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3 ABSTRACT:
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6 legal; ethical; philanthropic) foster employee creativity during the COVID-19 pandemic. Specifically,
7 an attempt is made to investigate the mediating role of affective commitment to explain the above
8 linkage.
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10 The survey data were collected from 167 employees in the emerging market of Saudi Arabia. The
11 data was analysed using PLS-SEM for frequency, reliability, confirmatory factor analyses, and
12 structural equation modelling
13

14 The CSR dimensions, particularly the ethical and philanthropic dimensions, showed both direct and
15 indirect effects on the creativity behaviour of employees during the COVID-19 pandemic. Moreover,
16 affective commitment mediated the relationship between the legal, ethical, and philanthropic CSR
17 dimensions and creativity behaviour.
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20 CUST_RESEARCH_LIMITATIONS/IMPLICATIONS__(LIMIT_100_WORDS) :No data available.
21

22 CUST_PRACTICAL_IMPLICATIONS__(LIMIT_100_WORDS) :No data available.
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24 CUST_SOCIAL_IMPLICATIONS__(LIMIT_100_WORDS) :No data available.
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26 This study enriches previous CSR empirical research and adds to current literature focused on the
27 determinants of CSR dimensions' effectiveness; particularly, the research is set in a challenging
28 scenario characterized by the pandemic. So, this paper extends previous studies by investigating
29 under which key conditions CSR dimensions are most effective, in particular in two main directions.
30 First, it contributes to the CSR literature by determining how various CSR dimensions influence
31 creativity behaviour during a pandemic. Pandemics are events that occur regularly, and the COVID-
32 19 pandemic, in particular, offers the opportunity to explore its effects on employees' behaviours
33 in the current context. Second, the study's mediation findings contribute to new empirical
34 evidence which suggests that affective commitment has a positive effect on the CSR dimensions of
35 employee creativity behaviour during a pandemic in an emerging market.
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CSR practices and creativity during COVID-19 pandemic in the emerging market: investigating the mediating effect of affective commitment

Abstract

Purpose – This study aims to explore how corporate social responsibility (CSR) dimensions (i.e., economic; legal; ethical; philanthropic) foster employee creativity during the COVID-19 pandemic. Specifically, an attempt is made to investigate the mediating role of affective commitment to explain the above linkage.

Design/methodology/approach – The survey data were collected from 167 employees in the emerging market of Saudi Arabia. The data was analysed using PLS-SEM for frequency, reliability, confirmatory factor analyses, and structural equation modelling.

Findings – The CSR dimensions, particularly the ethical and philanthropic dimensions, showed both direct and indirect effects on the creativity behaviour of employees during the COVID-19 pandemic. Moreover, affective commitment mediated the relationship between the legal, ethical, and philanthropic CSR dimensions and creativity behaviour.

Originality/value – This study enriches previous CSR empirical research and adds to current literature focused on the determinants of CSR dimensions' effectiveness; particularly, the research is set in a challenging scenario characterized by the pandemic. So, this paper extends previous studies by investigating under which key conditions CSR dimensions are most effective, in particular in two main directions. First, it contributes to the CSR literature by determining how various CSR dimensions influence creativity behaviour during a pandemic. Pandemics are events that occur regularly, and the COVID-19 pandemic, in particular, offers the opportunity to explore its effects on employees' behaviours in the current context. Second, the study's mediation findings contribute to new empirical evidence which suggests that affective commitment has a positive effect on the CSR dimensions of employee creativity behaviour during a pandemic in an emerging market.

Keywords Corporate Social responsibility, Creativity behaviour, Affective commitment, COVID-19

Paper type Research paper

1. Introduction

Colloquially known as coronavirus, COVID-19 spread across the world in late 2019 and has/ had become a global pandemic (Sharma *et al.*, 2020; Singh *et al.*, 2021). It has been

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3 one of the most devastating crises of modern times, with profound consequences on
4 economies, organizations, and workers all over the world (Mohammed and Ferraris,
5 2021; Tønnessen et al., 2021). By October 2nd, 2021, approximately 233 million people
6 have been infected with COVID-19 globally and more than 4,700,000 million have died
7 because of the pandemic (WHO, 2021). The panic that spread in the wake of the COVID-
8 19 outbreak caused, has resulted in many regions becoming isolated and has drastically
9 affected economies (Talwar *et al.*, 2021), which also adversely affected the global
10 financial system (Talwar *et al.*, 2021). It has startled global markets, transformed how
11 consumers, employees, and organisations interact (Ghobadian *et al.*, 2021), and changed
12 the management and operational practices of hotels (Fong et al., 2020). As the COVID-
13 19 pandemic situation is unprecedented and unique, it allows us to gain insight into
14 human behaviour during a global pandemic event of massive scale where individuals
15 have considerable uncertainty about how to act with no clear point of reference (Laato *et*
16 *al.*, 2020). In this case, the catastrophic impact of COVID-19 pandemic on the market has
17 forced hotel companies to develop initiatives to promote recovery and positive
18 development. In this study, corporate social responsibility (CSR) is understood as a
19 strategic tool and management practice by companies (Nirino *et al.*, 2020; Santoro *et al.*,
20 2020) experiencing a crisis (Donaldson and Preston, 1995; Ham and Kim, 2019). It can
21 help to mitigate the damage caused by a crisis, gain customer forgiveness, reshape
22 corporate images, and achieve sustainability (Zhang *et al.*, 2021). CSR involves
23 organisational policies and initiatives for realising the sustainable development of
24 finance, society, and the environment (Serra-Cantallops *et al.*, 2018; Su and Swanson,
25 2019; Ghaleb *et al.*, 2021; Wan-Hussin *et al.*, 2021).

32 Previous research has indicated that CSR perceptions by employees have been found to
33 provide key improvements in several respects. Among them, these perceptions improve
34 the following aspects: organisational citizenship behaviour (Ahmed *et al.*, 2020;
35 Khaskheli *et al.*, 2020); job satisfaction (Chan and Hasan, 2019); employee engagement
36 (Farrukh *et al.*, 2020); organisational identification (Zhao *et al.*, 2019); safety behaviour
37 (Zhang *et al.*, 2021); in-role and extra-role performance (Newman *et al.*, 2015); employee
38 psychological capital (Mao *et al.*, 2020); and pro-environmental behaviours (Afsar and
39 Umrani, 2020). However, there is little understanding of the processes which explain how
40 and why CSR motivates employees to engage in organisationally desired attributes, such
41 as creativity behaviour (Abdelmotaleb *et al.*, 2018; Chaudhary and Akhouri, 2019; Kim
42 *et al.*, 2021), especially during crisis time. From an organizational standpoint, employees
43 are expected to not only fulfil their formal responsibilities, but also to engage in other
44 informal roles, such as creative performance, in order to cope with an uncertain
45 environment and achieve sustainable growth (Kremer *et al.*, 2019; Guo *et al.*, 2021).
46 Creativity behaviour refers to the creation of new and useful solutions or ideas (Fisher
47 and Barrett, 2019), and is deemed to be essential to organisational innovation and
48 economic prosperity (Amabile and Khaire, 2008; Akinola *et al.*, 2019). It is also a key
49 source of the competitive advantage of hospitality organisations, helping them to satisfy
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3 the diverse needs of customers and deliver superior service quality (Li and Hsu, 2016;
4 Chang and Teng, 2017; Mohammed and Rashid, 2018). In the current study, we used
5 creativity behaviour as an employee work outcome and we focused to know how CSR
6 practices influence creativity behaviour, because it is important for managers to create
7 conditions allowing employees to foster creativity during difficult times (Luis *et al.*,
8 2020). To this end, we propose that employees' perceptions of their organization's CSR
9 activities are a significant component in engaging them in creative behaviour. As a result,
10 the first objective of this study is to investigate the relationship between CSR dimensions
11 and employee creativity during COVID-19 pandemic. Studies on the relationship
12 between CSR and employee work outcomes highlighted the gap in the literature, and it
13 has encouraged researchers to clarify what makes this association possible (Aguilera *et*
14 *al.*, 2007; Glavas and Kelley, 2014; Glavas, 2016). In particular, there has been little
15 exploration of the effects of CSR on employee creativity behaviour and its intermediating
16 mechanisms (Abdelmotalieb *et al.*, 2018; Chaudhary and Akhouri, 2019). In this regard,
17 Khaskheli *et al.* (2020) stated that when employees believe that their company practices
18 CSR and that consumers, society, and the environment benefit from those actions, their
19 level of commitment rises. Furthermore, scholars have observed that affective
20 commitment positively influence the creativity behaviour (Cekmecelioglu and Günsel,
21 2011; Jaiswal and Dhar, 2017). Moreover, Ribeiro *et al.* (2020) mentioned that affective
22 commitment is one of the most important antecedents of creativity behaviour and can be
23 investigated as a mediation variable between CSR activities and creativity behaviour in
24 future studies. Thus, another objective here is to explore affective commitment as a
25 potential mediator between CSR dimensions and employee creativity behaviour during
26 COVID-19 pandemic.

