IMPACT OF MOTIVATION, TRAINING, AND REDUNDANCY ON WORKFORCE AND PERFORMANCE OF PAKISTAN AIRLINES

Author[1]: JAVIED ANWAR, Author[2]: SHAHZAIB HAIDER, Author[3]: MANAHIL RASHEED, Author[4]: SHARIYAR JAMSHAIR

[1]*Author: Supervisor, Aviation Management, Superior University, Punjab, Pakistan*
[2]*Author: Student, Aviation Management, Superior University, Punjab, Pakistan*
[3]*Author: Student, Aviation Management, Superior University, Punjab, Pakistan*
[4]*Author: Student, Aviation Management, Superior University, Punjab, Pakistan*

Abstract

The article itself is the analysis of literature on the role of motivation, training, and redundancy on the workforce and performance of airlines in Pakistan, specifically. Airline performance is highly affected by its employees, both in a positive and negative way. This article examines many airlines' investigations and the impact of various factors is mentioned in detail. The purpose of this article is to identify whether motivation, training or redundancy have any effect on the performance or not. Success and failure of every organization depends on its workforce. In order to make a company productive, the industry has to focus on various factors. Based on survey questions and findings from the employees of the airport, the study was carried out in a detailed manner. The primary findings of our article reveal that lack of motivation results in poor performance of airlines. To increase airlines' performance, it is important to keep on motivating employees along with conducting their training sessions. For employees to handle their tasks efficiently, the industry must focus on the training and development of their employees. The most important component of a successful business is to keep the organization's employees happy and motivated. This study focuses on the impact of motivation and redundancy on performance of airline industry. It is considered as the responsibility of airlines to conduct training sessions for improvement in performance. The goal of this study is to motivate employees of airline industry that would reduce employee turnover as well. To increase the performance of any organization, various training sessions should be conducted.

Keywords: Airline, Workforce, Motivation, Performance

1. Introduction

Employees and Management are the important factors of success or failure in an organization. Airline Industry is a service business that sells seats to its customers, whereas employee motivation plays a major contribution to the satisfaction of needs by the consumers. Several airlines are working in Pakistan, the major ones are about five in number those doing their operations either domestic or internationally. Major airlines in Pakistan are such as Pakistan International Airline, AirSial, Air blue, Shaheen Airline, and Serene Air. As per our observation, the performance of

employees at airline was a bit low. In this study, we tried to identify what are the factors that have a major impact on performance and how performance can be increased.

Each airline in Pakistan has some problems going on, some are due to workforce situation and overall leadership structure. In every field from purchasing new aircraft to sales, traffic, and contracts, we can say corruption is playing a vital role. There are several ongoing complaints against the service quality, long delaying of flights, emergency landings and crashes, shortage of aircraft, cancellation of flights, and the apathetic attitude of the administration. On the other hand, the rise in the prices of the fuel index created another challenge for the airline and the devaluation of the currency prevailing in the economy. Over staffing prevails in the organization, where the average ratio of employees is exceeding the limit per aircraft which is 100. This is the major reason for the decline in revenue management. Lack of specialization where the right person is not in the right spot creates a difference. In aviation, all the aircraft are observed thru performance calculation of their operating period (flying limitation hours), but if we talk about Pakistan it says about 35 to almost 40 years of period, old fleet mixture without any record, history in performance of aircraft.

The aircraft has a high maintenance cost than the total cost of aircraft bought on lease. Nobody is responsible for the actions, only pilots could be said to be the responsible ones in an emergency such as weather including microbursts and wind shear. The bursting of tires and leakage occur commonly. Low cost is offered to the customer in comparison to well-known airlines, which results in not meeting up the operational cost and quality. The increase of debt burden on PIA is rising which is to be paid in terms of dollars annually. PIA has recruited indeterminate vendors and they are not proactive in their profession, for cost-cutting. Lack of appreciation, investment, and incentives is the reason why talent prefers to go abroad for enjoyable facilities.

Aviation industry has faced immense disaster due to Covid-19, it became difficult for the industry to maintain employee performance. Performance could only be increases by conducting training sessions.

