

## TRANSLATING SUSTAINABLE MARKETING INTO ORGANIZATIONAL CITIZENSHIP BEHAVIOR: THE MEDIATING ROLE OF EMPLOYEE INVOLVEMENT IN THE HOSPITALITY SECTOR

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### Abstract

The growing global emphasis on sustainability compels businesses, particularly the high-impact hospitality sector, to adopt Sustainable Marketing Strategies (SMS). However, effectively translating these organizational-level strategies into proactive, discretionary employee behaviors, specifically Organizational Citizenship Behavior (OCB), presents a significant challenge. This study empirically investigates how SMS influence OCB among hotel employees, exploring the mediating role of Employee Involvement (EI) and the moderating role of Employee Socialization (ES) within this "translation" process in hotels in Beirut, Lebanon. Utilizing a quantitative approach, data were collected from 218 hotel employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

The findings consistently support all proposed hypotheses. Results reveal a significant direct positive effect of SMS on both Employee Involvement ( $\beta = 0.294$ ,  $p < 0.001$ ) and Organizational Citizenship Behavior ( $\beta = 0.186$ ,  $p < 0.01$ ). Crucially, Employee Involvement was found to significantly mediate the relationship between SMS and OCB ( $\beta = 0.118$ ,  $p < 0.01$ ), confirming the central "translation" mechanism. Furthermore, Employee Socialization positively moderated the relationship between SMS and Employee Involvement ( $\beta = 0.142$ ,  $p < 0.05$ ), and also strengthened the mediating effect of EI on OCB ( $\beta = 0.175$ ,  $p < 0.01$ ).

This research confirms that Sustainable Marketing Strategies are effectively "translated" into desired employee discretionary behaviors, facilitated by Employee Involvement and enhanced by Employee Socialization. Theoretically, the study develops an integrated model, enriching existing theories by elucidating the human-strategy interaction in sustainability. Practically, it offers actionable insights for hospitality managers to foster OCB through strategic SMS implementation, employee engagement initiatives, and robust socialization programs, especially within the under-researched Middle Eastern context.

**Keywords:** Sustainable Marketing Strategies, Organizational Citizenship Behavior, Employee Involvement, Employee Socialization, Mediation, Moderation, Hospitality Sector, Lebanon.

### Introduction

The idea of sustainability has gained dominant international attention, encompassing maintenance, conservation, and prudent use of economic, social, and environmental resources to encourage heightened efficiency and long-term sustainability (Peterson, 2021). Spurred by growing awareness about human activity's effects on nature, such awareness has transcended politics to infuse businesses and social norms (Hysa, Karasek, & Zdonek, 2021; Paulsson & Ursing, 2021; Scozzafava et al., 2022). Consequently, businesses all over the world are compelled more and more to integrate sustainable schemes into their basic plans to remain ahead and align their marketing efforts with dominant international trends (Belz & Schmidt-Riediger, 2010; Kotler, 2012).

#### 1.1 Narrowing to Specific Industry

In this global transition, the tourism and hospitality sector is one such key area. This sector is characterized by its high environmental impact due to activities such as airplane travel, transportation, waste generation, energy usage, and greenhouse gas emissions (Karatepe et al., 2020; Nam et al., 2021; Tsagkanou et al., 2022). Being one major aspect of this sector, hotels are highly visible in contributing to these effects through waste (e.g., cleaning supplies), strong energy

usage (electricity, water), and emissions from their own supply chain (Bello & Bello, 2022; Tothova et al., 2022; Yadegaridehkordi et al., 2020). Being aware of these issues, hotels all over the world are increasingly embracing sustainable measures to reduce their environmental effect and improve their operational efficiency (Hysa et al., 2021; Kinoti, 2011; Ottman, 2017).

### **1.2 Research Problem/Significance of Study**

Although sustainable marketing strategies (SMS) are increasingly implemented at the organizational level, simply putting them into place will not necessarily ensure they are internalized by employees. An important issue here is successfully converting these external strategic goals into concrete, positive internal employee behaviors. Unsustainable practices have been found to deter employees by disengaging them and causing them to not perform as well (De Graaf, 2002; Lee & Ha-Brookshire, 2017; Temminck et al., 2015). As employees play a key role in supporting sustainable goals, especially in service-driven hotels where they face customers directly and represent corporate values (Kucharska & Kowalczyk, 2019; Peterson, 2021; Zargar & Farmanesh, 2021), it's vital to comprehend this "translation" process. Successful integration of SMS depends not only on corporate policy but on human adaptation, engagement, and the display of discretionary behaviors beyond formalized jobs.

