



CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE GREEN BEHAVIOR IN THE TOURISM INDUSTRY WITH MEDIATING ROLE OF ORGANIZATIONAL TRUST

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ARTICLE INFO	ABSTRACT
<p>DOI: 10.52932/jfmr.v4i2ene.1033</p> <p><i>Received:</i> July 24, 2025</p> <p><i>Accepted:</i> January 13, 2026</p> <p><i>Published:</i> March 25, 2026</p> <p>Keywords: Corporate Social Responsibility, Organizational Trust, Employee Green Behavior, Tourism, Qualitative research methods</p> <p>JEL codes: M14, Z32, D23, Q56</p>	<p>The current study explores employees' understanding of CSR initiatives in Da Lat's tourism industry, building OT based on such understandings, and analyzing how these perceptions are linked with their environmentally oriented activities at work. Using a qualitative approach with the aid of fifteen semi-structured interviews and reflective thematic analysis, the research explores ways in which workers make sense of CSR and what organizational characteristics encourage environmentally oriented behaviors. According to the findings, workers evaluate CSR practices mainly in terms of their transparency, consistency, and opportunity to be engaged, which influences their trust of the organization. Trust is found to help develop a sense of psychological safety that allows performing green actions. These findings shed light on the interpretation of CSR practices and trust of the organizations in small and medium-sized tourism companies operating in a sensitive natural environment. The results of the research can be viewed from the perspective of its limitations, including its narrow sample size, subjective nature of the collected data, and limitations related to the qualitative approach, which do not allow determining mediating or causative relationships between variables under study.</p>

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1. Introduction

Sustainability-focused transformation in tourism industry becomes increasingly dependent on the extent to which staff members assimilate sustainable values and integrate them in daily service encounters. The concept of employee green behavior (EGB) therefore represents one of the core variables associated with sustainability efforts in workplace practice. Recent literature shows that corporate social responsibility (CSR) affects employee attitude, identification, and green behavior (El Akremi et al., 2018; De Roeck et al., 2016; Chaudhary, 2020), while organizational trust (OT) works as an important relational condition influencing employee motivation and discretion (Hansen et al., 2011; Mayer et al., 1995). It should be noted however, that most of the studies are quantitative and modeling-based, usually assuming stability of the variables under investigation and linearity of the relationships.

While providing relevant theoretical framework, this line of research raises some important questions that remain unanswered. Firstly, there is a lack of information on how employees perceive CSR practices, especially in small or under-resourced tourism companies where such practices are likely to emerge as informal, inconsistent, and relational. Secondly, despite the fact that OT is considered as a psychological variable, there is a gap in terms of understanding how trust is generated and experienced in everyday organizational activities. Finally, even though EGB, CSR, and OT have been empirically connected, it still is unclear how employees' interpretation of these concepts leads to EGB, and what kind of processes take place along the way.

Vietnamese tourism industry seems to be quite relevant for such study. In Da Lat – an environmentally sensitive destination that faces growing pressure to become more sustainable – organizations have a tendency to use lean

management and non-formal CSR practices. Therefore, employees have to determine whether CSR efforts are authentic, who motivates them and to what end, as well as whether they represent a trustworthy signal from the organization. As a result, employee sensemaking becomes a key process that requires further exploration. Even though Vietnamese researches are quite popular, most of them rely heavily on survey methodology that does not allow revealing the complex and culturally-specific nature of CSR, trust, and EGB perceptions. Consequently, qualitative inquiry is needed to explore the process of interpretation of CSR initiatives, the process of trust generation in relational organizational environment, and the influence of those phenomena on employee's willingness to behave in green manner.