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36 **Given the growing importance of exploring the objectives discussed above in emerging**
37 **markets (Khaskheli *et al.*, 2020; Ferraris *et al.*, 2021), as they are less studied than**
38 **developed markets, this study focuses on Saudi Arabia.**

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40 To uncover how CSR dimensions influence creativity behaviour and to highlight the role
41 of affective commitment on the association between CSR dimensions and creativity
42 behaviour in the hotel sector during COVID-19 pandemic in an emerging market, the two
43 main research questions (RQs) investigated by the current study are:

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46 • RQ1. How are CSR dimensions associated with employees' creativity behaviour during
47 the pandemic?
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49 • RQ2. To what extent does the affective commitment mediate the relationship between
50 CSR dimensions and creativity behaviour?
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53 Accordingly, the current study used the social exchange theory (SET) as its theoretical
54 framework to examine the empirical associations between the study variables. We tested
55 the model with data collected from hotel employees in Saudi Arabia. In doing so, we
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3 addressed the following gaps in the previous works. First, the impact of CSR on
4 employee attitudes and behaviours has been disputed and, specifically, there is limited
5 research on how various CSR dimensions influence creativity behaviour (Abdelmotaleb
6 *et al.*, 2018; Chaudhary and Akhouri, 2019; Guo *et al.*, 2021; Kim *et al.*, 2021) in the
7 current pandemic context. Second, the study considered the mediation influence of
8 affective commitment, as the synergistic factors and boundary conditions of CSR on
9 employee behaviour (i.e., creativity) lack empirical investigation (Glavas and Kelley,
10 2014; Glavas, 2016). Third, there is a lack of investigations in the effect of hotel CSR
11 during COVID-19 pandemic in emerging markets, therefore the current study explored
12 contemporary phenomena — i.e., CSR dimensions and creativity behaviour — during the
13 ongoing pandemic in an emerging market (i.e., Saudi Arabia context). The COVID-19
14 pandemic has had a huge impact on sustainability of the hospitality industry on both the
15 macro and micro levels (Zenker and Kock, 2020) and there is no adequate empirical
16 research on hotel CSR in crisis situations (Zhang *et al.*, 2021) in emerging markets.

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22 The findings of this study make the following contributions. First, based on a pandemic
23 crisis within a hospitality context, the effects of CSR are explored and provide a new
24 perspective and application for CSR research. Second, by placing the focus on CSR
25 dimensions (i.e., economic, ethical, legal, philanthropic), the research is the first which
26 investigates the impact of hotel CSR dimensions on employee creativity behaviour based
27 on social exchange theory, addressing the theoretical debate about the effect of CSR on
28 employee behaviours. Third, this research attempts to determine the mediating influence
29 of affective commitment between CSR dimensions-creativity behaviour links. Finally,
30 the study provides empirical evidence on the positive outcomes during a time of crisis in
31 a developing country context. New insights are provided as well as a theoretical basis by
32 which hotels can adopt CSR practices, establish creativity behaviour, and promote
33 recovery from a major public health crisis.
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41 **2.Theoretical background and hypothesis development**

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43 Social Exchange Theory (SET) has been adopted to illustrate the influence of CSR
44 dimensions on employees' affective commitment and creativity behaviour during
45 COVID-19 pandemic in hotel sector in Saudi Arabia. SET is a key theory in CSR
46 research (Rupp and Mallory, 2015) and suggests that an individual's "social behaviour is
47 an exchange of goods, involving both material as well as non-material ones, such as
48 symbols of approval or prestige" (Homans, 1958, p. 606). CSR has an innate desire to
49 encourage social interchange between firms and their employees (Jia *et al.*, 2019). This
50 rule of exchange can be applied to CSR. The reason for this is that if an organization goes
51 beyond its economic and legal interests to promote the well-being of its employees and
52 other stakeholders, its members may feel obligated to provide some benefits in return
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(Subba and Rao, 2016). Companies' CSR practices, according to Dhanesh (2014), helped employees to create a positive relationship with them by earning their trust, meeting their needs, and making them feel more dedicated. In this case, previous studies stated that CSR practices enabled employees to identify with their firm and feel valued and supported (Hameed *et al.*, 2016; Jia *et al.*, 2019). Thus, SET allows investigations into the impact of organization activities on employees' behavioural outcomes. Accordingly, recent studies have employed SET to examine the influence of CSR practices on employee behaviour, such as compassion at workplace (Subba and Rao, 2016), employee engagement (Lee, 2021), and so on. In this case, SET is a suitable theoretical lens for the present study because it proposes that positive perceptions about organization action toward stakeholders such as CSR activities make employees feel obligated to provide some benefits in return. This helps us conceptualize that improved organisations' affective commitment, under the impact of positive CSR activities, can motivate employees to exhibit higher creativity behaviour during COVID-19 pandemic. Thus, SET offers a useful theoretical foundation to develop the research model (Figure 1), and to explain why CSR practices can produce a social exchange relationship that impacts employee affective commitment and creativity behaviour during COVID-19 pandemic.

2.1 CSR and creativity behaviour

CSR is the consistent commitment of companies to ethical practices, economic development, and improving the quality of life of employees and society (Kim *et al.*, 2020). CSR is often examined based on Carroll's (1991) model, in relation to the following four dimensions: economic (providing shareholder return on investment, job creation, discovery of new resources, and the development of innovative products and services); legal (legal compliance); ethical (ensuring ethical norms are fulfilled in achieving organisational goals and avoiding harm to society); and philanthropic (participating in volunteer activities and charitable programmes to improve communities).