### **1.3 Literature Gap**

While numerous studies are devoted to sustainable marketing implementation at the organizational level, and other studies discuss employee engagement and organizational behavior separately, a comprehensive framework detailing how sustainable marketing practices are translated into desired employee behaviors, particularly Organizational Citizenship Behavior (OCB), is surprisingly scarce. There tends to be little empirical investigation into employee engagement as a mediator *per se* and employee socialization as a moderator within the sustainable marketing-OCB nexus. Furthermore, systematic empirical insights from the hospitality sector's distinct operating environment in places such as the Middle East, specifically Lebanon, are under-explored, which limits place-sensitive knowledge despite global rapid developments (Zargar et al., 2019). There therefore exists inadequate robust empirical proof from previous research, specifically about proposed models incorporating both mediation and moderation effects from employee engagement and socialization upon this central relationship (Khawand et al., 2022).

### **1.4 Purpose/Aim of the Current Research**

Thus, this research has as its objective to provide empirical support for the direct effect of sustainable marketing strategies on employee organizational citizenship behavior in the hospitality industry in Beirut, Lebanon. More particularly, it aims to explore employee involvement's mediating role and employee socialization's moderating role to provide a holistic understanding of how sustainable marketing is translated into proactive employee behaviors. Through such explorations, this work strives to empirically testify to how sustainable marketing strategies are internalized and take form as OCB. This process-orientational perspective focuses on how something from outside (an external strategy) is translated into something from within (an internal behavioral consequence), with preliminary findings suggesting a robust mediation path ( $\beta = 0.118$ ,  $t = 2.792$ ) as empirical evidence testifying to this translation process.

This work provides several intriguing contributions:

- **Theoretical:** It develops and tests a comprehensive model that enriches prevailing theories (e.g., Theory of Planned Behavior, Resource Advantage Theory) via both mediator (employee engagement) and moderator (employee socialization) variables in sustainable marketing approaches and OCB. Through highlighting the "translation" process, it

introduces novel insights into the interactive dynamism between human-sustainable marketing at work and pushes back boundaries in sustainable marketing, organizational psychology, and employee behavior scholarship (Khawand et al., 2022).

- **Practical:** The research provides practical suggestions for hospitality managers in Beirut and other similar situations for sustainable marketing implementation. The findings may help devise initiatives for increasing employee engagement, developing encouraging socialization environments, and ultimately fostering organizational citizenship behavior among employees, thereby achieving successful sustainable marketing integration and employee performance persistence (Khawand et al., 2022).
- **Geographical/Contextual:** With empirical results from Beirut hotels in Lebanon, this work contributes context-related insights to a region often not represented in research on sustainability and organizational behavior, with comparative results to benefit scholars as well as professionals (Khawand et al., 2022; Zargar et al., 2019).

## 2. Theoretical Background

This research follows a process model to explore how Sustainable Marketing Strategies (SMS) are successfully translated into Organizational Citizenship Behavior (OCB) among hospitality employees. Such "translation" here is modeled as a fluid process through which outside strategic goals are transformed into internal discretionary employee behaviors, through Employee Involvement (EI) as one essential mediating process, and moderated by Employee Socialization (ES). This section introduces each key construct with definitions, describes their theoretical grounding as proposed in the thesis, and details their relationships amongst them, leading to the proposed model.

### 2.1. Sustainable Marketing Strategies (SMS)

**Definition:** Sustainable Marketing Strategies (SMS) directly deal with the idea of preserving, conserving, appropriate use of resources, and enhancing efficiency along economic, social, and environmental dimensions (Peterson, 2021). Based on the Brundtland Report's conceptualization of sustainability (UNWCD, 1987), SMS ensure that current needs are met without depriving future generations of their ability to meet their own needs. The thesis specifies that phrases such as "sustainable marketing strategy," "green marketing strategy," and "sustainable marketing orientation" are interchangeable (Khawand, 2023, p. 16). SMS is defined by three fundamental pillars: strategic integration, societal interaction, and ethical capabilities (Lucic, 2020), together building up the "Triple Bottom Line" (TBL) of economic, social, and environmental performances (Elkington, 1998; Papadas et al., 2017).