2. Theoretical basis

2.1. Corporate Social Responsibility (CSR)

According to Turker (2009), corporate social responsibility is "a set of activities that a company undertakes to produce positive impacts on its stakeholders, not limited to the maximization of profits and implying an organization's deep commitment to sustainable development. Specifically, CSR includes efforts to minimize negative impacts on the environment and society, increase transparency, comply with ethical standards, and optimize benefits for stakeholders such as employees, customers, local communities and investors. Expanding on this definition, El Akremi et al. (2018) emphasize that CSR is not just a communication tool or a sideline activity, but is essentially a long-term development strategy in which businesses proactively cooperate with employees and local communities to improve the quality of life. Accordingly, CSR is seen as a means of creating shared value, helping to balance financial, social and environmental goals - thereby contributing to improving the competitiveness and

sustainability of the organization. Theoretically, Carroll (2016) proposed the famous CSR Pyramid model, in which CSR is divided into four main levels of responsibility: (1) Economic responsibility – ensuring that the business operates efficiently and profitably; (2) Legal responsibility – complying with applicable laws and regulations; (3) Ethical responsibility – behaving properly, even when not required by law; and (4) Philanthropic responsibility refers to the voluntary, discretionary activities that a business undertakes to contribute to the welfare of society beyond what is legally required or ethically expected. Notably, recent studies such as De Roeck et al. (2016) and Hansen et al. (2011) indicate that when employees have a clear and positive perception of CSR activities, they tend to develop strong trust in the organization, perceive a congruence of personal-organizational values, thereby reducing the intention to leave the company and increasing positive behaviors such as green behavior.

2.2. Organizational Trust (OT)

Organizational trust is defined as the extent to which employees believe in the organization's competence, integrity, and willingness to act fairly and consistently (Mayer et al., 1995; Rousseau et al., 1998). It is a central concept in social exchange theory, reflecting employees' expectations that the organization will act in a trustworthy, non-exploitative, and responsible manner in its relationships with employees. Farooq et al. (2014) emphasize that CSR acts as an enabler of organizational trust by communicating a message of concern, ethical commitment, and corporate responsibility to stakeholders. Alomran et al. (2024) show that trust significantly strengthens organizational commitment among hotel employees, indicating that trust functions not only as a cognitive assessment of reliability but also as a relational judgment rooted in perceived

organizational integrity. Complementing this view, Chen (2025) finds that OT fosters attitudinal pride, which in turn enhances employees' willingness to engage in positive discretionary behaviors. This suggests that trust operates partly through emotional pathways that reinforce value alignment and identification with the organization. Le et al. (2024) demonstrate that transparent communication, fair managerial practices, and consistent ethical conduct during crisis periods are critical for maintaining trust among employees. These findings are particularly relevant to hospitality environments, where trust is shaped not only by procedural factors such as competence and fairness but also by moral signals conveyed through organizational actions. Within the CSR-behavior framework, OT is increasingly recognized as a key mediator that links employees' perceptions of CSR authenticity to pro-environmental behavior at work. When CSR initiatives are implemented transparently and credibly, employees tend to interpret these actions as genuine commitments rather than symbolic displays. This perception strengthens trust, enhances psychological safety, and motivates employees to voluntarily engage in environmental practices such as energy conservation, waste reduction, and eco-friendly service behaviors. OT therefore represents the socio-emotional channel through which CSR signals are internalized and translated into sustained green behavior. When CSR is implemented consistently and transparently, employees perceive the legitimacy and humanitarian orientation of the organization, thereby strengthening trust and enhancing long-term commitment. Organizational trust is not only a fundamental psychological factor but also has a profound impact on positive organizational behaviors. In the tourism context, which is characterized by high service labor intensity and multidimensional relationships between people – environment –

customers, the presence of organizational trust can facilitate voluntary behaviors such as green behavior, when employees are willing to go beyond the scope of their duties to contribute to the overall sustainable development goals of the business.

2.3. Employee Green Behavior (EGB)

Employee green behavior (EGB) refers to employees' environmentally responsible actions within the workplace and includes both task-related behaviors formally required by job roles and voluntary behaviors driven by intrinsic motivation (Chaudhary, 2020). Although earlier studies emphasized individual factors such as environmental values or personal ethics, contemporary organizational behavior research increasingly positions EGB as a relational and context-dependent outcome shaped by employees' perceptions of organizational practices. Within this study's CSR-OT framework, EGB is conceptualized as a behavioral response mediated by organizational trust (OT). When employees perceive that their organization engages authentically in corporate social responsibility (CSR), they interpret such actions as signals of ethical commitment and organizational integrity. These perceptions foster trust, which enhances psychological safety, strengthens value congruence, and encourages employees to internalize sustainability as part of their role identity. Through this mechanism, OT becomes the channel that transforms CSR perceptions into both in-role and voluntary pro-environmental behaviors. Prior literature supports this trust-based pathway. Research in tourism and hospitality shows that supportive environmental practices, fair policies, and recognition for sustainability-related contributions increase employees' sense of moral obligation and willingness to participate in green actions (Pham et al., 2020; Darvishmotevali & Altinay, 2022). Organizational structures such as green norms