Lack of motivation prevails among the employees because they are permanent and already knew their jobs, they are way too slow to give a good output, they never put extra effort instead are ready for employee unions for self-benefit. None of the airports in Pakistan are worthy to be called as World Class thing in terms of facilitation. Government absorbs heavy losses as usual apart from concessions, most of them are not even offered to other airlines.

Employees are considered as a vital asset of any organization. How well an organization can accomplish its goals, totally depends upon performance of employees. The aim of this research is to comprehend the impact of motivation, redundancy and training on workforce and overall performance of airlines. It can clearly be seen that many successful organizations invest more in conducting training sessions, because training is an important element to enhance performance. For the past several years, it can be seen training of employees leaves a great impact on the performance of organizations. These training sessions help employees to mitigate the maximum errors. These errors could be due to lack of training that might leads to poor decision making, communication failure and leadership failures.

Some airlines had been in news headlines months ago for the wrong reasons, one of them is that on its landing phase a Boeing 737's tires got to burst at Karachi and the other is that another Boeing was about to depart, fuel leakage was observed before take-off so pilots had to abort the take-off. The CAA had already fined the private airline for not maintaining the performance work on a basis. There are so many professions the aviation industry is competing with including other professions, and other countries to hold on to workers. "Workforce bleed" to other industries, offshoring to other countries, and hiring official workforce from other various sectors (e.g., airlines with the point of hiring military pilots), are all the demonstrations of this competition.

There is a lot of positive feedback on the internet regarding Serene Airlines as it gained the major trust of customers by keeping its operations smooth and efficient with very minor issues which are neglected. Another hand, AirSial is the latest airline launched in Pakistan, with a single minor incident, which was completely under control by the pilots, regarding a tire burst. And this airline is gaining a massive boost in the economy of Pakistan, launching destinations on low fares and quality is attracting people more via air. It has recruited well-known qualified staff and I believe it will work out to prove that it's worth traveling airline.

Employees are inactive and demotivated, they are major reasons for the delay in the flight schedule and negative customer reviews, this leads to a decline in revenue management of the Airline in Pakistan. The reason is to identify

the points where lack of motivation prevails and the key areas where management needs to react to grip the workforce environment, to produce good output that can beneficial in receiving good customer satisfaction reports from the customers.

Our essential goal is to recognize thoroughly the effect of management implementation—with growing levels of powerfulness on measured productiveness of proficient labor, most importantly the developed era needs such research. Some features are perfect to investigate the effect of administration on productivity (Gosnell et al., 2020).

Employee performance could be checked through the performance measuring tools that can give a reflection on the behavior of the working environment and highlight the reasons for the decline in rating of the specific airline service. Secondly, the behavior of the airline could be read in which management role is filtered. It is important to find those key areas of demotivation that prevails so that, an airline could improve its image, revenue, feedback, and reduction in incidents and accidents.

What is the impact of motivation on performance? What is the impact of training on performance? What is the impact of redundancy on the performance of the remaining workforce?

2. Literature Review & Hypothesis Development:

The impact on the whole job satisfaction but excluded the job dissatisfaction of employees. By analyzing this research, the prominent impact and effect of the work environment were discovered; a correlation between work environment and job satisfaction demonstrated that the organization may not think twice about work environmental factors and portability. The correlation between development, training and job satisfaction for all the airlines can be deliberated further and by improving the job satisfaction of employees the effect on customer satisfaction can be highlighted (Kalawilapathirage et al., 2019).
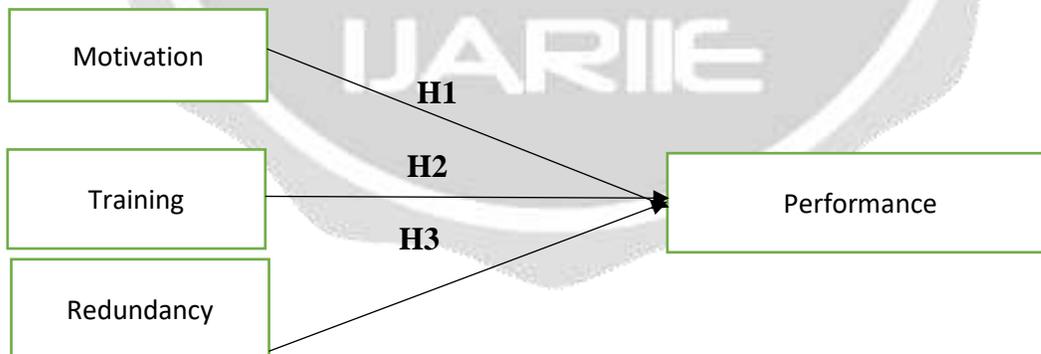
Hypothesis 1:
Motivation has an impact on the performance of airlines.