These approaches include:

- **Strategic Green Marketing:** Involves long-term policy and activities, typically initiated by top levels of management, that actively drive the firm towards environmental initiatives like partnerships and collaborations and the integration of social performance (Banerjee, 2002; Papadas et al., 2017). This infuses environmental considerations as one of the core concepts in strategic objectives of marketing (Aguinis, 2011).
- **Tactical Green Marketing:** Achieved via short-term activities such as product-related functions, carbon footprint reduction, communication regarding sustainable practices, price adjustment for green services/products, and the use of environmentally-friendly channels of distribution (Leonidou et al., 2013; Ottman, 1993; Pujari, Wright, & Peattie, 2003).
- **Internal Green Marketing:** Value creation through environmental efforts at all levels of the organization to create a sustainability-focused organizational culture. This includes

employees' green education programs for enhancing green awareness, integrated marketing communications, and sustainable leadership (Charter & Polonsky, 1999; Papadas & Avlonitis, 2014; Ramus, 2001).

**Theoretical Linkages:** The thesis aligns SMS with the Resource Advantage Theory, which posits that corporations sacrificing immediate advantage for sustainable ones in the long term (e.g., developing and offering green markets) will experience robust financial, social, and environmental performance (Hunt, 2011; Lucic, 2020). Also highlighted is the Theory of Planned Behavior (TPB) as one mainstream theory describing customers' and employees' attitudes and behaviors toward green activities (Jaiswal and Kant, 2018; Raab et al., 2018). Also referred to is the "Cognitive, Affective, and Behavioral Model (CAB)" for green attitudes among tourists (Raab et al., 2018; Wu et al., 2018).

**Importance:** The use of SMS is a strategic imperative, particularly in high carbon-intensive tourism and hotel industries (Karatepe et al., 2020; Nam et al., 2021). Successful SMS have a tendency to significantly enhance the performance of an organization, increase profit margins, build a socially responsible image, and attain strong competitiveness (Chabowski et al., 2011; Hysa et al., 2021; Lee, Jan, & Liu, 2021). Integration of SMS into the core strategy of an organization creates a strong image before stakeholders through visible acknowledgment of environmental and social considerations (Lash & Wellington, 2011).

## 2.2. Employee Involvement (EI)

**Definition:** Employee Involvement (EI) is defined as how dedicated and involved one is with their job as an employee, involving voluntary engagement and a strong willingness to become involved with the entire organization (Khawand et al., 2022; Torlak et al., 2021). This is largely due to work arrangements where employees get to voice and exchange their ideas and thoughts, involving decentralization (reduction in hierarchy). EI is supported by fundamental needs (leadership, environmental, and cultural) and is systematically broken down into direct communication, representative participation, and upward problem-solving (Powell, 2011).

**Theoretical Associations:** Though not directly relating to one grand theory in the thesis, EI corresponds with overarching HRM and organizational psychology ideals. The thesis aims to associate EI with sustainable HRM practices favoring employee-centric roles (Chams & Garcia-Blandon, 2019) and the employee-firm psychological contract (Yaakobi & Weisberg, 2020). The idea that employee engagement implies increased productivity and commitment is consistent with human capital development.

**Significance:** Organizational effectiveness relies largely on EI, especially in labor-intensive service industries like hospitality, as employees form the "face of the firm" (Khawand et al., 2022; Zargar et al., 2019). Greater productivity is achieved from high EI (Jones et al., 2010), it increases decision-making ability for the entire firm, and improves general performance (Powell, 2011). A sense of engagement and value is instilled through EI, leading to good customer servicing and sustainable competitiveness (Torlak et al., 2021). Hospitality managers are urged to create environments where employees feel encouraged to engage in decisions regarding their work and provide channels for increased engagement (Khawand et al., 2022).

## 2.3. Organizational Citizenship Behavior (OCB)

**Definition:** Organizational Citizenship Behavior (OCB) is understood as discretionary personal behavior not directly or explicitly rewarded through the formal reward system but individually facilitating collective effective organization functioning (Organ, 1988; Smith et al., 1983). OCB includes behaviors outside normal job requirements helping others or the organization (Newland, 2012). OCB is distinguished into behaviors namely targeting the Organization (OCB-O, e.g.,

conscientiousness, fairness, belonging) and individuals (OCB-I, e.g., altruism, courtesy) (Tambe, 2014). The thesis identifies OCB's occurrence at individual (skill development, cleanliness), group (coordination support), organizational (resource conservation, company voice), and societal levels (propagation positive image) (Farh et al., 2004). Important characteristics include motivation, understanding/innovativeness, and willingness to do extra (Newland, 2012; Organ, 1988).

**Theoretical Linkages:** OCB is linked to the psychological contract in an implicit way, such that employees who experience belongingness and commitment are propelled to actively and creatively contribute to the firm (Yaakobi & Weisberg, 2020). Perceived fairness and identification with the firm also influence OCB (Tambe, 2014).