and performance systems further reinforce these behaviors and contribute to long-term habit formation (Norton et al., 2014). However, these contextual cues exert their strongest influence when employees trust that organizational intentions are genuine rather than symbolic.

3. Research methods

3.1. Research approach

With the aim of exploring the depth of perceptions, emotions and behaviors of tourism employees in Da Lat towards corporate social responsibility (CSR) practices, this study chose a qualitative method combined with typical case studies, and implemented a reflective thematic analysis based on the suggestion of Braun and Clarke (2006). This approach allows for a faithful and multidimensional reproduction of meaning models constructed by the participants themselves, thereby clarifying the mediating role of organizational trust (OT) in the relationship between CSR perceptions and employee green behavior (EGB). In the context of Da Lat emerging as an environmentally sensitive tourism center and public opinion, listening directly to the voices of employees is a necessary condition to understand the intrinsic motivations as well as barriers in the process of transforming CSR into sustainable behavior at work.

3.2. Background and research objects

Xuan Huong Ward - Da Lat was chosen as the research area because of its convergence of typical factors of a destination: high tourist density, the presence of many small and medium-sized tourism businesses, and increasing pressure from the local community on environmental responsibility. The research subjects were employees working at tourism businesses, including green hotels, resorts, tourist areas and travel companies with CSR activities. Selection criteria included: (1) a minimum of 6 months of continuous

employment; (2) having participated in or been directly exposed to the CSR initiatives of the business; and (3) being willing to share personal experiences in a deep and thoughtful way.

3.3. Sampling strategy

The study used a purposive sampling technique to ensure that people with real and rich experiences with CSR activities in the workplace were reached. The sample selection process also incorporated a snowball sampling technique to expand the reach across different occupational groups (receptionists, front desk, restaurant managers, tour guides). A total of fifteen in-depth semi-structured interviews were conducted with employees working in tourism enterprises located within Xuan Huong Ward, Da Lat. Although the sample size is modest, it is appropriate for a qualitative case study in which the primary aim is to obtain depth of understanding rather than statistical generalization. The sample was purposefully varied in terms of gender, age, tenure, and organizational type to capture a wide range of experiences within the boundaries of the case. Data collection continued progressively until the point of theoretical saturation was reached (Guest et al., 2006), where no additional interviews generated new insights of analytical significance. The findings derived from this sample should therefore be interpreted as context-specific insights rather than generalizable outcomes, consistent with the interpretive and exploratory nature of case study research.

3.4. Data collection process

Data were collected through semi-structured interviews, each lasting from 30 to 50 minutes. The interview location was flexibly selected: at the workplace, a coffee shop or via an online platform (Zoom, Zalo), depending on the conditions and comfort of the participants. The interview guide was designed around three main

content axes: (1) personal experiences with the company's CSR activities; (2) perceptions of the level of trustworthiness, integrity and transparency in organizational behavior; (3) specific environmental attitudes and behaviors at the workplace. The questions were open-ended, capable of eliciting in-depth experiences and were flexibly adjusted during the interview process to encourage reflection. All audio data were recorded (with consent), transcribed verbatim, and processed into text for analysis.