Organisations which have an active involvement in CSR are more likely to encourage a safe and unrestricted environment, thereby increasing the willingness of employees to take risks and experiment with new concepts to provide better goods and services to stakeholders (Hur *et al.*, 2016). CSR activities induce employees into a meaningful sense of work, enhancing their creativity and productivity (Brammer *et al.*, 2015). Additionally, a climate which is caring and supportive also leads to other benefits (i.e., CSR engagement) and results in the development of a spiritual consciousness, causing employees to produce creative and innovative ideas about a firm's products, services, procedures, and practices for the common good (Hur *et al.*, 2018). Therefore, firms which actively engage in CSR acts are usually the ones which promote free and unconstrained work environments so that employees can develop more innovative products and services for both their company and in turn for society (Glavas and Piderit, 2009; Brammer *et al.*, 2015). Moreover, Farooq *et al.* (2021) collected data from European hotel employees,

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3 and they confirmed a positive association of green human resource management practices
4 with employees' green creativity behaviour. In addition, Bhutto *et al.* (2021) found green
5 creativity behaviour in tourism and hospitality sector can be influenced by green
6 inclusive leadership and green work engagement. In the Chinese context, Luqman *et al.*
7 (2021) found that both interruption overload and psychological transition mediate the
8 association of enterprise social media usage with creativity.
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11 Some studies have attempted to explore the link between CSR perceptions and employee
12 creativity (Glavas and Piderit, 2009; Brammer *et al.*, 2015; Hur *et al.*, 2016;
13 Abdelmotaleb *et al.*, 2018; Ahmad *et al.*, 2019; Chaudhary and Akhouri, 2019; Kim *et*
14 *al.*, 2021). Glavas and Piderit (2009) studied employees from seven North American
15 companies which have a direct association between CSR perceptions and creative
16 involvement. Brammer *et al.* (2015) discovered that organisational identification can
17 mediate the relationship between corporate citizenship and creative involvement.
18 Similarly, Hur *et al.* (2016) studied hotel employees in South Korea and found that CSR
19 perceptions with employee creativity was completely and sequentially mediated by
20 compassion at work and intrinsic motivation. Chaudhary and Akhouri (2019) also found
21 that the perceptions of employees on CSR had a both direct and indirect effect on their
22 creativity, finding that work engagement partially mediated perceived CSR and creativity
23 relationship. Ahmad *et al.* (2019) studied the telecommunications sector in Pakistan and
24 found that only intrinsic CSR positively contributes (though indirectly via psychological
25 safety) to the creative performance of employees. This also indicates that extrinsic CSR
26 will have a negative relationship with creative performance, both directly and indirectly
27 via psychological safety. Abdelmotaleb *et al.* (2018) also discovered a positive
28 association between CSR perceptions and employee creative behaviours, and that CSR
29 perceptions induce a positive affect at work, which, in turn, result in an increased level of
30 engagement in the creative process and to employees exhibiting creative behaviours. Kim
31 *et al.* (2021) performed research in South Korea and found that CSR enhances the
32 creativity of employees via mediation of psychological safety. Similarly, Guo *et al.*
33 (2021) indicated that employees' perceptions of their company's CSR are a key
34 component in motivating them to work on creative tasks in the context of hotel sector in
35 Pakistan.
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45 However, there is inconsistency in the results between CSR and creativity, and the
46 majority of previous studies were not conducted in the hotel sector. Moreover, none of
47 them investigated the relationship between CSR and employee creativity behaviour
48 during a crisis. Furthermore, no previous studies discussed the various dimensions which
49 influence employee behaviour (i.e., creativity). Youn *et al.* (2018) stated that some CSR
50 dimensions more saliently impact the work attitudes of employees. Similarly, Kim *et al.*
51 (2017) found that the economic and legal aspects of CSR may be seen as assuming
52 responsibility for an organisation; therefore, ethical and philanthropic CSR could have a
53 greater influence on stakeholders, i.e., while it is hypothesised that all four dimensions of
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3 Carroll's (1991) CSR model positively relate to employee work attitudes and behaviours,
4 this study acknowledges that the effects of CSR on employee work behaviour, such as
5 creativity behaviour, may differ. Accordingly, the following hypotheses are formulated:
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8 H1: CSR dimensions have a positive effect on creativity behaviour. Precisely, we propose
9 that:
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12 **H1a:** Economic CSR practices have a positive effect on creativity behaviour.

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14 **H1b:** Legal CSR practices have a positive effect on creativity behaviour.

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16 **H1c:** Ethical CSR practices have a positive effect on creativity behaviour.

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18 **H1d:** Philanthropic CSR practices have a positive effect on creativity behaviour.
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23 2.2. CSR and affective commitment

24 Affective commitment is a psychological state (Meyer and Allen, 1991) which captures
25 the extent to which an individual is attached to their organisation (Meyer and
26 Herscovitch, 2001). Researchers have found that implementing CSR alters employee
27 attitudes and behaviours because it encourages them to increase their commitment
28 through the creation of a positive image (Ellemers *et al.*, 2004). Bouraoui *et al.* (2019)
29 contend that the extent to which an organisation is socially responsible can influence
30 employee perceptions of fairness of how stakeholders are treated by an organisation. This
31 has significant repercussions on the attitudes and behaviours of employees at work,
32 including affective commitment.
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37 However, previous hospitality studies were inconclusive when examining the link
38 between employee CSR perception and organisational commitment, or its strong
39 dimension of affective commitment. Specifically, while some studies have indicated a
40 positive relationship among the constructs (Kim *et al.*, 2016; Kim *et al.*, 2017; Bouraoui
41 *et al.*, 2019) others did not find a significant relationship among the constructs (Wong
42 and Gao, 2014; Song *et al.*, 2015). Maignan and Ferrell (2011) stated that discretionary
43 CSR activities (e.g., those beyond legal requirements) have the only significant and
44 positive effect on employee commitment compared to other CSR dimensions. Boğan and
45 Sarıışık (2020) found that the affective commitment of employees in the Turkish hotel
46 sector was positively influenced by intrinsic CSR attributions, but was negatively
47 influenced by extrinsic CSR attributions, indicating that further study is required into the
48 individual CSR dimensions on employee affective commitment, especially in the hotel
49 sector. SET Social exchange theory (Blau, 1964) has provided theoretical frameworks to
50 shine a light on why individuals are usually more emotionally attached to their
51 organisation when it is perceived to be more socially responsible. Therefore, from a
52 social exchange perspective, if employees perceive that their organisations support
53 customers, society and themselves, they will usually invest more energy and time in the
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workplace to reciprocate (Zientara *et al.*, 2015; Mohammed and Al-Swidi, 2019; Singh and Singh, 2019; Mohammed and Al-Swidi, 2020). The norms of reciprocity cause employees to shape perceived management support and have the motivation to move forward by being cognitively, physically and emotionally devoted to task performance (Turker, 2009); that is, if a company develops and implements CSR initiatives which benefit consumers, society, or the natural environment, its employees observe, trust and respect a prosocial reputation, and improve their commitment to the organisation (Hu *et al.*, 2020). Thus, when employees learn that their company has a strong reputation in the market, they are glad to be a part of it. As a result, they are more likely to contribute to the organization's goals through affective commitment (Bouraoui *et al.*, 2019). On the other hand, employees are less committed to the company if their ethical convictions are at odds with the company's values (Corciolani *et al.*, 2020). This view is also supported by Bizri *et al.* (2021) in the Lebanese banking sector context, they found that organization's CSR activities have a highly significant and positive relationship with affective commitment. Likewise, Khaskheli *et al.* (2020) found that employees' perceptions of CSR have an impact on their affective connection to the company where they work, while Papacharalampous and Papadimitriou (2021) support that there is a strong and positive relationship between employees' CSR perception and affective commitment in firms that belong to some significant industries in Greece. In addition, Kim *et al.* (2021) collected data while working for a hospitality company in U.S.. They found the significant effects of two CSR dimensions (economic and philanthropic) on affective commitment. Thus, this study proposes the following hypotheses: H2. CSR dimensions have a positive effect on employees' affective commitment. Precisely, we propose that:

H2a: Economic CSR practices have a positive effect on employees' affective commitment

H2b: Legal CSR practices have a positive effect on employees' affective commitment

H2c: Ethical CSR have a positive effect on employees' affective commitment

H2d: Philanthropic CSR have a positive effect on employees' affective commitment

2.3 *Affective commitment and employee creativity*

Creativity is the production of new ideas and solutions (Amabile, 1988), and might be related to the bond between the organisation and its employees (Semedo *et al.*, 2017). Thus, affective commitment has a crucial role in creative behaviour. So, employees who show greater affective commitment usually display more creative behaviours (Ribeiro *et al.*, 2020). In the same vein, mentioned that if the employees' affective commitment decreases in organization, their work engagement and passion is likely to be reduced (Wu and Chen, 2018). Workers' autonomy, tenacity, professional performance, and job devotion are all linked to creativity behaviour (Rice, 2006). These characteristics promote