**Importance:** OCB is a positive influence for organizations, promoting functionality and efficiency by facilitating cooperation (Cop et al., 2020; Smith, Organ, & Near, 1983). Strong OCB levels enhance morale and loyalty and facilitate smoother organizational change (Yaakobi & Weisberg, 2020). For hotels and other service industries, OCB positively impacts employee-employee relationships and employee-customer relationships, leading to heightened customer satisfaction (Chou et al., 2020; Cop et al., 2020). OCB indicates employees' attachment and commitment to the firm and allows them to act as positive ambassadors and to save organizational resources (Aguiar-Quintana et al., 2020; Bogan & Dedeoglu, 2020).

## **2.4. Hypothesized Relationships**

This research hypothesizes an integrated model specifying how "translation" occurs from Sustainable Marketing Strategies to Organizational Citizenship Behavior through Employee Involvement as mediator and Employee Socialization as moderator. The process is depicted by the subsequent hypotheses stemming from the theoretical model:

### **2.4.1. The Connection between Sustainable Marketing Strategies and Employee Engagement**

The thesis holds for a positive and immediate relationship such that Sustainable Marketing Strategies (SMS) influence Employee Involvement (EI). Implementation of SMS by hotels would promote consideration for empowering employees and engaging them in decision-making (Eneizan et al., 2016; Jung et al., 2020; Mukonza & Swarts, 2020; Papadas et al., 2019; Trivedi et al., 2018). As SMS are inherently embedded in the basic approach (e.g., of a hotel) of a firm, they create an organizational culture in favor of sustainable measures that encourage greater employee involvement (Khawand, 2023, p. 46). Staff feel more encouraged and included, feeling valued when their personal efforts count toward achieving broader, explicitly stated sustainable goals by the firm, such that they become more dedicated and proactive (Khawand, 2023, p. 47).

**Hypothesis 1 (H1): There exists a positive correlation between Sustainable Marketing Strategies and Employee Engagement. (Khawand, 2023, p. 46)**

### **2.4.2. The Correlation between Sustainable Marketing Strategies and Organizational Citizenship Behavior**

Beyond the indirect paths, the thesis also examines a direct connection where Sustainable Marketing Strategies (SMS) directly impact Organizational Citizenship Behavior (OCB). When SMS are thoroughly integrated into a firm's character, they influence the psychological aspects of employees, making them more receptive to organizational changes and new strategies (Khawand, 2023, p. 42). This integration signals that the firm's objectives transcend mere economic exchange, emphasizing higher values like Corporate Social Responsibility (CSR) and alignment with societal goals (Khawand, 2023, p. 46). Such a perception enhances employees' professional relationships, fostering a sense of belongingness, shared objectives, trust, and respect, which leads to a climate of learning and innovation (Yaakobi & Weisberg, 2020). This organizational context motivates employees to engage in OCB—discretionary behaviors beneficial for the firm's overall



effectiveness and sustainability performance (Dhiman, Chowdhury, & Mba, 2010; Yaakobi & Weisberg, 2020).

**Hypothesis 2 (H2): Sustainable Marketing Strategies have a strong influence on Organizational Citizenship Behavior among employees in Beirut hotels. (Khawand, 2023, p. 46)**

#### **2.4.3. The Link between Employee Participation and Organizational Citizenship Behavior**

An important aspect of the "translation" process is the positive direct relationship between Organizational Citizenship Behavior (OCB) and Employee Involvement (EI). The thesis maintains that employee involvement directly increases with greater levels of OCB (Khawand, 2023, p. 47). If employees are actively involved in work processes and decision-making in hotels, then their commitment to hotels escalates drastically (Khawand, 2023, p. 67). This feeling of importance and consideration in terms of company decisions and through corporate communicative flow inspires employees to display extra-role performances (OCB). All studies in extant literature concur with this finding and stress employee involvement as having a role in achieving behavioral positives, particularly in service-intensive industries such as hospitality, where employee engagement remains critical to good customer satisfaction and quality service (Ahmad & Zafar, 2018; Chahal & Mehta, 2010; Chiu & Tsai, 2006; Dartey-Baah et al., 2019; Khawand et al., 2022; Kim & Gatling, 2019; Liu et al., 2013).