Hypothesis 2:
Training has a positive impact on the performance of airlines.

Hypothesis 3:
Redundancy impacts airlines' performance.

Some features are perfect to investigate the effect of administration on productivity. One could place that administration practices ought to have next to zero impact on high wages and ability types, and in this case, the immediate application of emerging literature's conclusions would be of no use considering its impact on management. Through this experiment, we would be able to get the step by step effects of each mechanism for productivity, while personnel remains constant (Fryer, 2017) Work on this article is similar to some past experimental literature and in those articles, their main focus was on management practices but identifying the impacts of such practices on productivity was a bit difficult (Fryer, 2017).

Only two studies state that management practices may affect production. In our study, simulator training has no impact on targeted behaviors Among different sectors, it is an important aspect to retain the employees up to the minute regarding their training and in some sessions, we are successful to observe that some captains have completed the simulator training. In this study, three matrices are highlighted and we find that productivity was not enhanced by attending any simulator training sessions. These sessions provide some benefits but, in another context, are not related to our data.

With the help of our experimental treatment groups, we have found four potential spillovers, these include delay impacts on captain welfare which is measured through job satisfaction, besides the ultimatum of management practices up to a greater extent (Greer K. Gosnell, February 2018) A study which used multidimensional performance has done which helps in constructing collective measuring efforts of marketing and finance, states clearly the image of CEO having a significant impact on performance. According to a series of prompt research done by has declared that other than top managers organizations can be handled by some other important factors (Alafeshat & Tanova, 2019).

To have a high-level perception of all the effects of economic cycles as well as debt in the acquiring of the fleet process means that the airline has scored greatly for this factor. It is an assumption that first-level factors influence the productivity which in turn greatly affects the productivity of employees positively, on the other hand, some elements could be the decline of the cost that could put some negative or damage to the image or inconsequent association of output. If we talk about supposition, it is stated that tensions (Doherty & Horsted, 1996) would be created by either termination of workforces or any different type of depletion, in the minds of respondents.

Concerning qualitative terms, the supposition is compelled regardless of the fact whether the impact of this negative productivity happens or not. However, the clear point is that business culture and vision are more likely to be affected by cost reductions and employee redundancies, but unpleasantly in the short term. Finally, the firm's combined input-output ratio can be greatly impacted by the gearing management.

In association with the PI factor brand image, there was a total of four PF: service features, integration orientation, labor flexibility, and performance incentives. Service features deal with what sort of product the airline is presenting, which is logically linked with brand image. The interaction of positive brand image in the airline industry is in most samples through travel booking sites (travel agencies), because a brand image has an important impact on demand. Operational efficiency must have a relationship with decentralization presuming increasing labor flexibility. As we believe that the airline's overall effectiveness will be positively impacted by decentralization so cost competitiveness has to have a stronger relationship.

It is important to identify the underlying factors and useful constructs, which can come up with a standard qualitative scale measuring airline management even though the questionnaire instrument provided a standard qualitative scale for computing airline management. The significant point here is that concerning making the corporation of actual variation in strength applied to the items easier to associate with the airline's performance, the scale takes completely an external approach. To lessen the 'social desirability impact this approach was accepted on the rating strength. (Kucukusta et al., 2016) As stated by different scholars, HPWS is a mixture of HR practices that will improve the skills of employees and will motivate them which will, in turn, impact the attitudes of employees and outcomes. Previous empirical studies classified HPWS and its organizational performance into three categories. In the first category, HPWS practices are shown as a bundle that will impact the overall organizational performance.