3.5. Data analysis

Interview data were analyzed using Braun and Clarke's (2006) reflexive thematic analysis, which included six stages: (1) data familiarization; (2) primary coding by meaning units; (3) construction of primary themes; (4) review and adjustment of theme clusters; (5) naming and defining themes; (6) presentation and interpretive analysis. The analysis process was supported by NVivo 15 software, which allows for scientific management and systematization of data. The coding combines open coding and theory-driven coding, taking the CSR – OT – EGB framework as the initial orientation axis, but at the same time still opens up space for unexpected meanings constructed by participants. To ensure reliability and authenticity, the study followed the trustworthiness criteria proposed by Lincoln and Guba (1985). Member checking was conducted with selected participants to verify the accuracy of interpreted meanings. The coding process involved two independent researchers who performed parallel coding before comparing and reconciling their coding decisions. Inter-coder reliability was evaluated using Cohen's Kappa, yielding a coefficient of 0.82, which reflects a high level of agreement beyond chance. Any discrepancies were resolved through discussion to achieve consensus, ensuring that the final codebook represented shared analytical interpretations

rather than individual bias. Trustworthiness was further reinforced by maintaining detailed research logs and an audit trail documenting coding decisions, as well as providing thick descriptions of the research setting, participant characteristics, and data collection conditions to facilitate assessment of transferability. Collectively, these procedures enhance the credibility, dependability, and interpretive rigor of the thematic findings. (*see Appendix 1*)

4. Findings

Analysis of data collected from 15 in-depth semi-structured interviews with employees working at tourism enterprises in Xuan Huong ward, Da Lat city, highlighted three central themes reflecting the intrinsic relationship between CSR perceptions, organizational trust, and green behavior at work. The themes do not exist in isolation but are intertwined in the participants' experiences, suggesting a process of transforming CSR perceptions into environmental behavior through the mediation of organizational trust. Participant characteristics such as age, organizational tenure, job role, and type of organization were considered during the analytic process to enhance interpretive sensitivity. During coding, particular attention was paid to whether themes varied across participants with different levels of experience, hierarchical positions, or lengths of employment. While the study did not aim to conduct systematic subgroup comparisons, these characteristics were used as contextual lenses to interpret how CSR practices, organizational trust, and green behavior were described and emphasized in different narratives. This approach helped ensure that the thematic patterns reflected shared meanings across diverse participant profiles rather than being driven by a single demographic subgroup. (*see Appendix 2*)

Specifically, the three themes include: (1) CSR as a Signal of Ethical Intent and

Organizational Authenticity (2) Organizational trust as an emotional foundation that facilitates green behavior, and (3) Green behavior as an expression of empathy and commitment to organizational values.

4.1. CSR as a Signal of Ethical Intent and Organizational Authenticity

The participants repeatedly pointed out that CSR activities were considered moral cues to evaluate the organization's ethics rather than an individual activity related to the environment. The assessment of the legitimacy of CSR was carried out based on its openness, consistency, and the degree of alignment between CSR efforts and organizational behaviors. CSR was perceived as a cue to assess whether the organization had been acting responsibly toward the community and the environment. Several participants noted that CSR activities played a significant role in forming their preliminary judgments about the organization's trustworthiness. They did not regard CSR activities as just public relations but saw it in terms of ongoing efforts, such as waste sorting, planting trees, and educational sessions.

4.2. Organizational trust as an emotional foundation facilitating green behavior

Organizational trust became one of the most essential emotional and relational tools by means of which employees' perceptions about Corporate Social Responsibility (CSR) were converted into their actions. In this case, trust referred to not only the belief in organizational capability but also to psychological comfort and morality. It turned out that employees were ready to be more proactive in initiating actions, correcting their colleagues, and informing guests about environmental practices if they had faith in their organization. The theme analysis showed that the level of trust reduced employees' hesitation and made it possible to perform discretionary actions that could be classified as pro-environmental ones. If an

organization enjoyed employees' trust, it served as a platform where they could feel valued and respected. Therefore, employees would perform additional activities beyond their obligations, participating in voluntary green activities.

4.3. Employee green behavior as an expression of empathy and value attachment

The green behaviors practiced by employees were not just a result of meeting expectations set by the organization. Rather, they viewed these actions as being congruent with the values shared by them and the organization. Such environmentally beneficial actions like minimizing waste, using less energy, and educating customers were seen as symbolic gestures through which individuals identified themselves with their organization. Many of

the participants stressed that the engagement in EGB was a result of a shared environmental consciousness created due to credible practices of an organization. If employees felt that their organization had played its part for the benefit of the society in a sincere manner, then those values were assimilated and expressed through their environmental actions. This shows that the concept of EGB involves cognitive appraisal, where there is an understanding of the genuineness of the CSR of organizations, and affective identification, whereby trust plays an important role. The thematic analysis generated three main themes explaining the process of perceiving CSR activities, creating organizational trust, and transforming perceptions into EGB.

