

# CSR Influence on Job Performance: The Roles of Psychological Needs Fulfillment and Organizational Identification among Tourism Firms

## Abstract

**Purpose**--This research explores whether and how perceived CSR influence employee-associated outcomes in ways that are controllable by managers. Drawing from the theories of self-determination and social identity, this study investigates the mediating effects of psychological needs fulfillment and organizational identification in exploring the mechanisms that link perceived CSR to employee job performances of Chinese state-owned tourism companies.

**Design/methodology/approach**—Survey was used to collect original data from 10 Chinese state-owned tourism companies to examine the proposed model. Data was analyzed through structural equation modeling (SEM).

**Findings**--Employees' perceptions of CSR is found to demonstrate significantly effective associations with their job performance. Moreover, results support that the influences of CSR on staff's job performance are also conveyed through psychological needs fulfillment (competence) and organizational identification (i.e., cognitive identification and affective identification).

**Practical implications**--Findings not only provide strategic ideas and operational tactics for tourism managers to devise CSR strategies and allocate CSR resources, but also offer inspirations to integrate CSR initiatives with human resource management strategies.

**Originality/value**-- This study diverts the research of CSR from the organizational level to the individual level. It also explores the mechanism of psychological needs fulfillment and organizational identification underlying processes in the employee perceptions of CSR—job performance linkages. Findings not only provide new explanation on how employee perceptions of CSR affect employee associated outcomes, but also broaden the explanation boundary of self-determination theory and social identity theory.

**Keywords**-- CSR; employee job performance; psychological needs fulfillment; organizational identification.

**Paper type**-- Research paper

## 1. Introduction

As the tourism and hospitality industries rapidly develop, a series of negative environmental and social issues emerge continuously, such as environmental pollution, ecological destruction, waste of resources, lack of attention to the rights and interests of employees, poor quality of service, and unsustainable travel. These issues put intense

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4 pressure on tourism and hospitality firms to allocate resources toward promoting  
5 corporate social responsibility (CSR) activities. Many companies argue that CSR  
6 initiatives divert valuable corporate resources and evolve into a heavy economic burden  
7 that decreases firm value, especially for extensive small- and medium-sized tourism  
8 firms in China. However, more companies invest ever-increasing amounts in  
9 environmental protection, energy conservation, employee volunteerism initiatives,  
10 sustainable tourism management, and pro-poor tourism, such as the “Green Tour”  
11 program of the HNA (Hainan Airlines) Group for boosting sustainable development.  
12 These tourism firms are increasingly convinced that performing CSR is both “right” as  
13 well as “smart” (Smith, 2003).  
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23 Does CSR create value for tourism firms? Along with this issue, CSR research  
24 outcomes for tourism and other related industries have focused mainly on institutional  
25 and organizational aspects, such as corporate financial performance and various  
26 business risks (Park et al., 2017). The existing research literature pay little attention to  
27 aspects such as internal stakeholders’ (e.g., employees) reactions on micro-level  
28 (Aguinis and Glavas, 2012).  
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35 Although people’s growing interest in the perceived CSR influence on different  
36 employee-related outcomes, CSR literature in tourism as well as hospitality has three  
37 significant research limitations. First, though extant studies indicate support to link  
38 CSR with employee-associated outcomes (Gond et al., 2017), little focus has fallen on  
39 exploring psychological mechanisms underlying the influences of employees’ CSR  
40 perceptions on micro-level, employee associated results. Furthermore, literature has  
41 revealed the satisfaction of three fundamental psychological requirements are linked to  
42 greater degree of intrinsic motivation resulting in favorable outcomes (Deci et al., 2001),  
43 such as organizational commitments (Gagné and Deci, 2005). However, the exploration  
44 of psychological needs fulfillment in explaining the influences of CSR on employee  
45 job performances is still in its infancy.  
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56 Second, tourism as well as hospitality research also have focused little on exploring  
57 the mediating effect of organizational identification by which perceived CSR affects  
58 micro-level, employee-associated outcomes. Moreover, most existing methods of  
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4 organizational commitment have been criticized for their almost exclusive focus on the  
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6 perceived dimension of social commitment (Harris and Cameron, 2005) and for not  
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8 fully depicting the cognitive, evaluative, and emotional components of the  
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10 “identification” stage.

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12 Third, existing CSR literature in tourism mainly takes the western private property  
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14 rights as the context. Research awareness of the CSR among state-owned enterprises  
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16 is still in its infancy. there has been no investigation related to the CSR practice and  
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18 performance improvement among Chinese state-owned tourism enterprises.

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20 This research intends to promote the study of employee reactions to CSR in Chinese  
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22 state-owned tourism enterprises by addressing the above discussion. Self-determination  
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24 theory (SDT) revealed that elements that promote or reduce the content of one’s  
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26 psychological need affect employee attitude, behavior, performance, and other results  
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28 related to work (Gagné and Deci, 2005). Besides the individual psychological needs  
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30 fulfillment, the belonging to organization can also contribute to work-related outcomes.  
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32 Social identity theory (SIT) states that one defines his or her self-concept by the  
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34 relationship with social groups, and tests the intergroup relationship as well as the group  
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36 process (Tajfel and Turner, 1979). This study draws upon social identity and self-  
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38 determination theories to advance the studies by delving into the immediate influence  
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40 of employee perceived CSR on job performance, and exploring these mediating effects  
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42 of psychological needs fulfillment and organizational identification, which link CSR to  
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44 employee job performance.

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46 The research has certain theoretical and practical significance. Theoretically, our  
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48 study diverts the research of CSR from the institutional and organizational level to the  
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50 individual and micro level and extends previous work by dividing employees’  
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52 perceptions of CSR into community-oriented, environment-oriented, and employee-  
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54 oriented CSR, and exploring its impacts on employee job performance. It expands the  
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56 individual and micro level research scope of CSR and provides further understanding  
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58 of employee perception of CSR in the Chinese state-owned tourism enterprises.  
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60 Furthermore, another contribution of our findings is exploring the mechanism of  
psychological needs fulfillment and organizational identification underlying processes

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4 in the employee perceptions of CSR-employee outcome linkages, which not only  
5 provides new explanation on how employees' perception of CSR impact employee-  
6 associated results, but also broadens the explanation boundary of the theory of self-  
7 determination as well as social identity. Managerially, the findings of our study provide  
8 strategic ideas and operational tactics for Chinese state-owned tourism enterprises to  
9 formulate CSR strategy and distribute resources, and provide inspirations to combine  
10 CSR initiatives with HR management strategies.  
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## 19 **2. Literature Review**

