees and demonstrates their environmental efforts and social well-

being. For instance, hotels can communicate their prosocial initiatives by adopting in-house strategies. Hotels should provide their employees with accessible information about the value, variety, and significance of hotels CSR activities. Our study indicated that employee well-being can be improved when hotels' employees are aware about the hotels adherence towards CSR activities. Furthermore, managers training programs can implant green orientation in hotels managers. Managers can then translate this orientation into practices through motivating, welcoming, role-modelling green behaviour, and encouraging green initiatives from their employees, and aid them engaging in green practices.

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

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

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

6. Limitations and directions for future research

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

Declaration of competing interest

None.

Acknowledgements

The authors sincerely thank the editor, the associate editor and the

anonymous Journal of Hospitality and Tourism Management's reviewers for their constructive and valuable comments and suggestions. This work was funded by the UAEU Startup Grant (G 00003336).

References

- Abaian, V., Khong, K. W., Yeoh, K. K., & McCabe, S. (2019). Motivations of undertaking CSR initiatives by independent hotels: A holistic approach. *International Journal of Contemporary Hospitality Management*, 27(8), 47–61.
- Adongo, R., Kim, S. S., & Elliot, S. (2019). Give and take": A social exchange perspective on festival stakeholder relations. *Annals of Tourism Research*, 75(6), 42–57.
- Aguinis, H. (2011). Organizational responsibility: Doing good and doing well. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology* (Vol. 3, pp. 855–879). Washington, DC: American Psychological Association.
- Ahmed, M., Zehou, S., Raza, S. A., Qureshi, M. A., & Yousufi, S. Q. (2020). Impact of CSR and environmental triggers on employee green behavior: The mediating effect of employee well-being. *Corporate Social Responsibility and Environmental Management*, 27(5), 2225–2239.
- Altinay, L., & Taheri, B. (2019). Emerging themes and theories in the sharing economy: A critical note for hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 17(4), 46–71.
- Aramburu, I. A., & Pescador, I. G. (2019). The effects of corporate social responsibility on customer loyalty: The mediating effect of reputation in cooperative banks versus commercial banks in the Basque country. *Journal of Business Ethics*, 154(3), 701–719.
- Ariza-Montes, A., Hernández-Perlines, F., Han, H., & Law, R. (2019). Human dimension of the hospitality industry: Working conditions and psychological well-being among European servers. *Journal of Hospitality and Tourism Management*, 41(6), 138–147.
- Assiouras, I., Skourtis, G., Giannopoulos, A., Buhalis, D., & Koniordos, M. (2019). Value co-creation and customer citizenship behavior. *Annals of Tourism Research*, 78(3), 102–142.
- Bagozzi, R. P., Yi, Y., & Phillips, L. W. (1991). Assessing construct validity in organizational research. *Administrative Science Quarterly*, 34(7), 421–458.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1189.
- Bavik, A. (2019). Corporate social responsibility and service-oriented citizenship behavior: A test of dual explanatory paths. *International Journal of Hospitality Management*, 80, 173–182.
- Bolton, L. E., & Mattila, A. S. (2015). How does corporate social responsibility affect consumer response to service failure in buyer–seller relationship? *Journal of Retailing*, 91(1), 140–153.
- Caesens, G., Stinglhamber, F., Demoulin, S., & De Wilde, M. (2017). Perceived organizational support and employees' well-being: The mediating role of organizational dehumanization. *European Journal of Work & Organizational Psychology*, 26(4), 527–540.
- Caruana, R., Glozer, S., Crane, A., & McCabe, S. (2014). Tourists' accounts of responsible tourism. *Annals of Tourism Research*, 46(4), 115–129.
- Casey, P. J., & Scott, K. (2006). Environmental concern and behaviour in an Australian sample within an ecocentric–anthropocentric framework. *Australian Journal of Psychology*, 58(2), 57–67.
- Chan, K. W., & Wyatt, T. A. (2007). Quality of work life: A study of employees in Shanghai, China. *Asia Pacific Business Review*, 13(4), 501–517.
- Chekima, B., Wafa, S. A. W. S. K., Igau, O. A., Chekima, S., & Sondoh, S. L., Jr. (2016). Examining green consumerism motivational drivers: Does premium price and demographics matter to green purchasing? *Journal of Cleaner Production*, 112(3), 3436–3450.
- Chiaburu, D. S., Lorinkova, N. M., & Van Dyne, L. (2013). Employees' social context and change-oriented citizenship: A meta-analysis of leader, coworker, and organizational influences. *Group & Organization Management*, 38(3), 291–333.
- Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information Systems Research*, 14(2), 189–217.
- Chi, C. G. Q., Zhang, C., & Liu, Y. (2019). Determinants of corporate social responsibility (CSR) attitudes: Perspective of travel and tourism managers at world heritage sites. *International Journal of Contemporary Hospitality Management*, 27(8), 46–51.
- Chou, C. J. (2014a). Hotels' environmental policies and employee personal environmental beliefs: Interactions and outcomes. *Tourism Management*, 40(7), 436–446.
- Chou, C.-J. (2014b). Hotels' environmental policies and employee personal environmental beliefs: Interactions and outcomes. *Tourism Management*, 40(2), 436–446.
- Chun, J. S., Shin, Y., Choi, J. N., & Kim, M. S. (2013). How does corporate ethics contribute to firm financial performance? The mediating role of collective organizational commitment and organizational citizenship behavior. *Journal of Management*, 39(4), 853–877.
- Cole, D. A., & Maxwell, S. E. (2003). Testing mediational models with longitudinal data: Questions and tips in the use of structural equation modeling. *Journal of Abnormal Psychology*, 112(4), 55–68.
- Dahlsrud, A. (2008). How corporate social responsibility is defined: An analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, 15(1), 1–13.
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357–384.