Table 1. Summary of Themes, Subthemes and Supporting Quotes

Theme	Subtheme	Illustrative Supporting Quotes
1. CSR as a Signal of Ethical Intent and Authenticity	Transparency and consistency of CSR practices	"They do not run CSR activities just for show; they provide continuous updates and allow us to participate, which makes it feel real."
	Employee participation as a marker of authenticity	"When they involve staff in planning CSR events, it shows they genuinely care about the environment, not just the company image."
2. Organizational Trust as an Emotional Mechanism	Psychological safety and willingness to act	"I feel comfortable reminding guests to save electricity because I know the company truly supports these actions."
	Trust built through ethical and community-oriented actions	"Seeing them invest in community projects makes me trust that they care about more than profit."
3. Employee Green Behavior as Value Alignment and Identification	Internalization of sustainability values	"Sorting waste or saving water becomes natural when you believe the company is doing the right thing."
	Voluntary green actions as expressions of pride	"I feel proud to work here, so I try to act in a way that protects the environment and represents the company."

4.4. Discussion

These findings add to the existing knowledge concerning the CSR-OT-EGB chain by offering insight into the interpretation and implementation of CSR activities through the prism of cultural perception in the Vietnamese tourism industry. Unlike the results of previous studies that have been carried out in a Western setting and viewed trust as a rationally-based assessment of the institution, contract, and compliance, this research shows that in Vietnamese tourism, trust is formed as a consequence of emotional, relationship, and moral considerations. Thus, employees in this setting were guided not so much by formal criteria but by their perception of honesty, transparency, and morality in the company's activities. Such findings are related to the collectivist nature of Vietnamese society, where harmony in interpersonal relations, commitment to relationships, and moral principles play a major role. As noted by researchers working in the international context, trust is a cognition-based attitude to the competence and procedural fairness of the organization (Hansen et al., 2011; Mayer et al., 1995). However, in the case of Da Lat employees, organizational trust was considered an affective-moral criterion, which implied psychological safety and empathy, as well as employees' moral approval of the company's activity. It can be explained by the results of comparative analysis, according to which workers in collectivist societies are guided more by relationship factors than by organizational policies when perceiving organizational intentions (e.g., Triandis, 1989; Kwon et al., 2012). As a result, CSR activities were not evaluated by employees merely in terms of organization strategy but were considered from the perspective of moral commitment, thereby strengthening affective trust. Moreover, the findings of the study contribute to the discussion of green behavior of employees. Unlike studies focusing on the role

of structural aspects of corporate culture (e.g., Robertson & Barling, 2013; Norton et al., 2014), Da Lat tourism employees perceived green behavior as an integral part of individual and collective identity. Environmental actions were not performed just because they contributed to environmental protection but were performed because such actions represented loyalty to the socially responsible organization. Therefore, it can be noted that sustainable activities in the case of Vietnam were used as a means of expressing the affiliation of employees with the organization rather than an obligation. It should also be noted that the results obtained are consistent with the idea put forward by researchers worldwide that organizational trust mediates green behavior (Chaudhary, 2020). However, in the Vietnamese context, this process was conditioned not so much by environmentally friendly policies of the organization as by its moral actions in the field of CSR. It can be stated that Vietnamese employees were positively influenced by morally meaningful CSR activities that expressed support for the community and solidarity with customers and partners.

5. Conclusion and implications

5.1. Conclusion

This study contributes to clarifying how employees in the tourism industry in Vietnam perceive, evaluate, and respond to corporate social responsibility (CSR) practices in the context of a workplace increasingly influenced by pressures for sustainable development. Through a qualitative approach and reflective thematic analysis, the study not only identifies three important transformation axes – from CSR awareness as an ethical indicator, organizational trust as an emotional foundation, to green behavior as an expression of intrinsic commitment – but also clearly depicts how organizational values are internalized and restructured into proactive behaviors among