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3 the formation of stronger relationships between employees and organizations, while also
4 promoting ways in which employees' creativity is inspired by their workplace (Semedo *et*
5 *al.*, 2016). In this case previous studies have provided significant insight into the
6 relationship between affective commitment and creativity behaviour in organizational
7 (Cekmecelioglu and Günsel, 2011; Jaiswal and Dhar, 2017). From a social exchange
8 perspective, employees with stronger affective commitment invest more in creating and
9 applying novel solutions which improve organisational effectiveness, and – at the same
10 time - are expected to invest in the creation and application of unique solutions to
11 improve organisational effectiveness (Montani *et al.*, 2017). Ribeiro *et al.* (2020) found
12 that the affective commitment of employees is positively related to their creativity in
13 small and medium-sized enterprises in Portugal. Jaiswal and Dhar (2017) found that
14 affective commitment has a strong positive relationship with employee creativity. in the
15 hotel sector - in the Indian state of Uttarakhand. In summary, when employees are
16 affectively committed to their organisation, more creative behaviours develop. Thus, the
17 following hypothesis is proposed:
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23 **H3:** Employees' affective commitment is positively related with their creativity
24 behaviour.
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29 *2.4 Mediating effect of affective commitment*

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31 Aside from examining the direct effect between various CSR dimensions and creativity
32 behaviour, our study also suggests an underlying mechanism through which the sense-
33 making by employees of CSR influences their creativity. Meyer and Allen (1984, p. 375)
34 defined affective commitment as “positive feelings of identification with, attachment to,
35 and involvement in, the work organization”. Although Brammer *et al.* (2015) examined
36 the mediating effect of organisational identification on the relationship between CSR and
37 employee creative effort, there is a need to expand the potential mediation processes to
38 uncover the psychological mechanisms underlying the CSR effects on employee
39 creativity. Hur *et al.* (2016) found that the CSR perceptions of employees and employee
40 creativity is mediated by intrinsic motivation and compassion at work. Moon *et al.* (2014)
41 also stated that employee CSR perception could lead to positive changes in attitudes and
42 behaviours, for instance compassionate acts among employees due to their positive sense-
43 making of their firm. Previous research has indicated that compassionate acts among
44 employees produces a positive emotional state of work that encourages them to open
45 their minds to new possibilities and learning (Boyatzis *et al.*, 2012). Employees with
46 affective commitment have a more positive attitude toward coming up with new ideas,
47 which is beneficial to the company (Jaiswal and Dhar, 2017). Prior studies have revealed
48 the mediation influence of affective commitment between organization practices (e.g.,
49 human resources practices), service innovation and creativity behaviour (Michaelis *et al.*,
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2009; Camelo-Ordaz, 2011; Jaiswal and Dhar, 2017). In this case, Bizri *et al.* (2021) confirmed the mediation influence of affective commitment between CSR and employees job performance.

The effects of CSR on employee commitment may diffuse into greater organisational performance (Glavas and Kelley, 2014). The CSR of a firm induces employees towards a greater commitment to developing or maintaining a positive organisational identity, as they cognitively identify themselves with their organisation because of the positive image resulting from acts of CSR (Ellemers *et al.*, 2004). Thus, in order to gain the maximum benefits from CSR, employees should be involved in the decisions in terms of which actions should be taken regarding the environment, community, and employees. The more the employees are influenced by CSR actions, the greater their organisational commitment, therefore enhancing their productivity (Ali *et al.*, 2010). In this vein, researchers such as John *et al.* (2017) have remarked that an individual's emotion (e.g., commitment) could mediate between perception of CSR activities and behavioural attitudes and actions.

Furthermore, in the context of hotels, a social exchange-based mechanism indicates that CSR actions signal to employees that hotels support their wellbeing as well as society during a pandemic - the employees feel obliged to reciprocate with positive attitudes and behaviours. Therefore, as hotels provide benefits beyond their legal and financial obligations, employees translate their obligations towards these hotels in terms of affective commitment and creativity behaviour. Thus, we formulated the following hypotheses:

H4a: Affective commitment mediates the relationship between economic CSR and employees' creativity behaviour.

H4b: Affective commitment mediates the relationship between legal CSR and employees' creativity behaviour.

H4c: Affective commitment mediates the relationship between ethical CSR and employees' creativity behaviour.

H4d: Affective commitment mediates the relationship between philanthropic CSR and employees' creativity behaviour.

Based on the above hypotheses, the subsequent conceptual model is shown in Figure 1. As per Figure 1, there are three constructs: CSR dimension, affective commitment, and employee creativity behaviour. The CSR dimension construct is the main predictor, the construct of employee creativity behaviour is the criterion, and affective commitment acts as a mediating construct.

****Insert Figure 1 about here****

3.1 Data collection

To test our hypotheses, data was collected from 45 star-rated hotels which remained operational during COVID-19 pandemic. The hotels were located in various and famous cities in Saudi Arabia (i.e., Makah, AL Madinah, Riyadh, Jeddah and Dammam) from May 20, 2021 to June 15, 2021, and respondents were reminded twice to answer the survey. Because the scales were originally developed in English, two independent bilingual researchers translated them from English to Arabic (Brislin, 1980). The questionnaire hyperlink, completion requirements, and research purposes were sent to the manager of each hotels' human resources (HR) department to be checked. With their assistance, they were then forwarded to employees at various positions and departments. In total, 207 questionnaires were returned and after data screening, 40 responses were deleted because of missing values or incomplete data. The final sample size used in the study was 167, yielding an 80.7% effective response rate. Table I shows the demographic characteristics of respondents. To avoid any health risks associated with the pandemic, the survey was conducted through convenience sampling and distributed online. We employed a convenience sampling strategy in this study because we collected data from employees who were accessible at the time and were easy for us to reach. Thus, due to COVID-19 restrictions and related safety measures such as social distancing, it was not possible to collect data in-person through face-to-face contact method (Sharma *et al.*, 2021). Given the current barriers, such as space and time barriers, online distribution represents an appropriate channel (Evans and Mathur, 2018). This method has also been used in previous studies for the same situation (e.g. Sharma *et al.*, 2020).

****Insert Table I about here****

3.2 Measurement of variables

The questionnaire consisted of two parts. The first detailed the above socio-demographic elements. The second contained elements of the CSR dimensions, affective commitment, and employee creativity. All variables were measured on a 5-point Likert-type scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Furthermore, using a 5-point Likert for all the items measured ensures consistency among variables and avoids confusion among respondents (Ackfeldt and Coole, 2005; Dawes, 2008). Employee creativity behaviour was measured using a four items scale developed by Jaiswal and Dhar, (2015) and used by Akgunduz *et al.* (2018) in the hotel sector. The individual perceptions of CSR by employees were measured using the 15-item scale by Kim *et al.* (2020). Respondents indicated their perception of the extent to which their organisation was developing CSR initiatives in the following factors: economic CSR (three items), legal CSR (four items), ethical CSR (four items) and finally philanthropic CSR (four

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3 items). Affective commitment was measured with the six-item scale from Meyer *et al.*
4 (1993). This scale is a widely used measure for affective commitment (Boğan and
5 Sarıışık, 2020).
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8 9 10 **4. Results and analysis**