### 20 **2.1. CSR in Tourism and Hospitality**

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23 With a rich history, corporate social responsibility (CSR) gathers efforts of various  
24 research streams. It can be defined as discretionary corporate activities intended to  
25 create benefits and well-being for diverse stakeholders (Korschun et al., 2014 , Kotler  
26 and Lee, 2005). Over the last 20 years, the CSR studies in tourism as well as hospitality  
27 have appeared in many professional journals (Sainaghi et al., 2017), whereas it is  
28 acknowledged that CSR in tourism as well as hospitality literature is relatively  
29 undeveloped (Coles et al., 2013). The fragmented system of associated study lags  
30 behind mainstream studies of CSR (Silvia, 2006).  
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39 Existing tourism as well as hospitality CSR research literature falls into two broad  
40 categories of outcomes resulting from CSR initiatives: The first one, employed for  
41 financial performance operationalization, consists of financial indicators, such as  
42 accounting-based measurements (Inoue and Lee, 2011), market-based measurements  
43 (Kim and Kim, 2014 , Paek et al., 2013 , Youn et al., 2015), and systematic risk (Park  
44 et al., 2017). The second one involves non-financial performance, such as consumer  
45 perception of CSR initiatives (Fatma et al., 2016), employees' job satisfaction (Lee et  
46 al., 2013), productivity (Rodrigo, Aqueveque & Duran, 2019), employee voice behavior  
47 (Liu, Liu, Zhang, & Hu, 2021), employees' well-being (Hayat & Afshari, 2022, Guzzo,  
48 Wang, & Abbott, 2022) and loyalty boosterism (Guzzo, Abbott, & Lee, 2022), customer  
49 satisfaction (Qu, 2014), customer loyalty (Martínez & Rodríguez del Bosque, 2013),  
50 customer commitment (Ahmed et al., 2020), customer preference and loyalty (Matthew  
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4 et al., 2014), trust and loyalty formation (Nikbin et al., 2016), and consumer attitudes  
5 toward CSR initiatives (Marina et al., 2016), jobseekers' pursuit intentions (Guzzo,  
6 Abbott, Madera, & Dawson, 2022), empathetic concern for colleague and anticipated  
7 positive affect (Kim, Kim, & Koo, 2022).  
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11 Perceived CSR is considered as "employees' judgment, evaluation and interpretation  
12 of an organization's CSR actions that may vary from the actual CSR actions of the  
13 organization" (Azim, 2016). Perceived CSR in this research was adapted from Farooq  
14 et al.'s (2017)' measure, developed from Turker's (2009) and Farooq et al.'s (2014)  
15 instrument. This measurement has been widely used and the validity and reliability of  
16 this measure was supported by several studies (Rupp et al., 2018 , De Roeck and Farooq,  
17 2018).  
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21 More and more tourism and hospitality scholars have studied the employee-  
22 associated outcomes of CSR, such as employee voice behavior (Liu, Liu, Zhang, & Hu,  
23 2021), the volume and valence of online employee review (Jang, Kim, & Lee, 2022),  
24 employees' well-being (Hayat & Afshari, 2022, Guzzo, Wang, & Abbott, 2022) and  
25 loyalty boosterism (Guzzo, Abbott, & Lee, 2022). Youn et al. (2018) tested the  
26 influence of perceived CSR on employees' loyalty, the moderating significance of job  
27 satisfaction, and the mediating significance of casino industry perception (Youn et al.,  
28 2018). Supanti et al. (2019) tested the impacts of CSR perception as well as  
29 involvement in OCB and the mediating effect of meaningful job (Supanti and Butcher,  
30 2019). Su and Swanson (2019) explored the impacts of perceived CSR on work  
31 involvement in green activities related to work and the moderating effects of  
32 organizational trust and organizational identification (Su and Swanson, 2019). Liu et al.  
33 (2021) revealed that perceived CSR affects employee voice behavior, which was  
34 mediated by felt obligation and positive emotions (Liu, Liu, Zhang, & Hu, 2021). Nazir  
35 et al. (2021) developed a model to empirically test whether and how CSR participation  
36 drives employee's sense of purpose and facilitates their experienced meaningfulness to  
37 consequently enhance employee engagement and their job performance (Nazir, Islam,  
38 & Rahman, 2021). Guzzo et al. (2022) found that CSR participation positively  
39 influenced employees' hedonic and eudaimonic well-being, which in turn influenced  
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4 their loyalty boosterism (Guzzo, Abbott, & Lee, 2022).

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6 However, there is short of clarity regarding the psychological mechanism that relates  
7 perceived CSR to employee-associated performances, in particular, the mediating  
8 effects of psychological needs fulfillment and organizational identification linking  
9 employees' perceived CSR and their performance in Chinese state-owned tourism  
10 enterprises.  
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## 15 **2.2. State-Owned Enterprises in Tourism and Hospitality**

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17 SOEs are defined as wholly-owned but managed and operated by the state (Boisot  
18 and Child,1996). China provides a suitable research context for the proposed research  
19 due to the considerable number of Chinese state-owned tourism enterprises and the  
20 promotion of implementing CSR from the government. First, the majority of scenic  
21 spots in China are operated by state-owned enterprises. Different from private  
22 enterprises, Chinese state-owned tourism enterprises not only have the business  
23 responsibility of developing tourism industry, but also take the social responsibility of  
24 accommodating employment, protecting the environment, poverty alleviation,  
25 increasing local tax sources and promoting local economic development. Therefore, the  
26 performance of CSR in Chinese state-owned tourism enterprises is different from CSR  
27 in the context of western private property rights. Second, the Chinese government plays  
28 an important role in leading enterprises to fulfill their social responsibilities, requiring  
29 enterprises to assume CSR in their business activities. However, among Chinese  
30 tourism and hospitality enterprises' current CSR activities, passive responses are much  
31 more than active ones. Therefore, the research on the psychological mechanism  
32 between CSR and job performance is urgent for Chinese tourism and hospitality  
33 enterprises. However, there is limited research on CSR among state-owned tourism  
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## 53 **2.3. CSR and Job Performance**

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55 An increasing body of literature explored the influence of perceived CSR on results  
56 related to employee, e.g., enhanced work relationship and substantive involvement  
57 (Glavas and Piderit, 2009), employee commitment (Brammer et al., 2007), job  
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4 involvement (Glavas and Piderit, 2009), employee justice perceptions (Rupp et al.,  
5 2006), improved work–life balance (Singhapakdi et al., 2015), employee loyalty  
6 (Bhattacharya et al., 2008), work fulfillment and decrease in turnover intentions (Du et  
7 al., 2015), increased employee retention rates (Carmeli et al., 2007 , Jones, 2010),  
8 employee environmental behavior (Wells et al., 2015), employee citizenship (Farooq et  
9 al., 2017), employee voice behavior (Liu, Liu, Zhang, & Hu, 2021), the volume and  
10 valence of online employee review (Jang, Kim, & Lee, 2022), employees' well-being  
11 (Hayat & Afshari, 2022, Guzzo, Wang, & Abbott, 2022) and loyalty boosterism (Guzzo,  
12 Abbott, & Lee, 2022).

21 Thus, previous studies demonstrated that CSR perceptions are positively related to  
22 the active attitude of employees as well as their behaviors (Wang, Xu, and Wang, 2020).  
23 For example, Liu et al. (2021) revealed that perceived CSR affects employee voice  
24 behavior, which was mediated by felt obligation and positive emotions (Liu, Liu, Zhang,  
25 & Hu, 2021). Nazir et al. (2021) developed a model to empirically test whether and  
26 how CSR participation drives employee's sense of purpose and facilitates their  
27 experienced meaningfulness to consequently enhance employee engagement and their  
28 job performance (Nazir, Islam, & Rahman, 2021).