As suggested by Wong & Gao, 2014). the biggest factor that influences engagement in the workplace is leadership. According to Karatepe and Talebzadeh, for the enhancement of employee engagement, an important role is played by SL at airlines in Iran. In an information technology organization, a prominent impact of SL on EE was indicated by De Clercq et al. By adopting CSR practices, can affect a company's attractiveness either directly or indirectly to potential employees (Greening; Weaver, 2011) Greening & Turban, 2000; (Sheldon & Park, 2011; Vickers, 2017; Wong & Gao, 2014). When it greatly contributes to their well-being, employees are more probably to develop a perception of meaningfulness from their tasks and work.

To implement CSR practices, the role of employees cannot be missed. For CSR to become a shared value all over the company, employees should show their complete participation and they should be informed of these practices (Tsai et al., 2012). In the service industry, it is very difficult to attract and hold on to high-quality employees, moreover, for the

success of a company employee commitment plays an important role. As suggested by Sharma and Devi (2009) in human resources if we establish effective CSR practices it would create a sense of powerful and obligated organizational culture. The results show that CSR practices increase the dedication of employees in an organization (Turker, 20and 09), employee commitment may have different influences by different CSR practices.

In aviation industry, properly trained employees ensure the safe flight operations all over the world, because of this training requires strict supervision. Even before starting operations at any workplace, it should be compulsory for every employee to attend training so that employees can get certain certificates and licenses. The Emirates airline, has high-end rate of employee turnover especially at lower positions. Training can also reduce the chances of labor turnover. With the help of proper training sessions, employees can build up various sets of skills and talents so that they can be promoted to different departments. Properly trained employee can make better use of all the available assets. Through training employees, can also develop positive business relations. By training, employees feel like their trainers are taking more interest in them and they want better result outcomes. Different airlines should provide training sessions to eradicate probability of risks.

Training is a combination of skills and knowledge for well-established experience. In the process of training, motivation is decisive because an employee with proper training can work more smoothly and efficiently. Throughout training, there are several factors that impede motivation of trainees. Employees of aviation industry have to be motivated enough to accomplish job goals, and they can only stay motivated through different training sessions. Let's take an example of an airline, Indigo Airline, the employees of Indigo Airline had received various training sessions that helped the airline to grow globally. In order to enhance service quality and productivity, training of employees contributes to it. While conducting training sessions new talent would also be attracted. Every airline should focus on various areas i.e., safety, sustainability and leadership.

From professionals and scholars, CSR received increasing interest, but they had little knowledge about CSR's impact on employees and their attitude towards work (Mueller et al., 2012) No one focused on the relationship between CSR and organizational dedication except few studies (Brammer, S. Millington, &Rayton, B., (2007 (Brammer) but these studies failed to examine CSR component in detail.

The absence of literature on employee commitment and the airline industry's CSR practices is required. To identify the impact of affective commitment of that company's employees, such gaps from this study can be fulfilled if we examine how medium-scaled companies adopt CSR practices. There are two basic objectives of this study i.e., how CSR practices are identified in the airline industry which affect the employee perception and analysis of CSR practices on the perceptual commitment of the organization, also with the help of medium-scaled airline companies, the airline company's CSR activities and lastly product quality and employee relations which fall in operation relation (OR) CSR activities through which airline companies' financial performance can be improved.

Emirates has succeeded in conducting training programs that had enhanced the growth of organization and employees as well. Emirates had made progress in this sector with the help of effectual leadership and management. Now, it is considered as a priority for every airline to offer training sessions at all three levels of organization i.e., top, middle and lower level. A well oriented training session attracts new potential workers and also helps in reducing employee turnover and as a result, benefits the organization. The industry is ultimately on its track to get back to normal after facing Covid-19 crisis.

The commitment level of employees in an organization can be divided into 3 groups: desire, need, and obligation. According to Meyer and Allen's concept (1991), there is a total of three components of organizational commitment: affective commitment (AC), continuance commitment (CC), and normative commitment (NC), and for employee behavior, each component is implemented in a different manner (5). In terms of psychology, commitment is a state based on which relationship between employees and the organization can be determined, which affects their decision and allows them to decide whether they should continue working there or not. According to Mueller et al. (2012), employees who possess a sturdy effective commitment to stay in the organization because of their will and also, they want to stick there; employees who possess a strong continuance commitment to stick there because of their need; and employee with well-built normative commitment stay in the organization because of them believes.