- Das, A. K., Biswas, S. R., Abdul Kader Jilani, M. M., & Uddin, M. (2019). Corporate environmental strategy and voluntary environmental behavior—mediating effect of psychological green climate. *Sustainability*, 11(11), 31–48.
- Day, A., & Randell, K. D. (2014). *Building a foundation for psychologically healthy workplaces and well-being*. West Sussex: Wiley.
- De Grosbois, D. (2016). Corporate social responsibility reporting in the cruise tourism industry: A performance evaluation using a new institutional theory based model. *Journal of Sustainable Tourism*, 24(2), 245–269.
- De Roeck, K., & Farooq, O. (2017). Corporate social responsibility and ethical leadership: Investigating their interactive effect on employees' socially responsible behavior. *Journal of Business Ethics*, 151(4), 923–939.
- De Roeck, K., & Maon, F. (2018). Building the theoretical puzzle of employees' reactions to corporate social responsibility: An integrative conceptual framework and research agenda. *Journal of Business Ethics*, 149(3), 609–625.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613–627.
- D'Acunto, D., Tuan, A., Dalli, D., Viglia, G., & Okumus, F. (2020). Do consumers care about CSR in their online reviews? An empirical analysis. *International Journal of Hospitality Management*, 85(7), 102–342.
- Eid, R., Agag, G., & Shehawy, Y. M. (2020). Understanding guests' intention to visit green hotels. *Journal of Hospitality & Tourism Research*. Forthcoming.
- Erreygers, S., Vandeboosch, H., Vranjes, I., Baillien, E., & De Witte, H. (2019). Feel good, do good online? Spillover and crossover effects of happiness on adolescents' online prosocial behavior. *Journal of Happiness Studies*, 20(4), 1241–1258.
- Ertuna, B., Karatas-Ozkan, M., & Yamak, S. (2019). Diffusion of sustainability and CSR discourse in hospitality industry. *International Journal of Contemporary Hospitality Management*, 24(7), 56–71.
- Ettinger, A., Grabner-Kräuter, S., & Terlutter, R. (2018). Online CSR communication in the hotel industry: Evidence from small hotels. *International Journal of Hospitality Management*, 68(6), 94–104.
- Farmaki, A., & Farmakis, P. (2018). A stakeholder approach to CSR in hotels. *Annals of Tourism Research*, 68(2), 58–60.
- Farooq, M. S., & Salam, M. (2020). Nexus between CSR and DSIW: A PLS-SEM approach. *International Journal of Hospitality Management*, 86(4), 102–437.
- Fornell, C., & Larcker, D. F. (1981). *Structural equation models with unobservable variables and measurement error: Algebra and statistics*.
- Fransson, N., & Gärling, T. (1999). Environmental concern: Conceptual definitions, measurement methods, and research findings. *Journal of Environmental Psychology*, 19(5), 369–382.
- Fu, H., Ye, B. H., & Law, R. (2014b). You do well and I do well? The behavioral consequences of corporate social responsibility. *International Journal of Hospitality Management*, 40(8), 62–70.
- George, D., & Mallery, M. (2010). *SPSS for window step by step: A simple guide and reference* (10th ed.). Boston, MA: Pearson.
- Gond, J. P., El Akremi, A., Swaen, V., & Babu, N. (2017). The psychological microfoundations of corporate social responsibility: A person-centric systematic review. *Journal of Organizational Behavior*, 38(2), 225–246.
- Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2015). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Thousand Oaks, CA: Sage.
- Han, H., & Hyun, S. (2019). Green indoor and outdoor environment as nature-based solution and its role in increasing customer/employee mental health, well-being, and loyalty. *Business Strategy and the Environment*, 28(4), 629–641.
- Hansen, S. D., Dunford, B. B., Boss, A. S., Boss, R. W., & Angermeier, I. (2011). Corporate social responsibility and the benefits of employee trust: A cross-disciplinary perspective. *Journal of Business Ethics*, 102(1), 29–45.