11 Partial least squares structural equation modelling (PLS-SEM) was used, since it is more
12 flexible to the type of data needed and the specifications of the relationships (Sarstedt *et al.*,
13 2014). The PLS approach is a powerful and convenient approach in social science
14 research (Goodhue *et al.*, 2006), and is suitable for testing the hypotheses of this research
15 model (Hair *et al.*, 2018). The two-stage data analysis method was applied, utilising the
16 measurement model and the structural model (Henseler *et al.*, 2009; Hair *et al.*, 2017).
17 Validity and reliability of the latent constructs were subject to four tests: indicator
18 reliability, convergent validity, discriminant validity and internal consistency reliability
19 of the measures. The structural model was formed from an assessment of the R^2 values,
20 the model predictive relevance and the path coefficient significance level. A
21 bootstrapping 5000 resampling algorithm was used to test the hypothesised relationships.
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26 The issue of common method bias (CMB) may exist in the present study since the data
27 for all the variables were collected through a single instrument in one wave.
28 Due to this, for PLS-SEM, CMB is detected through a full collinearity assessment
29 approach (Kock, 2015). VIF values should be lower than the 3.3 threshold (Kock, 2015;
30 Hair *et al.*, 2017). The values of the VIF of the current study are between 1.03 and 1.51,
31 these values confirmed that CMB was not an issue in the data under study.
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35 Measurement model analysis of both convergent and discriminant validity are evaluated
36 using the measurement model. Convergent validity is the extent to which the indicators of
37 specific constructs apportion or combine a high level of common variance (Hair *et al.*,
38 2017). Hair *et al.* (2017) recommend that average variance extracted (AVE) and factor
39 loading are used for measuring convergent validity, while composite reliability (CR) is
40 used for measuring reliability. We confirmed the convergent validity, as the following
41 conditions were met (Table II): (a) all loadings were higher than 0.7 and (b) AVE values
42 were higher than 0.5 (Hair *et al.*, 2017). We further confirmed the composite reliability
43 value of all constructs exceeded 0.70. Table II shows the results of loading values, AVE
44 and CR, with the values larger than the threshold values, as suggested by Hair *et al.*
45 (2017). Additionally, in order to assess indicator reliability, the results reveal that loading
46 values are larger than the threshold values, as suggested by Byrne (2016), who suggested
47 that loading values equal to and greater than 0.6 are acceptable if the sum of loading
48 results in high loading scores, contributing to AVE scores of greater than 0.60. Therefore,
49 the conclusion is that reliability and convergent validity are achieved for the constructs.
50 Consequently, discriminant validity of the model is assessed, indicators should load more
51 strongly on their own constructs than on other model constructs, and the average variance
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share between constructs and measures should be greater than the variance shared between constructs and other constructs (Fornell and Larker, 1981), where the square root of AVE is larger than the correlation for all reflective constructs. The AVE square root values, shown in Table III, were higher than the latent construct correlations, which confirms the discriminant validity. Cross loading was also used to assess discriminant validity, with the results revealing that all indicators load high on their own constructs but low on other constructs. This indicates that discriminant validity is achieved as the constructs are distinctly different from each other (Ramayah *et al.*, 2018).

Insert Table II about here

Insert Table III about here

4.1 Structural model and hypothesis testing

This study's direct hypotheses are developed between the constructs (i.e., CSR dimensions, affective commitment, and creativity behaviour). To test the significance level, t- statistics for all paths are generated using PLS-SEM bootstrapping. Based on assessing the path coefficient as shown in Table IV, 6 relationships are found to have t-values ≥ 2.69 and ≥ 1.645 , and is therefore significant at the 0.01 level. Specifically, ethical CSR ($\beta=0.27$, $p<0.01$), philanthropic CSR ($\beta=0.27$, $p<0.01$) are positively related to creativity behaviour. In addition, affective commitment has a significant effect on creativity behaviour ($\beta=0.36$, $p<0.01$), which explains 63% of the variance in creativity behaviour. Thus, H1c, H1d, H3 are supported. The R^2 value of 0.63 is above the 0.50 value, as suggested by Hair *et al.* (2017) which indicates a moderate model. Next, the results of the influence of CSR dimensions on affective commitment indicates that legal CSR ($\beta=0.32$, $p<0.01$), ethical CSR ($\beta=0.20$, $p<0.05$) and philanthropic CSR ($\beta=0.34$, $p<0.01$) are positively related to affective commitment, therefore explaining 58% of variances in creativity behaviour. Thus, H1c, H1d, H3 are supported. The R^2 value of 0.58 is above the 0.50 value as suggested by Hair *et al.* (2017), indicating a moderate model. Therefore, H2b, H2c, H2d, are supported. However, the results also reveal that there is no significant influence on the relationship between economic CSR on creativity behaviour and affective commitment, respectively ($\beta=-0.01$, $p=0.45$; $\beta=0.07$, $p=0.15$). There is also no significant influence on the relationship between legal CSR on creativity behaviour ($\beta=0.04$, $p=0.31$). Thus, H1a, H2a, and H1b are not supported.

The study used a blindfolding procedure to examine the model's predictive relevance. If the Q^2 value is larger than 0, the model has predictive relevance for a certain endogenous construct (Hair *et al.*, 2017). All Q^2 values for affective commitment ($Q^2 = 0.35$) and

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3 creativity behaviour ($Q^2 = 0.33$) are greater than 0, indicating that the model has
4 sufficient predictive relevance.
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8 ***Insert Table IV about here***
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10 11 12 4.2 Mediation analysis 13

14 The bootstrapping analysis reveals that only three indirect effects of CSR (i.e., legal,
15 ethical and philanthropic respectively, $\beta = 0.12$, $\beta=0.07$, $\beta=0.12$), are significant with t-
16 values of 2.40, 1.98 and 2.59. The indirect effects were 95% Boot CI Bias Correlated
17 [LL=0.05, UL=0.21], [LL=0.03, UL=0.15], and [LL=0.06, UL=0.23] do not straddle a 0
18 in between, indicating there is mediation (Preacher and Hayes, 2008). We are therefore
19 able to conclude that the mediation effects are statistically significant. The results also
20 showed that there are no indirect effects (CSR economic – commitment – creativity
21 behaviour), ($\beta=0.03$), and no significance with a t-value of 0.96. The indirect effects were
22 95% Boot CI Bias Correlated [LL= -0.01, UL=0.07], which reveals that there is a
23 straddle 0 in-between, indicating that there is no mediation. To summarise, these
24 outcomes confirm that affective commitment mediated the positive relationship between
25 legal, ethical and philanthropic CSR practices and employee creative behaviours in the
26 hotel sector during the pandemic crisis. Table V presents the result of the mediation
27 analysis, while Figure 2 depicts the results of the overall analysis.
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35 ***Insert Table V about here***
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38 ***Insert Figure 2 about here***
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40 41 5. Discussion 42