(Lee et al., 2013) scrutinized that corporate performance is affected by employee perception of CSR activities, and also suggested that while planning CSR programs it is the responsibility of organizations to communicate with the employees and consider this fact.

Sustainability on a long-run basis is crucial for the airline industry in the U.S, due to the impact of aviation and other related industries on the economy (2014, Transport Action Group). All other connection industries are aero-related items, hotels within the airport including transportation facilities, tours, rent a car service, and retail with security services. This rising industry shows up with millions of working tasks in the connecting industry as mentioned above & also shares for about trillions of dollars close to 2.4 (2014, Air Transport act team) (Popp, 2016).

Focusing on a slight low fee of traveling to crowded cover up the loss, converting work channels towards encouraging the working people with best statements to remain on that is a solution (Festing, 2012). Orienting the goals of the individual employee with organizational objectives helps in avoiding the system to collapse during the changes on a large scale, whereas affective commitment can be increased by giving incentives. (Wattanacharoensil & Yoopetch, 2012). For competitive advantage, converting into the success of an organization (Paeleman & Vanacker, 2015); (Ciliberto & Schenone, 2012) (Van den Broeck et al., 2014) Wattanacharoensil & Yoopetch, 2012).

There is no knowledge regarding (Popp, 2016) industry such as airlines in the US that can proceed with the concept, of whether the efforts have been done thru the assistance team that judges whether employee performance was encouraged or not. Therefore, few guiders of airlines from the US lack ineffective tactics that overlook the statements promised by the workforce and ultimately output they give.

Independent Variables:

Motivation:
Motivation is an important aspect of every employee. Through motivation, employees can meet their own goals as well as the organization's goals. It also impacts the overall performance of the company.

Redundancy:
This factor can be seen in many organizations. Redundancy increases when certain employees are no longer required to do a job, or any other system has been introduced.
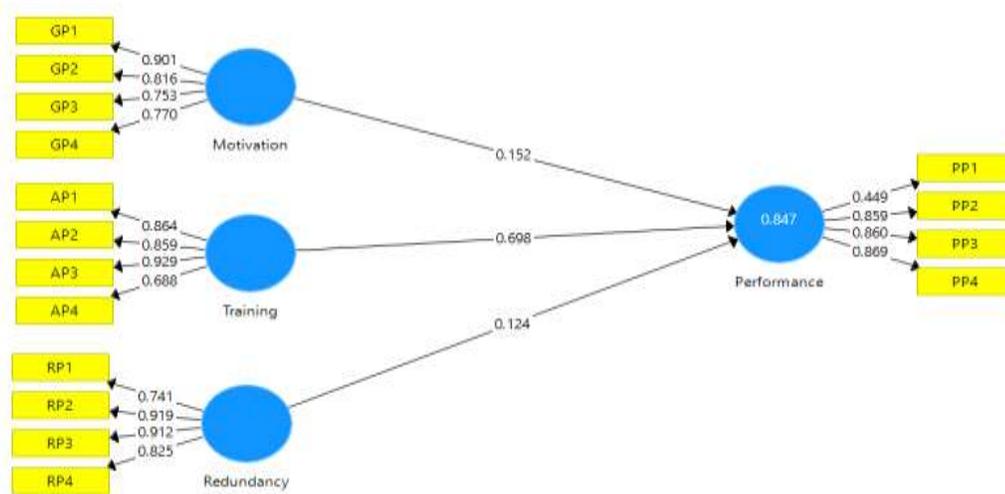
Training:
Through different training sessions, knowledge can be passed down to every employee, to increase the performance of an organization.

Dependent Variable:

Performance:
Performance can be defined as achieving certain objectives or to fulfill organizational goals.

