

# CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE CITIZENSHIP BEHAVIOR: THE DISTINCT MODERATING ROLE OF RESPONSIBLE LEADERSHIP

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## Appendix 1. Measurable scales

Stt	Variables	Relevant studies
<b>1</b>	<b>Corporate social responsibility</b>	
<b>1.1</b>	<b>CSR-community and environment</b>	Park & Levy (2014), Ko & cộng sự (2019), Gürlek & Tuna (2019).
	My hotel incorporates environmental concerns in business decisions	
	My hotel reports on the hotel's environmental performance	
	My hotel encourages guests to reduce their environmental impact through programs and initiatives	
	My hotel actively attempts to minimize the environmental impact of the hotel's activities	
	My hotel actively attempts to purchase products and services which minimize environmental impacts	
	My hotel helps improve the quality of life in the local community	
	My hotel financially supports local charities through financial donations, sponsoring events, and/or providing goods and services	
	My hotel incorporates the interests of community in business decisions	
<b>1.2</b>	<b>CSR-employees</b>	
	My hotel treats our employees fairly and respectfully	
	My hotel's policies encourage a good work and life balance for employees	
	My hotel incorporates the interests of employees in business decisions	
	My hotel provides a safe and healthy working environment to all employees	
	My hotel encourages employees to develop their skills and careers	
	The hotel prioritizes the use of local products and services (e.g., handicrafts, souvenirs, raw materials, etc.).	
<b>1.3</b>	<b>CSR-customers</b>	
	Customer satisfaction is highly important for my hotel	
	One of the main principles of my hotel is to provide high-quality services and products to our customers	
	My hotel is responsive to the complaints of our customers	

Stt	Variables	Relevant studies
	My hotel incorporates the interests of customers in business decisions	
	My hotel respects consumer rights beyond legal requirements	
2	<b>Organization citizenship behavior (OCB)</b>	Buil et al. (2019); Saks (2006)
2.1	<b><i>OCB_individual (OCBI)</i></b>	
	Willingly give your time to help others who have work-related problems.	
	Adjust your work schedule to accommodate other employees' requests for time off.	
	Give up time to help others who have work or non-work problems.	
	Assist others with their duties.	
2.2	<b><i>OCB_organization (OCB_O)</i></b>	
	Attend functions that are not required but that help the organizational image.	
	Offer ideas to improve the functioning of the organization.	
	Take action to protect the organization from potential problems.	
	Defend the organization when other employees criticize it.	
	I feel proud to be an employee of this hotel.	
3	<b>Responsibility leadership</b>	Voegtlin (2012); Boiuchou et al (2022)
	My direct supervisor demonstrates awareness of the relevant stakeholder claims	
	My direct supervisor considers the consequences of decisions for the affected stakeholders	
	My direct supervisor involves the affected stakeholders in the decision making process	
	My direct supervisor weighs different stakeholder claims before making a decision	
	My direct supervisor tries to achieve a consensus among the affected stakeholders	

**Appendix 2.** Demographic characteristics of respondents

No.	Criteria	Category	Frequency	Percentage
1	Gender	Male	262	47.4%
		Female	291	52.6%
2	Age	Under 25 years	187	33.8%
		25–35 years	239	43.2%
		36–45 years	111	20.1%
		46 years and above	16	2.9%
3	Education level	High school / Vocational certificate	8	1.4%
		College / Diploma	147	26.6%
		Bachelor's degree	357	64.6%
		Postgraduate degree	41	7.4%
4	Job position	Staff	405	73.2%
		Manager	148	26.8%
5	Work experience	6 monts to less than 1 year	62	11.2%
		1 to less than 3 years	174	31.5%
		3 less than 5 years	128	23.1%
		5 years and above	189	34.2%

**Appendix 3.** Measurement model indicators

Variables	CSR	Cronbach's alpha	CR (rho_c)	AVE
CSR_COM	0.823	0.857	0.903	0.700
CSR_CUS	0.895	0.896	0.923	0.707
CSR_EM	0.885	0.857	0.897	0.637
CSR_EN	0.849	0.880	0.913	0.677
<b>OCB_I</b>	-	<b>0.900</b>	<b>0.930</b>	<b>0.769</b>
OCB_I1	0.881			
OCB_I2	0.884			
OCB_I3	0.880			
OCB_I4	0.862			
<b>OCB_O</b>	-	<b>0.906</b>	<b>0.930</b>	<b>0.727</b>
OCB_O1	0.839			
OCB_O2	0.870			
OCB_O3	0.847			

Variables	CSR	Cronbach's alpha	CR (rho_c)	AVE
OCB_O4	0.843			
OCB_O5	0.863			
<b>RL</b>	<b>-</b>	<b>0.916</b>	<b>0.937</b>	<b>0.750</b>
RL1	0.866			
RL2	0.859			
RL3	0.874			
RL4	0.865			
RL5	0.865			

#### Appendix 4. VIF values

Variables	Original sample (O)	Sample mean (M)	2.5%	97.5%
CSR_COM	2.152	2.170	1.890	2.492
CSR_CUS	2.656	2.679	2.286	3.118
CSR_EM	2.506	2.529	2.166	2.967
CSR_EN	2.391	2.414	2.126	2.741
OCB_I1	2.582	2.605	2.249	3.009
OCB_I2	2.483	2.505	2.129	2.954
OCB_I3	2.719	2.742	2.381	3.166
OCB_I4	2.489	2.513	2.159	2.911
OCB_O1	2.359	2.381	2.103	2.710
OCB_O2	2.615	2.647	2.243	3.100
OCB_O3	2.377	2.408	2.102	2.765
OCB_O4	2.377	2.413	2.040	2.862
OCB_O5	2.619	2.648	2.279	3.076
RL1	2.846	2.876	2.528	3.267
RL2	2.905	2.934	2.578	3.332
RL3	2.779	2.808	2.472	3.190
RL4	2.921	2.950	2.547	3.434
RL5	2.867	2.901	2.500	3.353

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