43 The literature review has shown that this study could be one of the earliest investigations
44 into the relationship between diverse CSR dimensions and effects at work during the
45 crisis. Therefore, a significant contribution of this study can determine the impact of CSR
46 on creativity behaviour. The study reveals that not all CSR dimensions affect creativity
47 behaviour in the same manner. Only ethic and philanthropic dimensions of CSR (H1c and
48 H1d respectively) have significantly affected the creativity behaviour of employees
49 during the COVID-19 pandemic, while the legal, ethical and philanthropic dimensions of
50 CSR (H2b, H2c and H2d respectively) influence affective commitment. The results
51 confirm our assumption that CSR practices are multidimensional (Carrol, 1991) and each
52 dimension has a different role in determining the creativity and affective commitment of
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3 employees in the hotel sector during the crisis. For example, the study indicates that
4 meeting economic standards is not necessarily a precursor to hotels enhancing the
5 commitment and creativity of their employees **during crisis**. It would appear the
6 employees see compliance by the hotel to the economics of CSR as mandatory.
7 Conversely, hotels that are perceived as ethically and philanthropically responsible
8 through specific activities – such as charitable acts, **performing many public services and**
9 **volunteering activities** – and have established ethical guidelines for their business
10 activities (**Kim et al., 2020**). They also treated employees fairly during the COVID-19
11 pandemic, which helped employees to view the organisation more favourably and also
12 increased their involvement and creativity behaviour. This is because such activities are
13 more related to the work environment and thus increase the quality of the work
14 environment (e.g., fairness, professionalism) (Lee *et al.*, 2012; Kim *et al.*, 2017). These
15 results also concur with previous research, such as that from Mueller *et al.* (2012),
16 Bouraoui *et al.*, (2020), and Rego *et al.* (2010). Therefore, perceived CSR could increase
17 affective organisational commitment as it reflects the organisation's positive social
18 behaviour and helps employees identify more strongly with organisations that possess
19 positive attributes (Kim *et al.*, 2010). Overall, these findings strongly support the
20 hypotheses that CSR practices, affective commitment, and creativity are structurally
21 related. Companies are therefore more likely to benefit from being socially responsible,
22 not only in regard to external stakeholders but also in regard to the positive responses of
23 their employees.
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31 For the third hypothesis, the results show that the affective commitment of employees
32 explains their creativity. This finding concurs with the previous literature, that affectively
33 committed employees tend to exhibit more creative behaviours (Cekmecelioglu and
34 Gonsel, 2011; Semedo *et al.*, 2017; Ribeiro *et al.*, 2020). Producing innovative ideas and
35 solutions can be related to the bond that employees believe they have with their
36 organisation (Binnewies *et al.*, 2008). Workers who feel that they have an affective
37 attachment to their workplace show a greater commitment to investing in the success of
38 that organisation by making more suggestions, participating in more innovative activities,
39 and participating in creative behaviours at work. Therefore, the affective commitment of
40 employees is crucial to their creative behaviour.
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45 Affective commitment is an important mediator between CSR dimensions and creativity
46 behaviour during crisis, meaning that enhancing the affective commitment of employees
47 is important for their creativity behaviour. Past studies have considered affective
48 commitment to be a mediating variable between the work climate and performance
49 relationship (Suliman, 2002). This study contributed to the existing literature by linking
50 the mediating effect of affective commitment between CSR practices and creativity
51 behaviour in hotel sector during crisis time. It means that even though CSR practices
52 directly affected the employees' creativity behaviour during COVID-19 pandemic, it also
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3 indirectly affected creativity behaviour of employees by increasing the level of affective
4 commitment first, which further improved creativity behaviour. Affective commitment
5 acts as a link between CSR dimensions especially ethical, legal and philanthropic and
6 employee creativity. Based on SET, when employees perceived CSR practices as
7 beneficial discretionary activities, they reciprocated with positive emotions (i.e., affective
8 commitment) towards the organisation, and employees who demonstrate greater affective
9 commitment exhibit more creative behaviours (Ribeiro *et al.*, 2020).
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15 **6. Theoretical and practical implications**

16 *6.1 Theoretical contributions*

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19 The current study offers **four main** contributions that can help advance the
20 research on the influence of various CSR dimensions on employee behaviour during
21 crisis time in emerging market.
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24 First, the current study investigates novel and ongoing phenomena, and it responds to the
25 research call to examine the influence of CSR on employee behaviour during major crises
26 (Zhang *et al.*, 2021). The present study is the first research to investigate the effects of
27 various CSR dimensions on employee creativity, and also to compare the path differences
28 of behaviour during the crisis. It expands the literature on CSR dimensions and identifies
29 new factors which influence creativity behaviours, proving that there is a theoretical basis
30 for hotels to take socially responsible actions and promoting employee creativity
31 behaviour during major global crises. **Furthermore**, this study contributes to the current
32 debate suggesting that not all CSR dimensions carry the same weight (Ettinger *et al.*,
33 2018; Papacharalampous and Papadimitriou, 2021). We provide evidence that two of the
34 CSR dimensions (ethical and philanthropic) have significant direct and indirect impacts
35 on creativity behaviour during crisis. The findings also demonstrate that economic CSR
36 and legal CSR have no direct significant influence on employees' creativity behaviour,
37 although legal CSR has an indirect influence through affective commitment.
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44 Second, our study contributes to the CSR literature by including psychological variables
45 such as affective commitment and by examining the mediation role of affective
46 commitment on the positive association between CSR perceptions and employee work
47 outcomes (Glavas and Kelley, 2014; Korschun *et al.*, 2014; Abdulmutaleb *et al.*, 2018
48 Ahmad *et al.*, 2019; Wang *et al.*, 2020). The current study adds to the CSR literature by
49 examining and confirming that affective commitment is a psychological process through
50 which an organisation's CSR ultimately influences employee creativity. This is because
51 employees' affective commitment has a good effect by channeling employees' energy and
52 potential toward creativity and invention through the formation of an independent work
53 environment conducive to creativity (Jaiswal and Dhar, 2017). Moreover, by employing
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3 aspects of social exchange theory, this study fills a gap in the CSR literature by providing
4 data which indicates that the social exchange framework can be used to study the link
5 between CSR activities and employee creativity behaviour in a hotel context during times
6 of crisis. It explains why employees are more willing to engage in creative behaviours in
7 hotels during a pandemic and highlights the significant impact of drivers such as CSR
8 activities and affective commitment that can be linked to the social exchange framework.
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11 Third, the study enriches the (little empirical) literature focused on the influence of CSR
12 on the creativity behaviours of employees by providing empirical evidence in a unique
13 industry and country context. Previous research has been conducted in a different context,
14 such as in the Spanish telecommunications sector (Brammar *et al.*, 2015), Pakistan
15 telecommunications sector (Ahmad *et al.*, 2019), South Korean and Indian IT industry
16 (Chaudhary and Akhouri, 2019); South Korea (Kim *et al.*, 2021) and multiple companies
17 in North America (Glavas and Piderit, 2009). These findings from the Saudi Arabian
18 hotel industry are important for additional strengthening and validation of the developing
19 body of knowledge which explore the link between CSR and creativity behaviour,
20 especially during times of crisis.
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26 Finally, the developed model extends the current literature by investigating the
27 relationships between CSR dimensions, affective commitment and creativity behavior.
28 The empirically tested model may represent a framework for future research and a
29 potential tool for management scholars to overcome challenging scenarios and –
30 hopefully – to learn from the current global pandemic.
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33 34 35 6.2 *Managerial implications*

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37 From a managerial perspective, our results have two imperative implications for hotel
38 managers aiming to improve their employees' affective commitment and develop their
39 creativity behaviour especially during crisis time. First, the results show that ethic and
40 philanthropic CSR practices play a positive and significant influence on creativity
41 behaviour. Hotel managers should invest more in socially responsible initiatives,
42 especially ethical and philanthropic, to obtain higher levels of creativity behavior.
43 Hoteliers should implement and point out CSR activities to their employees during
44 pandemic such as establishing ethical guidelines for its business operation, making efforts
45 to treat employees fairly, participating in variety of volunteer activities and providing a
46 variety of charitable donations to counter the repercussions of the COVID-19 pandemic
47 in society. Such activities which promote fair and comfortable work environments can
48 help in the development of a spiritual consciousness, causing employees to develop more
49 innovative products and services for both their company and for society. Innovation
50 practices, in fact, are crucial for organizations to develop competitive advantages and in
51 turn to pursue value creation (Miglietta *et al.*, 2017; Battisti *et al.*, 2020). Second, by
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3 understanding the underlying processes in the CSR–creativity link, affective commitment
4 is able to explain CSR activity’s effectiveness in firms. One of the practical implications
5 of these results is that, successfully managing CSR provides additional advantages in
6 regard to strengthening the affective organisational commitment of employees. If the
7 hotel managers want to boost employee creativity by implementing CSR practices, they
8 must carefully monitor the affective commitment of those employees, which can be
9 achieved by engaging in different dimensions of CSR activities and cultivating a culture
10 of CSR within the organisation. They should also use effective communication tools
11 (e.g., Twitter, newsletters) to inform and update employees on their activities related to
12 the logical, ethical and philanthropic dimensions of CSR.
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17 Based on the above, insights from this research may play a key role in helping hotel
18 managers to navigate through global crises and to learn from this COVID-19 pandemic,
19 as well as to guide their activities (or rethink business strategies), even after the
20 pandemic, during regular events (Ghobadian *et al.*, 2021). These managers are called to
21 implement real CSR actions and specific programs (Kim *et al.*, 2012) to overcome these
22 crises and strategically raise awareness of both their hotels and employees. Our findings
23 highlight the importance of CSR practices, as well as affective commitment, in
24 influencing the creativity behavior of employees during the crisis, hence it is important to
25 treat these practices not as “one-off” activities but to develop a company culture focused
26 on them, especially ethical and philanthropic practices. Notably, hotel managers should
27 focus mainly on CSR practices and affective commitment to stimulate employees’
28 creativity behaviours in changing and challenging contexts. Finally, our findings could
29 have strategic implications and effects on the business models of hotel companies
30 (Bresciani and Olivera, 2007).
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38 **7. Conclusion, limitations, and future directions**