- Han, H., Yu, J., Kim, H., & Kim, W. (2018). Impact of social/personal norms and willingness to sacrifice on young vacationers' pro-environmental intentions for waste reduction and recycling. *Journal of Sustainable Tourism*, 26(12), 2117–2133.
- Han, H., Yu, J., Lee, K.-S., & Baek, H. (2020). Impact of corporate social responsibility on customer responses and brand choices. *Journal of Travel & Tourism Marketing*, 37(3), 302–316.
- Hatipoglu, B., Ertuna, B., & Salman, D. (2019). Corporate social responsibility in tourism as a tool for sustainable development. *International Journal of Contemporary Hospitality Management*, 16(7), 34–52.
- Henderson, J. C. (2007). Corporate social responsibility and tourism: Hotel companies in Phuket, Thailand, after the Indian Ocean tsunami. *International Journal of Hospitality Management*, 26(1), 228–239.
- Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modelling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 24(7), 46–59.
- Hsu, F. S., Liu, Y. A., & Tsaur, S. H. (2019). The impact of workplace bullying on hotel employees' well-being. *International Journal of Contemporary Hospitality Management*, 23(7), 67–89.
- Hwang, J., & Hyun, S. (2012). The antecedents and consequences of brand prestige in luxury restaurants. *Asia Pacific Journal of Tourism Research*, 17(6), 656–683.
- Hwang, K., & Lee, B. (2019). Pride, mindfulness, public self-awareness, affective satisfaction, and customer citizenship behaviour among green restaurant customers. *International Journal of Hospitality Management*, 83(7), 169–179.
- Hyun, S. S., Kim, W., & Lee, M. J. (2011). The impact of advertising on patrons' emotional responses, perceived value, and behavioral intentions in the chain restaurant industry: The moderating role of advertising-induced arousal. *International Journal of Hospitality Management*, 30(3), 689–700.
- Iyer, G. R., & Jarvis, L. (2019). CSR adoption in the multinational hospitality context. *International Journal of Contemporary Hospitality Management*, 17(5), 23–41.
- Jamroz, U. (2007). Marketing of tourism: A paradigm shift toward sustainability. *International Journal of Culture, Tourism and Hospitality*, 1(2), 117–130.
- Kang, H. K., Lee, S., & Huh, C. (2010). Impacts of positive and negative corporate social responsibility activities on company performance in the hospitality industry. *International Journal of Hospitality Management*, 29(1), 72–82.
- Kiatkawin, K., & Han, H. (2017). Young travelers' intention to behave pro-environmentally: Merging the value-belief-norm theory and the expectancy theory. *Tourism Management*, 59(6), 76–88.
- Kim, H., Rhou, Y., Topcuoglu, E., & Kim, Y. G. (2020). Why hotel employees care about Corporate Social Responsibility (CSR): Using need satisfaction theory. *International Journal of Hospitality Management*, 87(3), 102–505.
- Kim, H. L., Rhou, Y., Uysal, M., & Kwon, N. (2017a). An examination of the links between corporate social responsibility (CSR) and its internal consequences. *International Journal of Hospitality Management*, 61(5), 26–34.
- Kim, H. L., Woo, E., Uysal, M., & Kwon, N. (2018). The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry. *International Journal of Contemporary Hospitality Management*.
- Kim, J. Y., Hlee, S., & Joun, Y. (2016). Green practices of the hotel industry: Analysis through the windows of smart tourism system. *International Journal of Information Management*, 36(6), 1340–1349.
- Knapp, G. (2003). Improved tests for a random effects meta-regression with a single covariate. *Statistics in Medicine*, 22(17), 2693–2710.
- Ko, A., Chan, A., & Wong, S. C. (2019). A scale development study of CSR: Hotel employees' perceptions. *International Journal of Contemporary Hospitality Management*, 24(5), 23–37.
- Lavelle, J. J., McMahan, G. C., & Harris, C. M. (2009). Fairness in human resource management, social exchange relationships, and citizenship behavior: Testing linkages of the target similarity model among nurses in the United States. *International Journal of Human Resource Management*, 20(12), 2419–2434.