36 According to this, the following hypothesis is proposed:

37 H<sub>1</sub>. Perceived CSR is positively related to job performance.

#### 40 **2.4. Perceived CSR and Psychological Needs Satisfaction**

41 Factors promote or hinder the fulfillment of psychological needs for autonomy,  
42 relatedness, as well as competence influence employees' motivation, performance, and  
43 other job-related outcomes (Gagné and Deci, 2005). The autonomy need means the  
44 need to comply with the feeling of choice as well as purpose, in other words, the need  
45 to experience psychologically independence and to have the sense of ownership of  
46 activities (Deci and Ryan, 2000). Research has indicated that working in a socially  
47 responsible company contributes to social welfare and thus makes work more  
48 meaningful (Aguinis and Glavas, 2019) , and some potential candidates tend to be  
49 willing to undertake positions in socially responsible companies (Greening and Turban,  
50 2000), partly because of the positive message the firm releases about its working  
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environment, such as nondiscrimination initiatives, developmental opportunities (Kim et al., 2010), and CSR initiatives (Glavas and Piderit, 2009). CSR actions show an organization's value as well as culture (Sen and Bhattacharya, 2001), portraying it as an organization that is beneficial to society rather than as an entity aiming merely at profit maximization. In brief, employee perceptions of CSR initiatives give them a sense of ownership, helping them to fulfill their need for autonomy to be influential in solving social issues.

Previous CSR research demonstrates that CSR actions could be beneficial to satisfy an individual's developmental demand (Mirvis, 2012). The requirement for competence is an inherent natural tendency for a person to master the environment and pursue the best challenges. As CSR initiatives involve work outside of the employees' daily routine, they facilitate and flourish their specific abilities, thereby advancing their careers (Du et al., 2015). Companies often anticipate employee's perception and participation in CSR activities to obtain an heightened sense of meaning and fulfillment (Bode and Singh, 2018). Perceptions of CSR and involvement in CSR actions could offer valuable benefits through meaningful work for employees. CSR can lead to career advancement related to employees' feelings and experiences. Professional development through knowledge and skills acquired in CSR experiences (Glavas and Kelley, 2014, Supanti and Butcher, 2019) can be subsequently applied to other aspects of their work (Grant, 2012).

The relatedness need is fulfilled as individuals see themselves as members of one organization, experience the sense of connection, as well as promote close relationships (Deci and Ryan, 2000). When the prosocial initiatives of a firm are integrated with the employees' general benefits, development and well-being, this delivers signals that this company may be benevolent, caring, and values its employees. Therefore, CSR is a significant provenience of respects (Farooq et al., 2017). It communicates the company's underlying values, resulting in employees developing a strong psychological bond with the company, thereby leading to positive employee outcomes (Korschun et al., 2014). Relatedness could be particularly significant in connected relationships (Patrick et al., 2007). In short, the firm's CSR actions and perceived CSR



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4 initiatives help fulfill employees' need for relatedness, their need to feel understanding,  
5 caring, and support from the surrounding environment and group members, and to feel  
6 a sense of belonging.  
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9 Thus, the research hypothesize:

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11 H<sub>2</sub>. CSR perceptions are positively related to the psychological need fulfillment.  
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### 13 **2.5. The Mediating Role of Psychological Need Fulfillment**

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15 Research shows that elements that promote or reduce the fulfillment of psychological  
16 needs affect employees' motivation, performance, and other work-related outcomes  
17 (Gagné and Deci, 2005). Specifically, psychological needs have been applied across  
18 various topics, including organizational politics (Rosen et al., 2013), organizational  
19 leadership (Lian et al., 2012), employee work design (Van den Broeck et al., 2008),  
20 employee-environment fit (Greguras and Diefendorff, 2009), proactive personality  
21 (Greguras and Diefendorff, 2010), and employees' welfare (Deci et al., 2001). Existing  
22 research literature on management shows great evidence for the impact of  
23 psychological needs fulfillment on job attitudes, job performance, job behaviors. For  
24 example, Broeck et al. (2016) adopted a meta-analytic approach, and showed that the  
25 fulfillment of each of the need satisfaction exerts an impact on employee satisfaction  
26 and turnover reduction. Besides, the fulfillment of each of the three psychological needs  
27 accounted for job behaviors, such as deviance, effort, and for variance in task, proactive,  
28 and creative performance (Van den Broeck et al., 2016).  
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43 When we link this demonstration of the impact of the fulfillment of psychological  
44 needs on employee job performance with the hypothesis on the influence of employees'  
45 CSR perception on three basic needs fulfillment, it might be logical to expect an indirect  
46 effect of basic needs fulfillment in the perceived CSR–performance linkage. That is,  
47 perceived CSR could exert an influence on fulfillment of the three basic needs, which  
48 further impacts employee job performance. In another word, psychological needs  
49 fulfillment shows the mediational pathway through which employee perceptions of  
50 CSR initiatives impact employee job performance.  
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58 Nevertheless, there might be “direct routes” by which perceived CSR affect job  
59 performance. For example, an increasing body of literature explored the influence of  
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perceived CSR on results related to employee, e.g., enhanced work relationship and substantive involvement (Glavas and Piderit, 2009), employee commitment (Brammer et al., 2007), job involvement (Glavas and Piderit, 2009), employee justice perceptions (Rupp et al., 2006), improved work–life balance (Singhapakdi et al., 2015), employee loyalty (Bhattacharya et al., 2008), work fulfillment and decrease in turnover intentions (Du et al., 2015), increased employee retention rates (Carmeli et al., 2007, Jones, 2010), employee environmental behavior (Wells et al., 2015), and employee citizenship (Farooq et al., 2017).

Therefore, the research hypothesize the following:

H<sub>3</sub>. Psychological needs fulfillment is positively associated with employee job performance.

H<sub>4</sub>. Psychological needs fulfillment mediates the influence of perceived CSR on employee job performance.

## 2.6. CSR and Organizational Identification

Theory of social identity demonstrates one defines his self-concept by his connections with social groups or organizations and tests the intergroup relationship as well as group process (Tajfel and Turner, 1979). One desires to promote his or her self-concept (Aberson et al., 2000), and employees may describe themselves and evaluate their self-worth based on their organizational membership. Employees tend to class themselves into different social categories through the comparison of their firm's features, actions, as well as values, with those of other firms (Ashforth and Mael, 1989, Dutton et al., 1994). Employees tend to identify with an organization with attractive and distinctive attributes, actions, and values compared to other companies. Voluntary CSR initiatives and practices undertaken by the company for different stakeholders' benefits (El Akremi et al., 2015) are likely to gain considerable respect from the employees. Consequently, employees could feel a strong identification with socially responsible firms, thereby enhancing their self-worth and fulfilling the self-enhancement.

CSR is considered a prominent signal through which employees assess an organization's appeal (Carmeli et al., 2007). Previous CSR studies demonstrated that

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4 CSR initiatives are a more convincing manifestation of value than products and service  
5 information, financial disclosure, or work compacts (Bhattacharya and Sen, 2004). CSR  
6 studies have suggested that employees draw inferences from the company's CSR  
7 engagement about whether the CSR initiatives of the company are equitable at the  
8 personal, organization, and universal levels (Aguilera et al., 2007). Employees assess  
9 if a company's values match with their identities (Kim et al., 2010). This spread of  
10 values makes CSR an important way for employees to compare the individual value  
11 with those of a company. If an organization's values match those of the employees, the  
12 employees develop a sense of belonging and, eventually, of organizational  
13 identification (Sen et al., 2006). Thus, the recognition of CSR will make employees  
14 have a stronger sense of identity with organizations (Opoku-Dakwa, Chen, & Rupp,  
15 2018).

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18 Therefore, the research hypothesize:

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21 H<sub>5</sub>. Perceived CSR is positively correlated with the organizational identification.