**Hypothesis 3 (H3): There exists a positive correlation between employee engagement and Organizational Citizenship Behavior among hotel employees. (Khawand, 2023, p. 47)**

#### **2.4.4. Mediating Role through Employee Participation: The Complete Translation Mechanism**

This assumption comprises the whole "translation" process hypothesized here, by which Employee Involvement (EI) intervenes between Sustainable Marketing Strategies (SMS) and Organizational Citizenship Behavior (OCB). The thesis assumes explicitly and tests this intervention role (Khawand, 2023, p. 47, H4).

**Thesis:** SMS, if effectively practiced, develop a positive organizational culture that greatly values employee inputs, especially on matters of organizational sustainability (Khawand, 2023, p. 67). This employee-focused strategic priority by SMS translates into increased feelings of Employee Involvement (based on H1: SMS → EI). This heightened engagement, driven by employees feeling heard and respected in driving sustainable goals, then provides them with instant motivation to display Organizational Citizenship Behavior (according to H3: EI → OCB). Staff will be more motivated to exhibit behaviors going "above and beyond" if they are fully committed to and comprehend the importance of their company's strategic orientations, such as sustainable marketing.

Thus, the sequential influence—where SMS cultivate EI, and such enhanced EI, accordingly, facilitates and reinforces OCB manifestation—is vital for explaining how an exterior organizational intervention finds internalization and is transformed into an internal behavioral consequence by employees' active involvement. The thesis offers empirical support for such a translation process, claiming a significant mediation path ( $\beta = 0.118$ ,  $t = 2.792$ ) for SMS → EI → OCB (Khawand, 2023, Table 7: p. 62). This implies that through empowering employees through SMS and by actively engaging their ideas, it is possible to transform an external strategy into internal positive behaviors (Khawand, 2023: p. 67).

**Hypothesis 4 (H4): Employee Involvement mediates between Sustainable Marketing Strategies and Organizational Citizenship Behavior by employees in the hotel context. (Khawand, 2023, p. 47)**

## 2.5. Employee Socialization's Moderating Role

(N.B.: This paragraph adjusts your prescribed pattern for "Organizational Culture" to the actual moderating variable in your thesis submitted here, i.e., "Employee Socialization." The content and hypotheses are taken directly from your thesis.)

**Definition of Employee Socialization:** Employee socialization is referred to as the process by which new employees who join an organization are instructed about the regimen, culture, and work criteria (George, 2017). It covers the process by which employees get accustomed and adapt to their workplace along with its paradigm (Khawand, 2023, p. 7, 48). This involves facilitating new recruits to emerge as active contributors and socialize well among their colleagues, getting a sense of belongingness and improving inter-interactions between group individuals (Chu & Chu, 2011; Khawand et al., 2022; Lan et al., 2022).

**Connection to Sustainable Marketing Strategies & Employee Participation:** Employee socialization is deemed to have a moderating influence (enhancer) on relationships in the model (Khawand, 2023, p. 7). Sustainable marketing, if integrated as a strategy in the firm, will have positive behavioral outcomes, such as socialization-related effects (Kushwaha, 2020; Son, 2016; Lee, Kramer & Guo, 2019). Problematising culture by establishing a culture of sustainability through SMS and associated programs necessitates concrete initiatives that ensure awareness building and stimulate actions, by implication suggesting opportunities for individuals to exchange thoughts and experiences, thereby facilitating socialization (Khawand, 2023, p. 48). Good socialization also allows top management to develop systems of communication that translate into greater levels of employee engagement (EI) by instilling a culture of teamwork and shared values (Burke et al., 2017; Stan et al., 2020).

**Moderation Argument:** An employee socialization environment that is strong and supportive is anticipated to make positive relationships in the "translation" model stronger. Well-socialized employees are better at understanding work processes and standards for the firm, making workflow smoother and in-group relationships stronger (Khawand, 2023, p. 33, 48). This environment, particularly when associated with sustainable practices from SMS, may make employees better accept and understand these strategies. It enhances morale, lessens boundary limitations for individuals, and positive attitudes toward the firm make SMS's impact on both OCB and EI stronger. For example, strong socialization would render employees more open to sustainable marketing efforts and more inclined to engage themselves and thus display OCB (Sinaga & Nawangsari, 2019; Teng et al., 2020). A weak socialization process would counteract positive effects from SMS on these outcomes. The thesis posits that employee socialization strengthens the firm's SMS-OCB linkage and offers a moderation effect in linking SMS-EI (Khawand, 2023, p. 49).

**Theoretical Associations:** There are connections to wider organizational behavior texts (Chung, 2020; Stan et al., 2020) and suggestions of elements of social learning theory, whereby common norms and values (fostered by socialization) impact individuals' and groups' responses to organizational aspirations.