- Ledermann, T., Macho, S., & Kenny, D. A. (2011). Assessing mediation in dyadic data using the actor-partner interdependence model. *Structural Equation Modeling: A Multidisciplinary Journal*, 18(4), 595–612.
- Lee, N., Choi, Y. J., Youn, C., & Lee, Y. (2012). Does green fashion retailing make consumers more eco-friendly? The influence of green fashion products and campaigns on green consciousness and behavior. *Clothing and Textiles Research Journal*, 30(1), 67–82.
- Lee, S., Seo, K., & Sharma, A. (2013a). Corporate social responsibility and firm performance in the airline industry: The moderating role of oil prices. *Tourism Management*, 38(5), 20–30.
- Lee, C. K., Song, H. J., Lee, H. M., Lee, S., & Bernhard, B. J. (2013b). The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, 33(7), 406–415.
- Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology*, 86(1), 114–128.
- Luu, T.-T. (2020). Integrating green strategy and green human resource practices to trigger individual and organizational green performance: The role of environmentally-specific servant leadership. *Journal of Sustainable Tourism*, 34(7), 1–30.
- Luu, S. T., Van Nguyen, K., & Nguyen, N. L. T. (2020). *Empirical Study of Text Augmentation on Social Media Text in Vietnamese*. 2009.12319.
- MacKenzie, S. B., & Podsakoff, P. M. (2012). Common method bias in marketing: Causes, mechanisms, and procedural remedies. *Journal of Retailing*, 88(4), 542–555.
- Manika, D., Gregory-Smith, D., Wells, V. K., Comerford, L., & Aldrich-Smith, L. (2017). Linking environmental sustainability and healthcare: The effects of an energy saving intervention in two hospitals. *International Journal of Business Science and Applied Management*, 11(1), 32–55.
- Mehrabian, A., & Russell, J. A. (1974). The basic emotional impact of environments. *Perceptual and motor skills*, 38(1), 283–301.
- Melnyk, B. M., Jacobson, D., Kelly, S., Belyea, M., Shaibi, G., Small, L., O'Haver, J., & Marsiglia, F. F. (2013). Promoting healthy lifestyles in high school adolescents: A randomized controlled trial. *American Journal of Preventive Medicine*, 45(4), 407–415.
- Norton, T. A., Zacher, H., & Ashkanasy, N. M. (2014). Organisational sustainability policies and employee green behaviour: The mediating role of work climate perceptions. *Journal of Environmental Psychology*, 38(1), 49–54.
- Norton, T. A., Zacher, H., Parker, S. L., & Ashkanasy, N. M. (2017). Bridging the gap between green behavioral intentions and employee green behavior: The role of green psychological climate. *Journal of Organizational Behavior*, 38(7), 996–1015.
- Ogbonnaya, C., & Messersmith, J. (2019). Employee performance, well-being, and differential effects of human resource management subdimensions: Mutual gains or conflicting outcomes? *Human Resource Management Journal*, 29(3), 509–526.
- Ones, D. S., & Dilchert, S. (2012). Employee green behaviors. In S. E. Jackson, D. S. Ones, & S. Dilchert (Eds.), *Managing HR for environmental sustainability: 85-116*. San Francisco: Jossey-Bass/Wiley.
- Opoku-Dakwa, A., Chen, C. C., & Rupp, D. E. (2018). CSR initiative characteristics and employee engagement: An impact-based perspective. *Journal of Organizational Behavior*, 39(5), 580–593.
- Oreg, S., & Katz-Gerro, T. (2006). Predicting proenvironmental behavior crossnationally: e values, the theory of planned behavior, and value-belief-norm theory. *Environment and Behavior*, 38(4), 462–483.
- Paraskevidis, P., & Andriotis, K. (2017). Altruism in tourism: Social exchange theory vs altruistic surplus phenomenon in host volunteering. *Annals of Tourism Research*, 62(4), 26–37.
- Park, S. Y., & Levy, S. E. (2014). Corporate social responsibility: Perspectives of hotel frontline employees. *International Journal of Contemporary Hospitality Management*, 26(3), 332–348.