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40 The present study brings together multiple contexts of CSR dimensions, affective
41 commitment, and creativity behaviour to provide deep insight into employees' behaviour
42 during COVID-19 crisis. Our study is intended to understand employees' behaviour to
43 help hotel managers better manage the challenging situations posed by extrinsic stressors,
44 such as the ongoing COVID-19 pandemic. Toward the end, we used social exchange
45 theory to propose and to answer two research questions pertaining to (1) the influence of
46 CSR dimensions on creativity behaviour and (2) the mediating effect of affective
47 commitment during COVID-19 pandemic. The empirical results generated by the path
48 analysis of data collected from 167 employees in hotel sector in Saudi Arabia during the
49 COVID-19 pandemic revealed that ethical and philanthropic dimensions of CSR have
50 both direct and indirect effects on the creativity behaviour of employees. In addition, it
51 also reveals that legal, ethical and philanthropic CSR dimensions positively influence
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3 affective commitment. Affective commitment also significantly influences employees'
4 creativity behaviour during COVID-19 pandemic. In addition, drawing upon the
5 suggestions of scholars (e.g., Glavas, 2016), we examined the mediating role of affective
6 commitment. Our results demonstrated the mediating influence of affective commitment
7 on the relationship between the legal, ethical, and philanthropic CSR dimensions and
8 employees' creativity behavior. Therefore, it is recommended that Saudi hotel companies
9 review their CSR policies as well as their views on employees' affective commitment, as
10 both can successfully forecast employee creativity behaviour.
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14 Although the findings of the current study are significant, it does have some limitations
15 that can facilitate future research in this domain. First, our study focused on
16 understanding the behaviour of employees in hotel sector in the Saudi Arabia context,
17 therefore future research with employees from diverse cultural contexts is needed to
18 validate our findings and confirm their generalizability. Also, a wider view on the
19 tourism sector may be useful (e.g. Madanaguli et al., 2021). Second, we used only one
20 survey to collect data for model testing. Empirical studies following a cross-sectional
21 design often suffer from potential biases in data collection. Future scholars may select
22 other methods, such as a qualitative studies or experimental design, as well as
23 longitudinal data, to overcome such biases. Third, this research did not explore the effects
24 resulting from employee creativity behaviour; future research could further examine the
25 impact of employee creativity behaviour on corporate performance and customer
26 perceived quality. In addition, more factors related to employee personalities could be
27 included in the conceptual model of the current study such as self-esteem. The recent
28 growing development of studies related to selfie behaviour and digital photos sharing
29 behavior (Malik *et al.*, 2016; Dhir *et al.*, 2018) offer interesting research to further
30 explore employees' behaviours in this research context and to develop future research to
31 provide new insights in this sense.
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TABLE 1 Respondent profile

Category	Frequency	Rate (%)
<i>Gender</i>		
Male	102	61.1
Female	65	38.9
<i>Marital</i>		
Married	111	66.5
Unmarried	56	33.5
<i>Age</i>		
18- 25	32	19.2
26 - 35	55	32.9
36 – 45	45	26.9
More than 45	35	21
<i>Education</i>		
Up to high school	59	35.3
College or above	108	64.7
<i>Work experience</i>		
Less than one	13	7.8
1-2	35	21
3- 4	52	31.1
More than 5	67	40.1
<i>Department</i>		
Food and beverage department	53	31.7
Room department	74	44.3
Residual departments	40	24
Note: n=167		

Table II. Convergent validity and reliability

Construct	Item	Loading	CR	AVE
Economic CSR			0.86	0.67
	The hotel strives to improve employee productivity during the COVID-19 pandemic	0.83		
	The hotel establishes a long-term strategy for economic growth during the COVID-19 pandemic	0.80		
	The hotel generates significant employment impact, in terms of hiring employees during the COVID-19 pandemic	0.83		
Legal CSR			0.87	0.63
	The hotel abides by business regulations during the COVID-19 pandemic	0.82		
	The hotel complies with employment-related laws (e.g. hiring and employee; benefits) during the COVID-19 pandemic	0.83		
	The hotel is committed to acting in a legal manner in its business operations during the COVID-19 pandemic	0.82		
	The hotel is committed to establishing appropriate policies and regulations for its customers during the COVID-19 pandemic	0.70		
Ethical CSR			0.87	0.64
	The hotel has established ethical guidelines for its business activities during the COVID-19 pandemic	0.80		
	The hotel tries to become an ethically trustworthy company during the COVID-19 pandemic	0.79		
	The hotel strives to root out irregularities in its operations during the COVID-19 pandemic	0.76		
	The hotel makes efforts to treat employees fairly during the COVID-19 pandemic	0.83		
Philanthropic CSR			0.88	0.64
	The hotel provides a variety of charitable donations during the COVID-19 pandemic	0.80		
	The hotel participates in a variety of volunteer activities during the COVID-19 pandemic	0.81		
	The hotel performs many public services during the COVID-19 pandemic	0.80		
	The hotel is committed to building a better community during the COVID-19 pandemic	0.79		
Affective commitment			0.90	0.61
	I would be very happy to spend the rest of my career with this hotel.	0.83		
	I really feel as if this hotel's problems are my own during COVID-19 pandemic	0.75		
	I feel a strong sense of “belonging” to this hotel during COVID-19 pandemic	0.82		
	I do not feel emotionally attached to this hotel during COVID-19 pandemic*	0.75		
	I feel like “part of the family” at this hotel during COVID-19 pandemic	0.82		
	This hotel has a great deal of personal meaning for me during COVID-19 pandemic	0.69		
Creativity Behaviour			0.86	0.60

I identify opportunities for new ways of dealing with work during COVID-19 pandemic	0.73
I seek new ideas and ways to solve problems during COVID-19 pandemic	0.75
I generate novel but operable work-related ideas during COVID-19 pandemic	0.82
I demonstrate originality in my work during COVID-19 pandemic	0.80

Notes. * represents reverse-coded item

Table III. Discriminant validity using Fornell and Larker criterion

Variable	CSREC	CSRETH	CSRLEG	CSRPHI	AC	CB
CSREC	0.82					
CSRETH	0.35	0.80				
CSRLEG	0.37	0.55	0.79			
CSRPHI	0.32	0.48	0.65	0.80		
AC	0.37	0.56	0.68	0.67	0.79	
CB	0.32	0.62	0.61	0.67	0.72	0.78

Notes: CSREC = Economic CSR; CSR ETH = Ethical CSR; CSRLEG = Legal CSR; CSRPHI = Philanthropic CSR; AC = Affective commitment; CB = Creativity behaviour

Table IV. Hypothesis testing

Hp.	Relationship	Std Beta	Std. Error	t-value	Decision
H1a	CSREC \Rightarrow CB	-0.01	0.08	0.13 ^{ns}	Not supported
H1b	CSRLEG \Rightarrow CB	0.04	0.08	0.49 ^{ns}	Not supported
H1c	CRETH \Rightarrow CB	0.27	0.09	3.04 ^{**}	Supported
H1d	CSRPHI \Rightarrow CB	0.27	0.08	3.39 ^{**}	Supported
H2a	CSR EC \Rightarrow AC	0.07	0.07	1.05 ^{ns}	Not supported
H2b	CSRLEG \Rightarrow AC	0.32	0.09	3.39 ^{**}	Supported
H2c	CRETH \Rightarrow AC	0.20	0.08	2.57 [*]	Supported
H2d	CSRPHI \Rightarrow AC	0.34	0.10	3.46 ^{**}	Supported
H3	AC \Rightarrow CB	0.36	0.10	3.73 ^{**}	Supported