## 22 23 24 **2.7. The Mediating Role of Organizational Identification**

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27 Previous organization literature shows more and more evidence for the influence of  
28 organizational identification on employees' job performance. For example, since the  
29 initial research by Ashforth and Mael (1989), many scholars have found employee-  
30 company identification to be an explanatory variable of turnover (Cole and Bruch,  
31 2006), organizational justice and organizational trust (Zhao, 2020). work motivation  
32 and performance (Daan, 2000), increased involvement with the job (Knippenberg &  
33 Schie, 2000), organization-based self-esteem (Bergami & Bagozzi, 2000), cooperation  
34 with other employees (Bergami & Bagozzi, 2000), organizational citizenship behavior  
35 (Farooq et al., 2017), excellence in creative tasks (Madjar et al., 2011), as well as  
36 employees' job performance (Korschun et al., 2014).

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39 When we link this evidence of the impact of cognitive as well as affective  
40 organizational identification on employees' job performance with the second  
41 hypothesis on rated CSR influences on the identification of an organization, it might be  
42 logical to assume a mediating significance of cognitive as well as affective  
43 identification in perceived CSR–performance linkage. That is, employee perceived  
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CSR could have an influence on organizational identification, which, in turn, affects employee job performance.

Also, as proposed in Hypothesis 3, there may be “direct routes” through which perceived CSR impact employees’ job performance. Therefore, the research hypothesizes:

H<sub>6</sub>. Organizational identification is positively related to employee job performance.

H<sub>7</sub>. Organizational identification mediates the influence of perceived CSR on employee job performance.

According to the existing CSR literature, self-determination theory and social identity theory, CSR perceptions may be a driver of employees’ job performance and that the CSR-employee job performance linkage exists owing to the underlying process through psychological needs fulfillment and organizational identification. Figure 1 shows the conceptual framework.

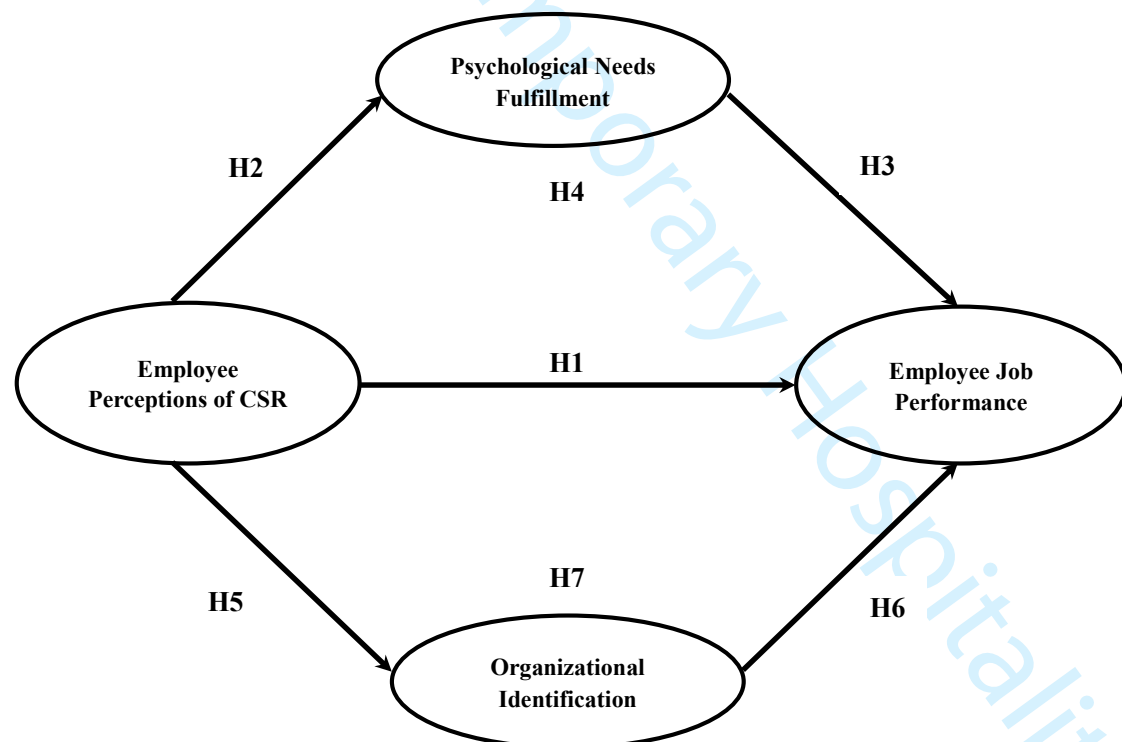


Figure 1 Conceptual Framework

### 3. Methodology

#### 3.1 Research Design

Our research uses a mixed methods approach widely adopted by researchers in

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4 hospitality and tourism studies. This study included three stages. The first stage was a  
5 qualitative approach to collect employee's opinions towards the CSR and job  
6 performance and to assess the appropriateness of measurement scales adopted from the  
7 literature in different cultural contexts and business sectors. Panel reviews, including  
8 eight employees from H Tourism Development (short for H), a well-established state-  
9 owned tourism enterprises in China, was conducted. The purposes of hosting the panel  
10 review were: to illustrate information concerning how employees perceive CSR  
11 initiatives, and if the perceived CSR affects their involvement in the tourism  
12 industry; and to evaluate the suitability of the scales used in the literature. The first  
13 author acted as the host for discussion and the entire panel review lasted 90 minutes.  
14 According to the discussion section in the panel review, the hypothesized relationships  
15 proposed in this study have been supported by panelists' personal experience sharing,  
16 which has empirically confirmed the validity of the research model. After the discussion,  
17 panelists were required to give comments to the measurements for the four constructs.  
18 All measurement results have been translated from English to Simplified Chinese  
19 through a reverse translation program. The panel generally agreed with the adoption of  
20 the measurements but suggested some minor revisions regarding the meaning and  
21 working of items. All comments were documented, and items were adjusted  
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41 In the second stage, a pilot test of a field survey among employees in H Tourism  
42 Development in China was conducted. The goal of this stage was to examine the face  
43 validity of the measurement scale as well as the questionnaire design appropriateness.  
44 The questionnaire was distributed to a small number of populations for pilot test. Pilot  
45 test survey was distributed to the employees through various channels. At the pilot test  
46 stage, 210 sample questionnaires were distributed to H Tourism Development  
47 employees, 180 of which were usable. We used the responses from the pilot test to  
48 correct mistakes and errors. We fixed the wording of the questions to ensure conciseness  
49 and readability.