- Park, S., Song, S., & Lee, S. (2017). Corporate social responsibility and systematic risk of restaurant firms: The moderating role of geographical diversification. *Tourism Management*, 59(4), 610–620.
- Pomeroy, A., & Johnson, L. W. (2009). Constructing a corporate social responsibility reputation using corporate image advertising. *Australasian Marketing Journal*, 17(3), 106–114.
- Ponting, S. S. A. (2020). Organizational identity change: Impacts on hotel leadership and employee wellbeing. *Service Industries Journal*, 40(1–2), 6–26.
- Pothitou, M., Hanna, R. F., & Chalvatzis, K. J. (2016). Environmental knowledge, pro-environmental behaviour and energy savings in households: An empirical study. *Applied Energy*, 184(6), 1217–1229.
- Radic, A., Arjona-Fuentes, J. M., Ariza-Monthe, A., Han, H., & Law, R. (2020). Job demands-job resources (JD-R) model, work engagement, and wellbeing of cruise ship employees. *International Journal of Hospitality Management*, 88, Article 102518.
- Ramus, C. A., & Steger, U. (2000). The roles of supervisory support behaviors and environmental policy in employee “Ecoinitiatives” at leading-edge European companies. *Academy of Management Journal*, 43(4), 605–626.
- Randle, M., Kemperman, A., & Dolnicar, S. (2019). Making cause-related corporate social responsibility (CSR) count in holiday accommodation choice. *Tourism Management*, 75(2), 66–77.
- Raub, S. P., & Martin-Rios, C. (2019). Think sustainable, act local”—a stakeholder-filter-model for translating SDGs into sustainability initiatives with local impact. *International Journal of Contemporary Hospitality Management*, 23(7), 45–61.
- Rhou, Y., & Singal, M. (2020). A review of the business case for CSR in the hospitality industry. *International Journal of Hospitality Management*, 84(6), 102–330.
- Ridderstaat, J., Croes, R., & Nijkamp, P. (2016). A two-way causal chain between tourism development and quality of life in a small island destination: An empirical analysis. *Journal of Sustainable Tourism*, 24(10), 1461–1479.
- Ringham, K., & Miles, S. (2018). The boundary of corporate social responsibility reporting: The case of the airline industry. *Journal of Sustainable Tourism*, 26(7), 1043–1062.
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 21(8), 224–253.
- Scherbaum, C. A., Popovich, P. M., & Finlinson, S. (2008). Exploring individual-level factors related to employee energy-conservation behaviors at work. *Journal of Applied Social Psychology*, 38(3), 818–835.
- Schwartz, S. H. (1977). Normative influences on altruism. *Advances in Experimental Social Psychology*, 10(1), 221–279.
- Sharma, P., Kong, T. T. C., & Kingshott, R. P. J. (2016). Internal service quality as a driver of employee satisfaction, commitment and performance: Exploring the focal role of employee well-being. *Journal of Service Management*, 27(5), 773–797.
- Sharma, S., & Mishra, P. (2018). Impact of corporate social responsibility practices on the corporate performance of luxury chain hotels. *Journal of Services Research*, 18(1), 47–59.
- Steg, L., Dreijerink, L., & Abrahamse, W. (2005). Factors influencing the acceptability of energy policies: A test of VBN theory. *Journal of Environmental Psychology*, 25, 415–425.
- Stern, P. C. (2000). Toward a coherent theory of environmentally significant behavior. *Journal of Social Issues*, 56(3), 407–424.
- Stern, P. C., Dietz, T., Abel, T., Guagnano, G. A., & Kalof, L. (1999). A value-belief-norm theory of support for social movements: The case of environmentalism. *Human Ecology Review*, 6(2), 81–97.