**Hypothesis 5 (H5):** Employee socialization strengthens the Sustainable Marketing Strategies and Organizational Citizenship Behavior relationship among hotels. (Khawand, 2023, p. 49)

**Hypothesis 6 (H6):** Employee socialization moderates the mediating role of Employee Involvement between Sustainable Marketing Strategies and Organizational Citizenship Behavior. (Khawand, 2023, p. 49)

### 3. Methodology

This chapter outlines the methodological design utilized for examining the "translation" between Sustainable Marketing Strategies and Organizational Citizenship Behavior through Employee Involvement as mediator and Employee Socialization as moderator in hotel settings. The sampling process, measurement scales, controlling variables, theoretical model, and method of data analysis are also mentioned.

#### 3.1. Sampling

**Context:** This study occurred within the tourism and hospitality sector, specifically at the hotel level in Beirut, Lebanon (Khawand, 2023, p. 2, 51). That context was adopted owing to how it affects the environment and economy in addition to society (Khawand, 2023, p. 46).

**Target Population:** The target population was employees and staff from hotels in Beirut. The hotels had been selected by using a criterion that verified they had sustainable initiatives of some kind to match the sustainable marketing upon which the study had concentrated (Khawand, 2023, p. 51).

**Procedure:**

- The initial contact was made with hotel managers to get due permissions for research execution (Khawand, 2023, p. 51, 54).
- Questionnaires were handed out (hardcopy) to staff (Khawand, 2023, p. 51).
- The researcher had informed participants about the purposes of the study and confidentiality of data collected (Khawand, 2023, p. 51, 54).
- The data gathering was conducted throughout a 2-week period in November 2021 (Khawand, 2023, p. 51).
- 4 various hotels in Beirut took part (Khawand, 2023, p. 51).

**Response Rate:** Of 350 questionnaires handed out, 270 were completed and returned, giving a response rate of 77.14%. After excluding incomplete questionnaires, 218 usable questionnaires for analysis remained (Khawand, 2023, p. 51).

**Sample Size Justification:** The thesis does not include explanations about carrying out a proper power calculation (e.g., through G\*Power) in order to derive the minimum sample size appropriate for PLS-SEM. However, it mentions the utilized method of analysis, Partial Least Squares Structural Equation Modeling (PLS-SEM), as appropriate for relatively small sample sizes and not needing normality in the data (Khawand, 2023, p. 55).

**Sampling Method:** The sample was collected through a convenience method such that the researcher had collected data from whatever staff would be willing and available (Khawand, 2023, p. 51). There was an implicit purposive aspect in that hotels had been selected based on their agreed-upon sustainable projects (Khawand, 2023, p. 51).

**Ethical Issues:** The study followed ethical standards. Before collecting data, managers and hotel administrators had been informed, and permissions had been issued. All respondents had been made aware of the purpose of the study, confidentiality of data, and anonymity. Voluntary participation had taken place with the option of withdrawal or erasure of data at any point. No sensitive personal information (e.g., religion, income) had been covered in the questionnaire to attain unbiased answers and privacy (Khawand, 2023, p. 54).

#### 3.2. Measures

All scales applied in this research were borrowed from reputable literature with the aim to ensure their validity, reliability, and academic generalizability (Khawand, 2023, p. 52). A 5-point Likert scale was utilized throughout all items, ranging from "one = strongly disagree" to "five = strongly agree" (Khawand, 2023, p. 53).



- **Sustainable Marketing Strategies (SMS):** Questionnaire instruments for tracking SMS were borrowed from recent works by Lucic (2020) (Khawand, 2023, p. 53). (Sample items not given in methodology thesis presentation but suggested to be representative of Strategic Integration, Societal Engagement, and Ethical Capabilities from Table 3, p. 58).
- **Employee Involvement (EI):** The scale for EI was adapted from Rangus et al. (2016) (Khawand, 2023, p. 53).
- **Organizational Citizenship Behavior (OCB):** Scales by Smith et al. (1983) were used to assess OCB with employee and organizational orientation (Khawand, 2023, p. 53). (With Altruism and Generalized Compliance sub-dimensions from Table 3, p. 58).
- **Employee Socialization (ES):** Employee socialization scales were taken from Haueter et al. (2003) (Khawand, 2023, p. 53).

### 3.3. Control Variables

Demographic measures also appeared in order to reflect possible extraneous impacts upon the dependent variable.