Research Model:

3. Research Methodology:

3.1. Research Approach

The research is done by using "positivism" philosophy because positivism is the type of research philosophy that believed in singular reality, and objective information and also included the unbiased role of the researcher. The deductive research approach was used because we are working and so-called testing on a theory. The research methodology was based on quantitative research, which is based on numerical data. A survey strategy was used in which questionnaires were distributed, where no respondent can put their opinion. A total of ninety-five questionnaires were collected after one week only. All of them responded to our questionnaire. After the questionnaire got checked, 79 were correct and the response rate was up to 83%. In this study, a total of 79 questionnaires were included. The analysis of this research was done by using Statistical Package for Social Sciences (SPSS).

3.2. Research Area & Data Collection:

Our study sample consists of 100 employees of Alama Iqbal International Airport Lahore. The sample comprises both genders (male and female). We collected data by using a questionnaire, which comprises 15 questions. All the questions used are close-ended and are based on the Likert Scale, consisting of five points strongly agree, agree, neutral, disagree, and strongly disagree. The questionnaire was distributed among our targeted airport in the office timings.

There are several sampling techniques but as our research philosophy is positivism we adopted the probability, where equal no. of chance for the respondent to participate. Another reason to use the probability sampling technique is that our data collection is quantitatively based which reflects the background of choosing the sampling technique.

3.3. Sample Size & Sampling Technique:

A probability sampling technique was used in which an equal number of selections were done. A simple random sampling technique was adopted which involves a selection of elements from an ordered sampling frame randomly from the respondents. Our sample size was selected via the sample size calculator and hence preceded the collection of information. The data collection procedure that was acquired was google forms as well.

4. Testing & Findings:

Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	p-Value	
Motivation -> Performance	0.152	0.149	0.167	0.914	0.361	
Redundancy -> Performance	0.124	0.127	0.150	0.825	0.409	
Training -> Performance	0.698	0.703	0.120	5.840	0.000	

PLS Logarithm:
Construct Reliability and Validity

	Cronbach's Algorithm	rho_A	Composite Relationship	Average Variance
Motivation	0.825	0.835	0.885	0.659
Performance	0.769	0.835	0.855	0.609
Redundancy	0.871	0.880	0.913	0.726
Training	0.858	0.882	0.904	0.705

5. Results:

As per findings and results, P-values shows relation between three variables i.e., motivation, redundancy and training impact on performance. P-values shows significance of the model if values are <0.05. The p-value for motivation with performance is greater than 0.05, null hypothesis is accepted. It shows that the variables (motivation and performance) have no relationship between them.
On the other hand, p-value given for redundancy is greater than 0.05, showing no relationship between variables.
The p-value for training and performance was less than 0.05, showing a relationship between both variables. In this case, we will accept alternate hypothesis and reject null hypothesis.

6. Conclusion:

The data in this article indicates whether motivation, training, and, redundancy have any effect on the performance or not. Organizations offer various training sessions to the employees. It is important to keep the employees familiar with

their job and tasks, to increase productivity. All three variables were analyzed for this study. After conducting questionnaires, we concluded that training had the most impact on the performance of airlines.

Hypothesis 1 and 3 of this article got rejected. Motivation and redundancy did not have any significant impact on the performance and betterment of the airlines.

7. Limitations:

Research limitations are as follows:

- The survey conducted in this research was Lahore-based, a few limitations were encountered.
- To collect all important data from respondents, questionnaire was used as an instrument.

8. Recommendations:

Following are the results of this study. The analysis has shown that training could have a positive impact on employee's performance and ultimately airlines. It is the responsibility of every airline to conduct training sessions after a specific period. These sessions will result in better performance of employees and will boost employees' enthusiasm towards work. Through these sessions, the knowledge and skills of employees can be enhanced. The airlines should know what training sessions are to be conducted for the employees. Through different pieces of training, staff will stay motivated and would work in a better way for the organization. Another factor that can be kept in mind is, that interviews should have been conducted to note the behavior of respondents.

Reference:

- Alafeshat, R., & Tanova, C. (2019). Servant leadership style and high-performance work system practices: Pathway to the sustainable Jordanian airline industry. *Sustainability*, *11*(22), 6191.

- Brammer, S. Millington, & Rayton, B., (2007). The Contribution of Corporate Social Responsibility to Organization Commitment. *International Journal of Human Resource Management*, *18*(10), 1701-1709.