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58 In the third stage, with the great support from the W Tourist Attraction Management  
59 Group in inviting scenic spots, resorts and companies to participate in our research, 10  
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1 scenic spots, resorts and tourism companies offered to support and engage in our study,  
2 therefore, were included as the formal field survey sites. The 10 participating attractions,  
3 resorts and businesses are willingly included in social responsibility activities including  
4 environmental protections, resource conservations, and donations to nearby  
5 communities and schools. A self-administered online investigation (i.e., a website link  
6 designed on [www.sojump.com](http://www.sojump.com)) was distributed to fulltime front-line staff which were  
7 asked to access to the questionnaire by scanning the QR code generated from the  
8 investigation website. in these organizations. To avoid duplication, each IP address  
9 could fill in the questionnaire.  
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### 23 **3.2. Construct Measurements and Questionnaire Design**

24 All constructs were measured using a multi-item, seven-point Likert-type scale with  
25 Strongly Disagree (1) and Strongly Agree (7) as anchors. After the items of  
26 questionnaire survey tool was established, questionnaire survey was designed. The  
27 questionnaire consisted of two groups of questions. The first group was designed to  
28 receive people's perceptions of job performance, corporate social responsibility,  
29 psychological needs satisfaction and organizational identification. The second group  
30 was designed to receive their demographic data.  
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39 On the measurement side of each structure, employee job performance was rated by  
40 six items, e.g., "I am effective at job", from prior research (Karatepe et al., 2006, Chiang  
41 and Hsieh, 2012, Kim et al., 2017). Employees' perceived CSR was captured by  
42 following a multidimensional perspective, using the Farooq et al. (2017) measurement  
43 scale, which was itself adapted from the Turker (2009) and Farooq et al. (2014)  
44 instrument. The measure uses environment-oriented CSR (four items; e.g., "My  
45 company engages in actions protecting and improving the nature"), community-  
46 oriented CSR (three items; e.g., "My firm donates adequately to the charity"), and  
47 employee-oriented CSR (three items; e.g., "My company calls on employees to  
48 volunteer"). However, compared with Farooq et al'. (2017) four-dimension structure,  
49 the consumer-targeted CSR was not included in the measurement of employee  
50 perceptions of CSR, because consumer-targeted CSR is organizational operation-  
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related initiatives and belongs to the obligation of the organization, which is not the category of discretionary practices and initiatives.

The scale measuring the psychological needs fulfillment are developed from the basic fundamental scales related to work (Broeck et al., 2010), which have six elements for each subscale, such as fulfillment of the need for autonomy (e.g., “The job requirements align with what I want to carry on”), competence (e.g., “I am pleasant about my work”), and relatedness (e.g., “I feel part of my organization at work”). The Johnson et al. (2012) scale was chosen to measure organizational identification. This scale includes both cognitive (e.g., “My feeling of self overlaps with my organization’s identity”) and affective (e.g., “I feel happy as a member of this organization”) dimensions (Johnson et al., 2012). Cognitive organizational identification represents personal perception that they a member of the organization (Dutton et al., 1994 , Ashforth and Mael, 1989). Affective organizational identification reflects the way people think about themselves in respect of the organization (Ashmore et al., 2004).

Besides the construct measurements, employees’ satisfaction with salary, demographic variables, and tenure at the organization were added as control variables. Tenure at the organization was assessed by using the item “How long have you been in the organization?”. Employees’ satisfaction with pay was assessed with this question “Generally speaking, how pleased are you about the salary?” (1 means “highly disappointed” and 7 means “highly pleased”). Finally, demographic differences, i.e. age, sex, education, marriage, and salary were also controlled within this research model.

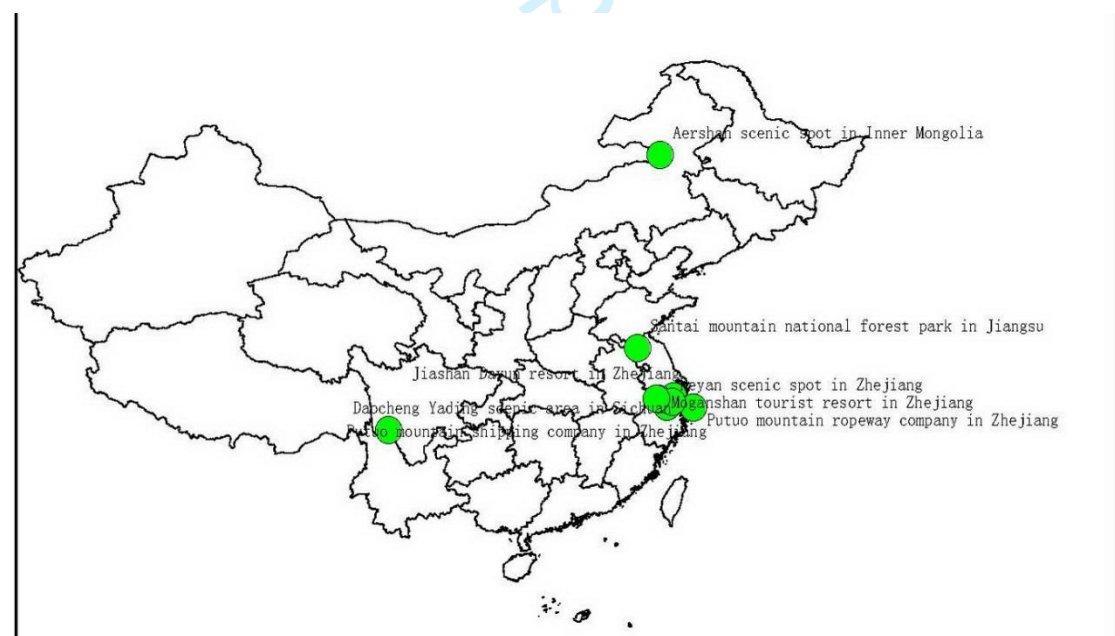
### 3.3. Data Collection

During the formal field survey stage, W Tourist Attraction Management Group, which focuses on tourism investment, planning, construction, operation, management and consulting businesses, provided us with considerable assistance in inviting Chinese state-owned tourism enterprises (i.e., scenic spots, resorts and companies) to participate in our research, A self-administrated online survey (i.e., a website link designed on [www.sojump.com](http://www.sojump.com)) was distributed to the frontline employees which were asked to access to the questionnaire by scanning the QR code generated from the investigation

website in ten participating Chinese state-owned tourism enterprises, and they expressed great willingness to support and participate in our research. 780 questionnaires were distributed to employees, of which 692 samples were usable. The completion of the questionnaire survey was voluntary, and responses were anonymous. The geographic distribution of the 10 data collection sites and the data collected from each site are revealed in Table 1 and figure 2.

**Table 1 Field survey sites and data collection (N = 692)**

	Field survey sites	Data collection
	Daocheng Yading scenic area in Sichuan	52
	Aershan scenic spot in Inner Mongolia	144
data collection	Keyan scenic spot in Zhejiang	55
(N = 692)	Jiashan Dayun resort in Zhejiang	41
	Moganshan tourist resort in Zhejiang	46
	Santai mountain national forest park in Jiangsu	54
	Putuo mountain shipping company in Zhejiang	69
	Putuo mountain ropeway company in Zhejiang	68
	Nanbei Lake scenic area in Zhejiang province	65
	Anji Culture & Tourism Group in Zhejiang	98



**Figure 2. Map of survey sites**

### 3.4. Data Analysis

We used the partial least squares structural equation model (PLS-SEM) to estimate



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4 the model for several reasons: (i) the method does not require normally distributed data  
5 by default; (ii) it obtains solutions with smaller sample sizes compared to CB-SEM;  
6 and (iii) it easily incorporates formatively (composite) measured constructs (Hair and  
7 Alamer, 2022). It depends on a nonparametric bootstrap procedure (Davison and  
8 Hinkley, 1997) to estimate the importance of the potential path coefficients (SmartPLS,  
9 2021).  
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15 Demographic data of respondents and descriptive data of each variable were obtained  
16 through descriptive analysis. Confirmatory composite analysis (CCA) uses a composite  
17 based approach to determine the measurement model in PLS-SEM (Hair, Howard and  
18 Nitzl, 2020). Compound reliability and rho A were used to check the internal reliability  
19 of the structure. Convergence validity and discriminant validity were used to assess the  
20 validity of each construct. After assessing the measurement model, we adopted SEM to  
21 evaluate the hypothesis. In this model, as employee perception of CSR included sub-  
22 constructs, the current model treated this construct as second order and conducted the  
23 second order SEM. However, psychological needs fulfillment and organizational  
24 identification remained first order to obtain subconstructs' separate mediating effects  
25 as proposed in this model.  
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## 39 4. Results