employees. Contrary to the common assumption of the instrumentality of CSR and green behavior as the result of behavioral regulatory policies, the findings from this study suggest that both have an emotional-moral dimension, shaped through the dynamic relationship between organizational values, individual experiences, and local cultural conditions. By highlighting the mediating role of organizational trust, the study repositions OT not just as a rational mediating variable, but as a socio-emotional state that has the potential to transform organizational values into sustainable behavior. At the same time, this study also suggests a new approach in organizational behavior research in Vietnam, when it shows that behaviors such as saving resources, encouraging tourists to consume green or preserving space are not simply functional behaviors, but are symbols of self-identification in relation to the community, organization and environment. From there, it is necessary to consider green behavior in service industries not as a separate behavior, but as a form of “emotionalization” of professional ethics in the era of climate change. This study proposes some directions for future work: expanding the scope of the survey to other points. other tourism destinations in Vietnam (such as Sa Pa, Phu Quoc, Ben Tre) to compare the impact of cultural-environmental context on the CSR-OT-EGB relationship. Combining quantitative methods: Designing scales to test the influence of organizational trust in the mediation model, thereby quantifying the relative importance between factors influencing employees’ green behavior. Further research on the differences in CSR adoption and green behavior by age, gender or generational characteristics (Millennials, Gen Z), thereby building more suitable internal CSR strategies. Combining theories of organizational emotion, professional identity, or ethical theory to further explain green behavioral manifestations in service environments. Conduct longitudinal

research to track changes in CSR perceptions and green behavior, especially during periods of strategic corporate transition (e.g. when repositioning a brand as “green”).

In summary, this study not only sheds light on the mediating mechanism of organizational trust in the relationship between CSR perceptions and green behavior, but also contributes to the reshaping of the theory of ethical behavior in organizations from an indigenous and reflective perspective. In the context of climate change and environmental crisis becoming a permanent reality, a deep understanding of the experiences and motivations of internal employees is the premise for designing sustainable development strategies that are not only effective but also humane.

5.2. Academic implications

This study makes three notable theoretical contributions to the fields of organizational behavior, CSR, and sustainable development in tourism: *First*, the study clarifies that CSR in the context of small and medium-sized enterprises cannot be understood in terms of formal measurement standards but needs to be approached as an ethical practice linked to employee experience. This helps to expand the concept of CSR from a strategic perspective to an emotional and organizational ethical perspective. *Second*, in terms of organizational theory, the study reconceptualizes organizational trust not only as a technical mediating variable, but as a socio-psychological state constructed under the specific conditions of local communication and commitment culture. This is an important suggestion for developing culture-sensitive models of organizational behavior. *Third*, the reflective qualitative research method using in-depth interviews and thematic analysis allowed access to micro-elements of green behavior that quantitative tools often ignore, such as organizational pride, moral emotions, and

empathy. This confirms the irreplaceable role of qualitative research in the sensitive topics of sustainable values and behavior.

5.3. Policy and practical implications

The research outcomes provide multiple implications for tourism businesses located in Da Lat, focusing specifically on small enterprises run by families that might not have formal systems of ensuring sustainability. To begin with, corporations should take their CSR commitments further and turn them into practical initiatives that would increase employees' feeling of authenticity. For instance, it would be beneficial to conduct monthly activities aimed at environmental protection, such as hosting the "Green Sunday" days when staff members and customers will collaborate on cleaning up garbage. This approach would improve team unity and would create an atmosphere when people feel they are morally aligned with the business. Secondly, it would be reasonable to establish a recognition system for employees who engage in environmentally responsible activities within the hotel. Instead of using financial rewards that would be difficult to afford, organizations can introduce the concept of green points accumulated by individuals for different actions related to EGB, including reduction in electricity consumption, supporting waste separation or encouraging customers to become greener. Green points could serve as the basis for obtaining various awards and could motivate employees to keep working on their green behaviors. Thirdly, firms should make sustainability routines more formal in order to ensure clarity regarding actions to be undertaken on a daily basis. It means that they should include labeling for waste separation stations, energy-saving checklists after each shift, and the inclusion of environmental issues into staff meetings on regular basis. These measures are cheap but help promote environmentally responsible behavior

as a part of everyday routine. Moreover, communication about the company's CSR efforts is vital because of its impact on trust between managers and employees. The latter should receive periodic updates on ongoing activities related to corporate social responsibility, receive explanations of the importance of environmental efforts, and have open channels to suggest sustainability initiatives. Lastly, small enterprises should cooperate with the local community groups or municipality-related environmental projects, thus minimizing resource constraints and involving staff members in other green initiatives.