- Ciliberto, F., & Schenone, C. (2012). Bankruptcy and product-market competition: Evidence from the airline industry. *International Journal of Industrial Organization*, *30*(6), 564-577.

- Doherty, N., & Horsted, J. (1996). Re-engineering people—The forgotten survivors. *Business Change and Re-engineering*, *3*(1), 39-46.

- Festing, M. (2012). Strategic human resource management in Germany: Evidence of convergence to the US model, the European model, or a distinctive national model? *Academy of Management Perspectives*, *26*(2), 37-54.

- Fryer, R. G. (2017). *Management and student achievement: Evidence from a randomized field experiment*.

- Gosnell, G. K., List, J. A., & Metcalfe, R. D. (2020). The impact of management practices on employee productivity: A field experiment with airline captains. *Journal of Political Economy*, *128*(4), 1195-1233.

- Greening, D. W. & Turban, D., B. (2000). Corporate social performance's a competitive advantage in attracting a quality workforce. *Business and Society*, *39*(3), 254-282.

- Kalawilapathirage, H., Omisakin, O., & Zeidan, S. (2019). A Data Analytic Approach of Job Satisfaction: A Case Study on Airline Industry. *Journal of Information & Knowledge Management*, *18*(01), 1950003.

- Kucukusta, D., Denizci Guillet, B., & Chan, H. L. (2016). The effect of CSR practices on employee affective commitment in the airline industry. *Journal of China Tourism Research*, *12*(3-4), 451-469.

- Lee, S., Seo, K., & Sharma, A. (2013). Corporate social responsibility and firm performance in the airline industry: The moderating role of oil prices. *Tourism Management*, *38*, 20-30.

- Mueller, K., Hattrup, K., Spiess, S.-O., & Lin-Hi, N. (2012). The effects of corporate social responsibility on employees' affective commitment: A cross-cultural investigation. *Journal of applied psychology*, *97*(6), 1186.

- Paeleman, I., & Vanacker, T. (2015). Less is more, or not? On the interplay between bundles of slack resources, firm performance, and firm survival. *Journal of Management Studies*, *52*(6), 819-848.

- Popp, C. J. (2016). *Labor relations at a major airline: Exploring employee performance strategies* Walden University].

- Sheldon, P. J., & Park, S.-Y. (2011). An exploratory study of corporate social responsibility in the US travel industry. *Journal of Travel Research*, *50*(4), 392-407.

- Tsai, H., Tsang, N. K., & Cheng, S. K. (2012). Hotel employees' perceptions on corporate social responsibility: The case of Hong Kong. *International Journal of Hospitality Management*, *31*(4), 1143-1154.

- Turker, D. (2009). Measuring corporate social responsibility: A scale development study. *Journal of business ethics*, *85*(4), 411-427.

- Van den Broeck, A., De Cuyper, N., Baillien, E., Vanbelle, E., Vanhercke, D., & De Witte, H. (2014). Perception of organization's value support and perceived employability: insights from self-determination theory. *The International Journal of Human Resource Management*, *25*(13), 1904-1918.

- Vickers, N. J. (2017). Animal communication: when I'm calling you, will you answer too? *Current Biology*, *27*(14), R713-R715.

- Wattanacharoensil, W., & Yoopetch, C. (2012). Thailand's human resource competencies in airline service quality: voices from the airline industry. *Journal of Human Resources in Hospitality & Tourism*, *11*(4), 280-302.

- Weaver, D. (2011). Can sustainable tourism survive climate change? *Journal of Sustainable Tourism*, *19*(1), 5-15.

- Wong, I. A., & Gao, J. H. (2014). Exploring the direct and indirect effects of CSR on organizational commitment: The mediating role of the corporate culture. *International Journal of Contemporary Hospitality Management*.

- Zhu, Q., Yin, H., Liu, J., & Lai, K. h. (2014). How is employee perception of organizational efforts in corporate social responsibility related to their satisfaction and loyalty towards developing a harmonious society in Chinese enterprises? *Corporate Social Responsibility and Environmental Management*, *21*(1), 28-40.