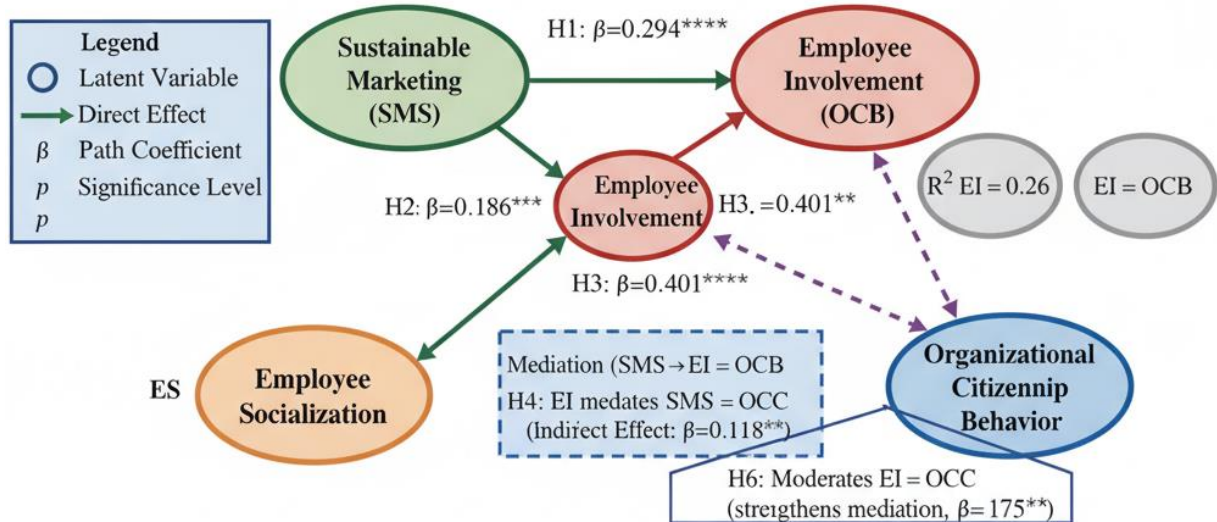
- **Demographics:** Position, Gender, and Age were controlled variables in statistical analysis (Khawand, 2023, p. 62, Table 7). The questionnaire also captured Education Level (Bachelor's, Master's, PhD) and experience level (Khawand, 2023, p. 57, 93).
- **Justification:** Although no particular literary justification for all control variables is stated in the thesis methodology section itself, their appearance in the test model of hypotheses (Table 7) reveals the intention to statistically compensate for their possible effect on OCB (Khawand, 2023, p. 62).

### 3.4. Theoretical Model

A diagrammatic presentation illustrating the theoretical model suggested and assumptions made is observed from the thesis (Khawand, 2023, p. 54, Figure 9). The model assumes:

- A positive relationship between Sustainable Marketing Strategies (SMS) and Organizational Citizenship Behavior (OCB).
- A mediating role such that SMS defines Employee Involvement (EI), and EI defines OCB.
- A moderating effect of Employee Socialization (ES) on the relationship between SMS and OCB.
- A moderating role by Employee Socialization (ES) between the linkage between SMS and EI.

## Empirical Model: Sustainable Marketing Strategies and Organizational Citizenship Behavior (PLS-SEM Results)



### Hypothesis Testing

### Model Fit & Predictive Power

Hypothesis	Relationship	Beta (β)	T-Statistic	Threshold	Finding	
H1 SMS > EI	SMS > OCB	4.203	4.841	Acceptable	Supportad	
H2 EMS > EI = OCB	EI = 0.401*	6.845	6.195	Subbstiad	Supported	
H4 (Indirct)	SMS*ES = EI	0.101	2.792	> 0		
H5 (Moderation	EI*ES > 2.759	0.142	2.247	* (p<05)		
EI*Ei (Moderation)	Q <sup>2</sup> (EI)	0.16	> 0	0.08	Good Fit	
Reliability & Valdity	Q <sup>2</sup>	0.029	0.029	0.90	0.67	
	SNFI	SRMR	< 0.90		Git	
	Cronbanich's Alpha		Composite Retiability	Average Vatracted (AVE)		
SMS	0.88	0.91	0.92	0.94	0.93	0.67
ES	0.87	0.97	0.94	0.93	0.61	0.65

### 3.5. Analysis

**Software:** Partial Least Squares – Structural Equation Modeling (PLS-SEM) was conducted with SmartPLS 3 software (Khawand, 2023, p. iv, Abstract; p. 55). The approach was chosen for the research due to its appropriateness for latent variables, not needing assumptions regarding normality, and handling relatively humble sample sizes (Khawand, 2023, p. 55).