Notes: Creativity behavior $R^2 = 0.63$; $Q^2 = 0.35$; Affective Commitment $R^2 = 0.58$; $Q^2 = 0.33$

Notes: * $p < 0.05$, ** $p < 0.01$; ns= non-significant; CSREC = Economic CSR; CSR ETH = Ethical CSR; CSRLEG = Legal CSR; CSRPHI = Philanthropic CSR; AC = Affective commitment; CB = Creativity behaviour

Table V. Hypothesis testing on mediation

Hp.	Relationship	Std. Beta	Std. Error	t- value	Confidence Interval		Decision
					LL	UL	
H4a	CSR EC- AC- CB	0.03	0.02	0.96 ^{ns}	-0.01	0.07	Not supported
H4b	CSR LEG- AC- CB	0.12	0.05	2.40*	0.05	0.21	Supported
H4c	CSRETH- AC- CB	0.07	0.04	1.98*	0.03	0.15	Supported
H4d	CSRPHI- AC- CB	0.12	0.05	2.59*	0.06	0.23	Supported

Note: *p<0.05, **p<0.001; ns= non-significant, BC=Bias Corrected, UL= Upper level, LL= Lower Level; CSREC = Economic CSR; CSRETH = Ethical CSR; CSRLEG = Legal CSR; CSRPHI = Philanthropic CSR; AC = Affective commitment; CB = Creativity behaviour

Figure 1. Research model

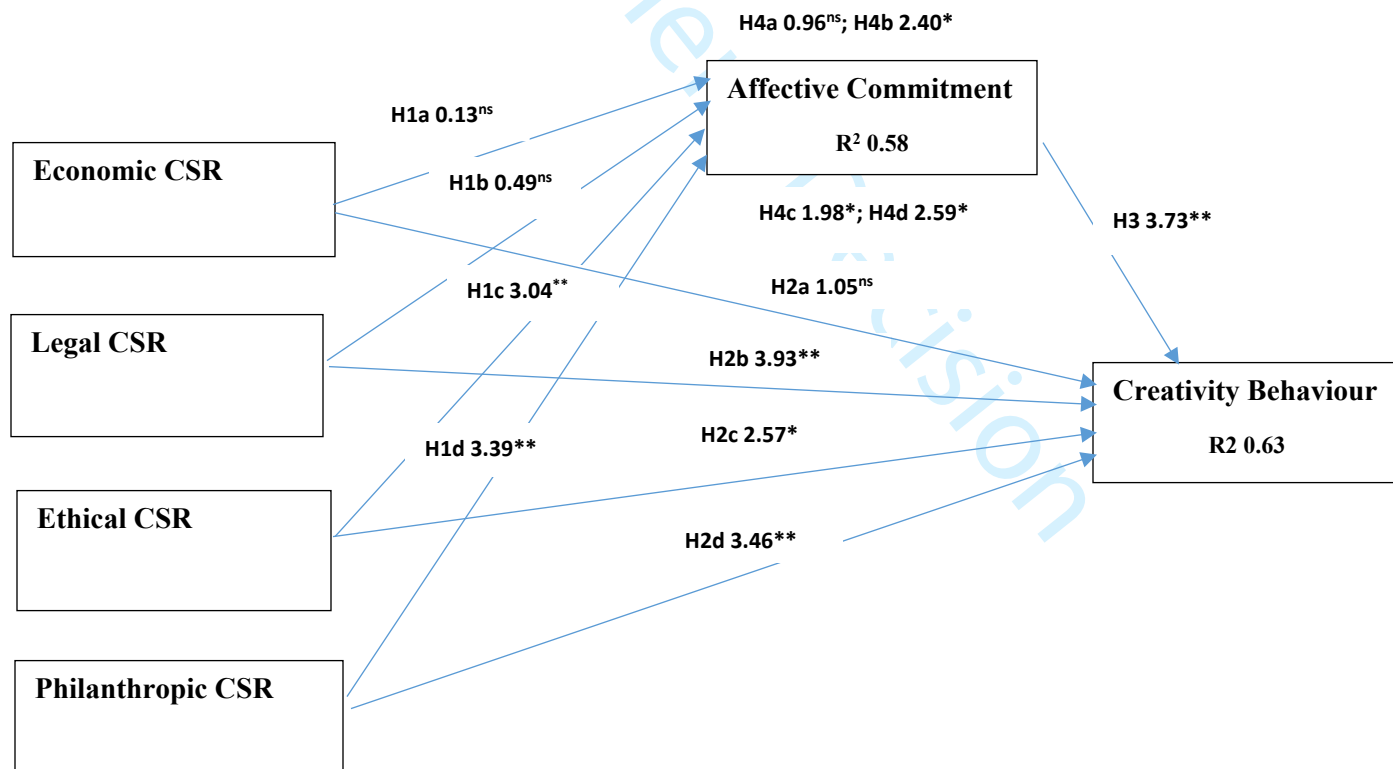
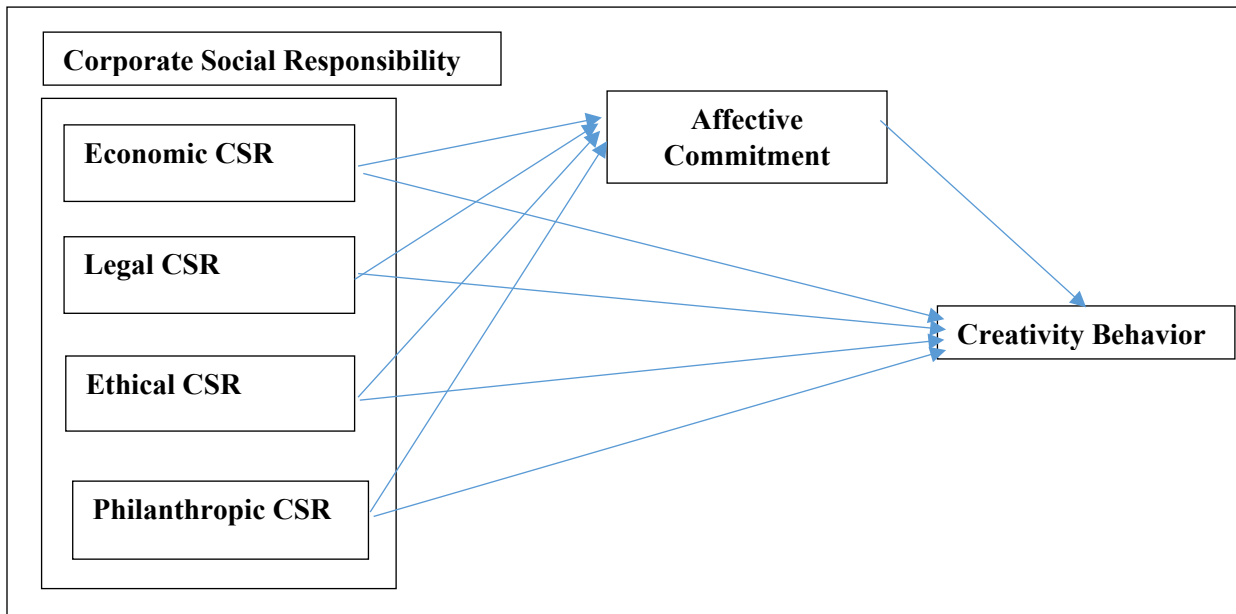


Figure 2. Results