### 40 4.1 Sample Description

41 Respondents' demographics indicated good diversity of age, education level, gender,  
42 marital status, and annual income level (RMB). Over half of the respondents were male,  
43 accounting for about 53.74%, while 46.26% were female. The biggest age group was  
44 the 25–34 group, accounting for 38.32%. The second-largest age group of the  
45 respondents was the 35–44 group. Overall, the respondents' ages tended toward  
46 “young.” As for marital status, most of the respondents were married. Most of the  
47 respondents had received good education. Over 80% of them had received tertiary  
48 education or above, which was in line with the actual situation in the tourism industry.  
49 The annual income of a large portion of respondents was between RMB 30,000 and  
50 RMB 60,000.  
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## 4.2. Common Method Bias Check

A self-administered survey could result in a potential bias concern with the measurement of constructs (Podsakoff et al., 2012). With the guidance of Podsakoff et al. (2012) approach, several critical procedures in the questionnaire design were taken to minimize the impacts. For example, this research provided assurances of respondent anonymity, reductions in the difficulty of respondent accuracy, adjacent separation of items for the scales, and the collection of data was arranged in two waves. The completion motivation of this study was also improved by showing the relevance of the survey to the workplace. Also, the pilot study for the survey questionnaire enabled the researchers to correct mistakes and to ensure the accuracy of the data collected.

Statistical methods were also used to detect the variance of any common method to identify the deviations caused by the measurement method. Harman's single-factor check was adopted to include all self-reported variables in the principal component factor analysis (Podsakoff et al., 2012). Statistical results showed that the contribution rate of this factor to data co-variation was no more than 50%, indicating that the variance of common method did not affect the analysis results of this study.

## 4.3. Measurement Model

In the measurement model, CCA was performed to assess its adequacy. All items had factor loads of more than 0.67. Table 2 shows the reliability and validity test outcomes of the measurement model (Assaker, Huang and Hallak, 2012; Rasoolimanesh et al. 2017). In PLS, the reliability was tested by compound reliability and rho A. The compound reliability was more than 0.829 and rho A was more than 0.799, which were acceptable (Bagozzi and Kimmel, 1995). The construct validity was tested by aggregation validity and discriminant validity. The convergence validity was tested by the AVE value of the constructs. It was shown that all AVE exceeded the threshold of 0.5 and thus satisfied the ideal AVE of a well-developed construct (i.e., equal to or more than 0.5) (Hair et al. 2010). Discriminant validity (Byrne, 2010) was

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4 used to test the varieties between constructs and the external differences between  
5 discriminant validity monitoring factors (Hung & Petrick, 2011). Fornell-lacker  
6 criterion (FLC) and hetero-trait to single trait correlation ratio (HTMT) were used to  
7 evaluate the discriminant validity. In Table 2, the square root of AVE of each construct  
8 is above the correlation with the other constructs, indicating satisfactory discriminant  
9 validity. Furthermore, at the 5% significance level, all HTMTs were greatly lower than  
10 the unit, and all HTMTs between the two constructs were lower or close to 0.9, thus  
11 showing a marginally satisfactory level (Fan et al., 2020; Henseler et al., 2016).  
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Table 2. Results of the measurement model (n= 692)

<b>Constructs and items</b>	<b>Standardized factor loading</b>	<b>Composite reliability</b>	<b>rho A</b>	<b>Average variance extracted (AVE)</b>
<b>Community-CSR</b>		0.885	0.807	0.720
<b>My company gives adequate contributions to charities</b>	0.845			
<b>My company supports the non-governmental organizations working in the problematic areas</b>	0.841			
<b>My company contributes to the campaigns and projects that promote the well-being of the society</b>	0.859			
<b>Environmental-CSR</b>		0.898	0.83	0.746
<b>My company participates to the activities which aim to protect and improve the quality of the natural</b>	0.867			
<b>My company makes investment to create a better life for the future generations</b>	0.851			
<b>My company implements special programs to minimize its negative impact on the natural environment</b>	0.874			
<b>Employee-CSR</b>		0.899	0.835	0.749
<b>My company encourages its employees to participate to the voluntary activities</b>	0.875			
<b>My company policies encourage the employees to develop their skills and careers</b>	0.876			
<b>The management of my company primarily concerns with employees' needs and wants</b>	0.845			
<b>Autonomy-psychological needs fulfillment</b>		0.881	0.836	0.652
<b>I feel like I can be myself at my job</b>	0.893			

<b>If I could choose, I would do things at work differently (R)</b>	0.741			
<b>The tasks I have to do at work are in line with what I really want to do</b>	0.900			
<b>I feel free to do my job the way I think it could best be done</b>	0.670			
<b>Competence- psychological needs fulfillment</b>		0.868	0.799	0.623
<b>I really master my tasks at my job</b>	0.768			
<b>I feel competent at my job</b>	0.817			
<b>I am good at the things I do in my job</b>	0.787			
<b>I have the feeling that I can even accomplish the most difficult tasks at work</b>	0.783			
<b>Relatedness- psychological needs fulfillment</b>		0.829	0.819	0.548
<b>I don't really feel connected with other people at my job (R)</b>	0.745			
<b>I don't really mix with other people at my job (R)</b>	0.752			
<b>At work, I can talk with people about things that really matter to me</b>	0.742			
<b>I often feel alone when I am with my colleagues (R)</b>	0.720			
<b>Cognitive- Organizational Identification</b>		0.899	0.852	0.69
<b>I feel happy to be a member in the company</b>	0.854			
<b>I am proud to be a member in the company</b>	0.834			
<b>It feels good to be a member in the company</b>	0.852			
<b>If I were forced to leave the company, I would be very disappointed</b>	0.781			
<b>I feel happy to be a member in the company</b>	0.854			
<b>Affective- Organizational Identification</b>		0.887	0.832	0.664
<b>My self-identity is based in part on my membership in the company</b>	0.837			
<b>My membership in the company is very important to my sense of who I am</b>	0.841			
<b>My sense of self overlaps with the identity of the company</b>	0.805			
<b>Performance</b>		0.93	0.911	0.689
<b>I am a top performer</b>	0.806			

<b>I fulfill specific job responsibilities</b>	0.815
<b>I am effective in my job</b>	0.845
<b>The performance level of my job is satisfactory</b>	0.837
<b>I produce high-quality work</b>	0.830
<b>I meet performance standard and expectation</b>	0.846

Table 3. Result of the Fornell-Lacker Criterion (FLC)