- Su, L., Gong, Q., & Huang, Y. (2020). How do destination social responsibility strategies affect tourists’ intention to visit? An attribution theory perspective. *Journal of Retailing and Consumer Services*, 54(1), 102–123.
- Su, L., & Swanson, S. R. (2017). The effect of destination social responsibility on tourist environmentally responsible behavior: Compared analysis of first-time and repeat tourists. *Tourism Management*, 60, 308–321.
- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility’s impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism Management*, 72, 437–450.
- Suganthi, L. (2019). Examining the relationship between corporate social responsibility, performance, employees’ pro-environmental behavior at work with green practices as mediator. *Journal of Cleaner Production*, 232, 739–750.
- Supanti, D., & Butcher, K. (2019). Is corporate social responsibility (CSR) participation the pathway to foster meaningful work and helping behavior for millennials? *International Journal of Hospitality Management*, 77(1), 8–18.
- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility’s impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism Management*, 72(4), 437–450.
- Temminck, E., Mearns, K., & Fruhen, L. (2015). Motivating employees towards sustainable behaviour. *Business Strategy and the Environment*, 24(6), 402–412.
- Thomas, J. G., & Griffin, R. W. (1989). The power of social information in the workplace. *Organizational Dynamics*, 18(2), 63–75.
- Tuan, L. T. (2020). Environmentally-specific servant leadership and green creativity among tourism employees: dual mediation paths. *Journal of Sustainable Tourism*, 28(1), 86–109.
- United Arab Emirates National Bureau of Statistics. (2020). *Tabulation on the 2019 population census of the People’s United Arab Emirates*. Retrieved September 25, 2020, from: <http://ghdx.healthdata.org/organizations/national-bureau-statistics-uae-ab-emirates>.
- Volgger, M., & Huang, S. S. (2019). Scoping irresponsible behaviour in hospitality and tourism: Widening the perspective of CSR. *International Journal of Contemporary Hospitality Management*, 37(5), 29–51.
- Wells, V. K., Manika, D., Gregory-Smith, D., Taheri, B., & McCowlen, C. (2015). Heritage tourism, CSR and the role of employee environmental behaviour. *Tourism Management*, 48, 399–413.
- Wells, V. K., Smith, D. G., Taheri, B., Manika, D., & McCowlen, C. (2016). An exploration of CSR development in heritage tourism. *Annals of Tourism Research*, 58(6), 1–17.
- Wesseling, R., Blok, V., & Ringersma, J. (2017). Pro-environmental behaviour in the workplace and the role of managers and organisation. *Journal of Cleaner Production*, 168, 1679–1687.
- Xing, Y., & Starik, M. (2017). Taoist leadership and employee green behaviour: A cultural and philosophical microfoundation of sustainability. *Journal of Organizational Behavior*, 38(9), 1302–1319.
- Yang, Z., Dai, Z., Yang, Y., Carbonell, J., Salakhutdinov, R. R., & Le, Q. V. (2019). Xlnet: Generalized autoregressive pretraining for language understanding. *Advances in Neural Information Processing Systems*, 5753–5763.
- Zheng, D., Ritchie, B. W., Benckendorff, P. J., & Bao, J. (2019). Emotional responses toward tourism performing arts development: A comparison of urban and rural residents in China. *Tourism Management*, 70(3), 238–249.
- Zientara, P., & Zamojska, A. (2018). Green organizational climates and employee pro-environmental behaviour in the hotel industry. *Journal of Sustainable Tourism*, 26(7), 1142–1159.