Limitations and future research directions

First of all, it is important to note that this study relies upon 15 interviews with individuals from Xuan Huong Ward, Da Lat, using purposive and snowball sampling techniques. The benefit of this kind of sample lies in its depth, but it reduces transferability. There might be an element of selection bias, as some firms might have been over-sampled while others under-sampled, with the latter having lower levels of CSR and differing opinions on this matter. Furthermore, since data collection took place only once, no temporal sequence could be observed in the CSR – OT – EGB model, which reduces causality. Narratives regarding CSR authenticity and trust formation are prone to recall bias and post hoc rationalization. Though trustworthiness principles outlined by Lincoln and Guba were considered, and NVivo assisted with coding, this study still remains qualitative in nature. In addition, only minimal triangulation was performed, and inter-rater agreement data was absent. Authenticity, OT, and EGB were assessed based on respondents' narratives rather than validated measures. This improves ecological validity but makes cross-study comparison impossible, as well as precludes effect sizes assessment. Moreover,

reaching thematic saturation after only 15 interviews might mean neglecting minority and marginalized views, for example, regarding seasonal and gig workers. Results obtained in this study are situated in the socio-cultural and environmental context of Da Lat, where community pressure and the importance of destination image are especially relevant. Therefore, caution needs to be exercised when trying to generalize results to any other destinations or service industries. Such variables as the leadership style, green human resource management practices, psychological green climate, customer eco-norms, the size of the firm, ownership types, and resource limitations need to be controlled.

Future work should include in-depth qualitative interviews with psychometric tools to measure the core variables (i.e., the stakeholder corporate responsibility scale; El Akremi et al., 2018, and trust using measures derived from Mayer et al., 1995). The use of confirmatory factor analysis (CFA) and structural equation modeling (SEM) or partial least squares structural equation modeling (PLS-SEM) can enable testing of the role of OT as a mediator in the path from CSR to EGB. Data collection should include employees nested within teams and organizations to analyze cross-level effects of the psychological green climate and its strength on EGB. Differentiating task-driven from voluntary green behaviors may indicate whether OT is more relevant in one situation than another. Tracing over time the signals about CSR, changes in trust levels, and daily green behaviors can provide empirical support for the temporality assumption. Data collection through panel studies or diary methods allows researchers to track day-to-day variations as well as long-term internalization processes. Triangulating data collected through interviews with hard metrics like energy/water

consumption, waste-audit data, procurement databases, and human resource records of participation in CSR programs can strengthen the results. In addition, CSR audits from external organizations can help evaluate the authenticity of the companies' CSR initiatives. Expanding the scope of investigation to other destinations in Vietnam (e.g., Sa Pa, Phu Quoc, Ben Tre) and non-tourism service industries would provide insight into the boundary conditions for the model proposed. Future work could test different types of leader behavior (e.g., servant, authentic, adaptive), green HRM strategies (Pham et al., 2020), psychological green climate, and organizational reputation as moderators or sequential mediators. Moderated mediation models can specify situations under which trust translates more or less effectively into EGB. Interventions aimed at promoting trust and CSR authenticity (e.g., transparent impact reporting, joint creation of CSR activities with employees) can be evaluated via randomized control trials or stepped wedge designs to demonstrate their effect on EGB. Future work could purposively sample employees who work seasonally, gig workers, subcontractors, and those working behind-the-scenes to assess unique challenges and opportunities relative to frontline workers. Researchers should pre-register qualitative research protocols, make anonymous codebooks publicly available, and report inter-coder reliability statistics where applicable.

Declaration of generative AI and AI-assisted technologies in the writing process

During the preparation of this work, the authors used ChatGPT (OpenAI, GPT) to improve readability, grammar, and language quality, as well as to assist with translation. The authors reviewed, edited, and took full responsibility for the final content of the manuscript.

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