	<b>Affective-Iden</b>	<b>Autonomy-Ful</b>	<b>Cognitive-Iden</b>	<b>Community-CSR</b>	<b>Competence-Ful</b>	<b>Employee-CSR</b>	<b>Environmental-CSR</b>	<b>Performance</b>	<b>Relatedness-Ful</b>
<b>Affective-Iden</b>	0.815								
<b>Autonomy-Ful</b>	0.636	0.807							
<b>Cognitive-Iden</b>	0.807	0.628	0.831						
<b>Community-CSR</b>	0.732	0.656	0.794	0.848					
<b>Competence-Ful</b>	0.660	0.716	0.693	0.683	0.789				
<b>Employee-CSR</b>	0.717	0.658	0.717	0.759	0.717	0.865			
<b>Environmental-CSR</b>	0.811	0.712	0.776	0.806	0.701	0.782	0.864		
<b>Performance</b>	0.803	0.690	0.838	0.781	0.779	0.715	0.813	0.830	
<b>Relatedness-Ful</b>	0.358	0.495	0.365	0.376	0.427	0.355	0.351	0.409	0.740

#### 4.5. Structural Model

The path analysis and hypothesis testing outcomes of the structural model are presented in Table 4. It showed that employees' perceived CSR is positively related to job performance with coefficient=0.137 ( $p=0.018$ ). According to its statistical meaning, a path coefficient of 0.137 indicates that when perceived CSR increases by one standard deviation unit, job performance will increase by 0.137 standard deviation units. Therefore, H1 is verified. In terms of the influence of employees' perceived CSR on psychological needs fulfillment, results indicated perceived CSR exerts significant effects on autonomy (coefficient=0.731,  $p=0.000$ ), competence (coefficient=0.757,  $p=0.000$ ) and relatedness (coefficient=0.391,  $p=0.000$ ) aspects of psychological needs fulfillment, revealing that H2 is supported. Furthermore, only the competence (coefficient=0.247,  $p=0.000$ ) aspect of the psychological needs fulfillment exerts a significantly advantageous influence on employees' job performance, whereas the autonomy (coefficient=0.060,  $p=0.079$ ) and relatedness (coefficient=0.019,  $p=0.335$ ) aspects do not have significant effects on employees' job performance. Therefore, H3 is partially supported.

Employees' perceived CSR has effective effects on cognitive (coefficient=0.825,  $p=0.000$ ) and affective (coefficient=0.817,  $p=0.000$ ) organizational identification, indicating that H5 is supported. Speaking of the organizational identification influence on job performance, both cognitive (coefficient=0.337,  $p=0.000$ ) and affective (coefficient=0.181,  $p=0.000$ ) organizational identification showed positive effects on job performance,. Thus, H6 is verified.

The mediating effects of psychological needs fulfillment and organizational identification were also examined. As shown in Table 4, competence (coefficient=0.187,  $p=0.000$ ) could mediate the relationship between employees' perceived CSR and their job performance, but autonomy (coefficient=0.044,  $p=0.080$ ) and relatedness (coefficient=0.007,  $p=0.337$ ) aspects do not. Therefore, H4 is partially supported. Regarding the organizational identification, both the cognitive (coefficient=0.278,  $p=0.000$ ) as well as affective (coefficient=0.148,  $p=0.000$ ) aspects mediate the relationship between employees' perceived CSR and their job performance,



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4 therefore H7 is supported. In addition, among all the control variables, only the  
5 education level has an effective influence on the job performance.  
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Table 4. Results of the path analysis and hypotheses testing

Hypotheses	Construct	Path	Construct	Coefficient	p	Results
H1	CSR	→	Job performance	0.137	0.018	Support
H2	CSR	→	PNF			Support
	CSR		PNF-Autonomy	0.731	0.000	
	CSR		PNF -Competence	0.757	0.000	
	CSR		PNF -Relatedness	0.391	0.000	
H3	PNF	→	Job performance			Partial support
	PNF-Autonomy		Job performance	0.060	0.079	
	PNF-Competence		Job performance	0.247	0.000	
	PNF-Relatedness		Job performance	0.019	0.335	
H4	CSR	PNF	Job performance			Partial support
	CSR	PNF-Autonomy	Job performance	0.044	0.080	
	CSR	PNF-Competence	Job performance	0.187	0.000	
	CSR	PNF-Relatedness	Job performance	0.007	0.337	
H5	CSR	→	OI			Support
	CSR		OI-Cognitive	0.825	0.000	
	CSR		OI-Affective	0.817	0.000	
H6	OI	→	Job performance			Support
	OI-Cognitive		Job performance	0.337	0.000	
	OI-Affective		Job performance	0.181	0.000	
H7	CSR	OI	Job performance			Support
	CSR	OI-Cognitive	Job performance	0.278	0.000	
	CSR	OI-Affective	Job performance	0.148	0.000	

Notes: CSR- Employee perception of CSR; PNF-Psychological needs fulfillment; OI- Organizational identification

## 5. Discussions and Implications

### 5.1. Discussion

This study empirically explored the influence of employees' perceived CSR on their job-related outcomes, and its influencing mechanism. First, results indicated employee perception of CSR has an immediate and effective influence on their job performance. The finding aligns with the extant research results in tourism and hospitality that depict the CSR-employee outcome linkage, including impacts of economic, ethical, legal, and philanthropic responsibility on organizational loyalty and turnover intention (Kim, et al., 2016; Youn, et al., 2018). However, beyond these above studies, this study followed the work of Turker's (2009) and Farooq et al.'s (2014) instruments by separating employees' participation in CSR activities into three dimensions, namely, employee perceptions of community-oriented, environment-oriented, and employee-oriented CSR, and empirically exploring its impacts on employee job performance.

Second, this study provides evidence and supports the link between employees' perceived CSR and their job performance was affected by employees' psychological needs fulfillment. **In particular, our research shows that employees' perception of CSR dimensions and initiatives help fulfill their need for competence, autonomy, and relatedness, moreover, the competence aspect of the psychological needs fulfillment exerts a significantly advantageous influence on employees' job performance, our research further reveals that the influence of employees' perception of CSR on employee job performance was mediated by the competence aspect of the psychological needs fulfillment.** This finding is consistent with previous tourism and hospitality studies on underlying processes in CSR-employee result linkages and supports that there are diverse mechanisms that could enable the impacts of CSR on employee-related outcomes (Gond, et al., 2017). Companies expect staff involved in CSR to gain a stronger sense of accomplishment and meaning from the participation (Bode & Singh, 2018). That is to say, employees' activeness in CSR activities helps meet the needs to influence the results and the environment, leading to a sense of control and efficiency, career development and professional improvement (Glavas & Kelley, 2014; Supanti & Butcher, 2019). Despite the importance of understanding such mechanism, tourism and

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4 hospitality studies have focused little on exploring the psychological needs mechanism  
5 behind the impacts of employees' perception of CSR dimensions on employee job  
6 performance. This research is among the first attempts to construct and test a mediation  
7 model linking employee perceptions of CSR, psychological needs fulfillment (i.e., the  
8 need for competence, autonomy, and relatedness), and employee job performance of  
9 front-line staff in tourism.  
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15 Third, the empirical outcomes demonstrate that autonomy and relatedness have no  
16 mediating effect on CSR perception and employees' job performance. This is due to the  
17 lack of direct effects of autonomy and relatedness on job performance. The empirical  
18 results for relatedness would be interpreted by Kovjanic et al.' research (2012), which  
19 pointed out psychological needs fulfillment exerted the predicted mediating effect in  
20 linkage between transformational leadership as well as employee results, however,  
21 relatedness did not exert a mediating role for the link between employee results (e.g.,  
22 self-efficacy, work fulfillment) and the antecedents (Kovjanic, Schuh, Jonas,  
23 Quaquebeke, & van Dick, 2012).  
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33 Last, this research also provides evidence that employees' perceived CSR is  
34 positively correlated with cognitive and affective organizational identifications, which,  
35 in turn, affect employee job performance. the empirical results indicate a mediating  
36 significance of cognitive as well as affective identification in perceived CSR-  
37 performance linkage. CSR has been demonstrated as a specifically prominent signal  
38 through which employees assess the distinctiveness as well as attractiveness of their  
39 organization. Moreover, employees would have positive feelings about being part of  
40 the socially responsible organizations, which, meanwhile, enhances their self-worth,  
41 sense of belonging, fulfills their need for self-enhancement, and thus results in  
42 favorable outcomes, including employee job performance. Although these extant  
43 studies have delved into the mediating role of the identification of an organization in  
44 demonstrating the influences of CSR on employee-related outcomes (Korschun, et al.,  
45 2014; Su & Swanson, 2019; Tian & Robertson, 2017), these studies have been criticized  
46 as these scales pay attention mostly to some cognitive aspects of social identification  
47 (Harris & E. Cameron, 2005), not fully depicting the cognitive, evaluative and  
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emotional component of “identification” stage. To expand the knowledge boundary, both cognitive and affective organizational identifications are included in this mediation model that links employee perceptions of CSR dimensions and employee job performance of front-line employees in tourism.

## 5.2. Theoretical Implications

Our research offers rich theoretical contributions. Overall, this study is among the first attempts to simultaneously consider both employees’ individual and organizational needs into the CSR perception–job performance mechanism. First, our study identifies the importance of psychological needs fulfillment in employee CSR perception–job performance linkage. In the tourism literature, organizational trust (Lee et al., 2013), employee satisfaction (Youn et al., 2018), green workplace behaviors (Su and Swanson, 2019), and working life quality (Kim et al., 2017) are examples of mediators between various employee perceptions and job performance. However, existing tourism literature has paid little attention to the mechanism of psychological needs fulfillment explains the influences of employees’ perceived CSR on their work performance. Therefore, one contribution of our findings is the exploration of the underlying processes of the mechanism of psychological needs fulfillment in employee perceptions of CSR–employee performance linkage. This exploration not only provides a new explanation of how perceived CSR impact employee-related outcomes but also broadens the boundary of self-determination theory and social identity theory.

Second, our research also revealed the roles of cognitive and affective identification in demonstrating the impacts of perceived CSR on employees’ work performance. Most existing evaluations of organizational identification were criticized for their almost exclusive focus on cognitive sides of identification (Harris and E. Cameron, 2005 ; D. et al., 2012) and their incomplete depiction of the cognitive, evaluative, and emotional components of the “identification” stage. To bridge this gap, a key finding of our theoretical framework is that cognitive identification and affective identification can help control the link between CSR perceptions and employees’ job performance. Therefore, our findings promote the research of the psychological mechanism linking

perceived CSR to employee job performance in tourism and hospitality.

Third, our research draws upon self-determination theory and social identity theory to test an integrated model that explaining the link between CSR perceptions and job performance. Moreover, the results also make a contribution to the social identity theory as well as micro-level CSR literature streams through uncovering the mediating effect of cognitive and affective identification.

### 5.3. Managerial Implications

An increasing number of tourism and hospitality firms now strive to leverage their CSR initiatives to motivate their employees. Managerially, the findings of our study not only provide strategic ideas and operational tactics for tourism managers to frame CSR strategies but also offer inspiration for the integration of CSR initiatives with human resource management strategies.

The research findings of this research are in accordance with previous tourism and hospitality literature on underlying processes in the CSR-employee outcome linkages. Tourism and hospitality companies should engage in strategic leverage of various aspects of their CSR initiatives to take into positive perception and even for the active involvement of employees. Moreover, CSR initiatives should be crafted and leveraged. They should be formally and explicitly prescribed, recognized, directed and promoted by rewards and sanctions. As a result of the COVID-19 pandemic, hotels around the world experienced a significant decrease in occupancy and complete or partial suspensions of hotel operations. Nevertheless, Hilton collaborated with American Express on distributing 1 million rooms to medical professionals at the frontlines of the battle against COVID-19 and partnership with Lyft to sponsor rides to increase access to vaccines. Moreover, Hilton were the first hospitality company to sign the U.S. Department of Energy Better Climate Challenge, launched the carbon neutral meetings program to make sustainable events simple for customers, and awarded nearly \$2 million in grants through the Hilton Effect Foundation, investing in groups leading the charge in building resiliency and recovery around the world.

This study investigated the mechanism of cognitive identification and affective

identification in demonstrating the effects of perceived CSR on employees' work performance. From a strategic human capital view, leveraging CSR can offer valuable benefits through meaningful work and career advancement related to for employee's perceptions and experience (Glavas and Kelley, 2014 , Supanti and Butcher, 2019). Therefore, to develop the links between perceived CSR and positive employee-related results (e.g., employees' work performance) in the tourism and hospitality industry, managers need to strive to leverage CSR initiatives to foster the organizational identification of employees. For example, during the COVID-19 pandemic in February 2020, in order to repay the medical staff who worked hard in the front line, Tianmu Lake Tourism Co., Ltd. China, the first listed cultural and tourism company in Jiangsu, announced that the tickets to Tianmu Lake Scenic spot and Nanshan Zhuhai Scenic spot were free for medical workers across the country for the whole year of 2020. The company's society and community related CSR actions gave employees a strong feeling of belonging as well as pride to their organizations, which could eventually lead to a good staff performance. The findings of our study suggest that tourism and hospitality firms should fully think about implementing internal marketing investigations into employee values, interests, and needs of. Planned CSR and training programs should aim to improve employee's job performance and other positive employee-related outcomes.

## 6. Conclusion and Limitations

To conclude, following a quantitative approach with data collected from ten Chinese stated-owned tourism enterprises, our research explored whether and how employees' perceptions of CSR impact employee job performance. Specifically, our research has delved into the mediating role of psychological needs fulfillment and organizational identification in exploring several psychological mechanisms that connect employee perceptions of CSR to expect satisfying returns from the staff in tourism and hospitality. This study points out their perception of CSR exerts a helpful impact on employees' job performance, psychological needs fulfillment and organizational identification. Our study also reveals that organizational identification (cognitive and affective

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4 organizational identification) and competence in psychological needs fulfillment  
5 demonstrated significantly positive association with employee job performance.  
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7 Moreover, our study also pointed out the links between employee perceptions of CSR  
8 and their job performance were influenced by psychological needs fulfillment for  
9 competence, and cognitive and affective organizational identification.  
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13 Some limitations need to be taken into consideration. This study explores the  
14 psychological needs fulfillment and organizational identification linking CSR to  
15 employee-related outcomes. However, additional insights might be drawn across  
16 various conditions, contexts, and backgrounds. Future research should also consider  
17 other mechanism linking perceived CSR to results related to employees. In addition,  
18 findings are limited to the positive aspects of results related to employees' CSR  
19 perceptions, namely, employee work performance. Nevertheless, other potential  
20 consequences of employees' perceived CSR should also be explored, such as the  
21 underexplored 'dark side' or undesirable employee-related outcomes. Lastly, we  
22 conducted a field survey distributed to the frontline employees in ten participating  
23 Chinese state-owned tourism enterprises, wider sample including frontline employees  
24 from private tourism enterprises or other countries should be collected in further  
25 research.  
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