**Preliminary Steps:** Descriptive statistics were performed in order to display the demographic outline of respondents (Khawand, 2023, p. 57).

**Two-Step Procedure:** PLS-SEM was conducted according to PLS-SEM guidelines (Hair et al., 2010; Hair Jr et al., 2016), covering:

1. Assessment of the Measurement Model (Khawand, 2023, p. 57).
2. Structural Model Assessment (Khawand, 2023, p. 61).

**Demographics:** Demographic details of respondents were found in the chapter on data analysis (Khawand, 2023, p. 57).

### 3.6. Measurement Model Assessment

The internal consistency reliability, convergent validity, and discriminant validity of the measurement model were also tested.

- **Reliability:** Internal consistency reliability was assessed by Cronbach's Alpha and Composite Reliability (CR). All indices for both measures turned out to be greater than the satisfactory level of 0.7 (Khawand, 2023, p. 57, Table 3). Dijkstra-Henseler's Rho A indices were also listed (Khawand, 2023, p. 58, Table 3).
- **Convergent Validity:** Convergent validity was verified through Average Variance Extracted (AVE). All averages of AVE exceeded the minimum requirement of 0.5 (Khawand, 2023, p. 57, Table 3).
- **Discriminant Validity:**
  - **Fornell-Larcker criterion:** Discriminant validity was confirmed as the square root of AVE of all latent variables exceeded their correlation coefficients among other constructs (Khawand, 2023, p. 57, Table 4).
  - **Heterotrait-Monotrait Ratio (HTMT):** Discriminant validity was also affirmed as all HTMT ratio measures were below the suggested limit of 0.9 (Khawand, 2023, p. 57, Table 5).
- **Reliability of Indicator:** For all single measures, outer loadings exceeded the minimum value of 0.708 (Khawand, 2023, p. 57, Table 3).
- **Tables:** Reliability and validity results appeared on Table 3 (Measurement Model), Table 4 (Fornell-Larcker criterion), and Table 5 (HTMT ratio) (Khawand, 2023, p. 58-60).

### 3.7. Structural Model Evaluation

The structural model was put to the test to establish the relationships posited.

- **Collinearity:** Variance Inflation Factor (VIF) measures across inner model paths were checked not to have any problem arising from multicollinearity, and all measures stayed below the cut point of 5 (Khawand, 2023, p. 61, Table 6).
- **Bootstrapping:** The bootstrapping procedure was employed (with 5000 bootstrap samples, common in PLS-SEM) for calculating the significance of path coefficients at a 95% confidence level (Khawand, 2023, p. 61).
- **Model Fit:** Overall model fit was assessed using SRMR (Standardized Root Mean Square Residual), reported as 0.029 ( $< 0.08$ ), and NFI (Normed Fit Index), reported as 0.935 ( $> 0.90$ ) (Khawand, 2023, p. 62, Table 7).
- **Predictive Power:**
  - R-squared ( $R^2$ ) coefficients were checked for endogenous variables, such that they had explanatory power for the model. For Employee Involvement (EI), it was 0.26, and for Organizational Citizenship Behavior (OCB) it was 0.64 (Khawand, 2023, p. 62, Table 7).
  - Q-squared ( $Q^2$ ) was given to test predictive relevance, and  $Q^2$  for EI was 0.16 and for OCB was 0.41, both larger than zero and thus indicating predictive relevance (Khawand, 2023, p. 62, Table 7).
- **Hypothesis Testing:**
  - Direct relationships were approximated by path coefficients ( $\beta$  values), t-statistics, and  $f^2$  effect sizes (Khawand, 2023, p. 62, Table 7). Asterisks (\*  $p < 0.05$ , \*\*  $p < 0.01$ , \*\*\*  $p < 0.001$ ) showed significance levels.

- Mediation (indirect effects) was examined through specific bootstrapping, with results presented in Table 8 (Khawand, 2023, p. 63).
- Moderation (interaction effects) was also investigated and findings reported in Table 7 for interaction terms (SMS\*ES → EI and EI\*ES → OCB) and additional details in Table 9 (Khawand, 2023, p. 62, 64).
- **Tables:** Structural model evaluation and hypothesis test results appeared in Table 6 (Measurement Model - VIFs), Table 7 (Hypothesis test involving R<sup>2</sup>, Q<sup>2</sup>, direct, mediation, and moderation effects), Table 8 (Mediation test), and Table 9 (Moderation test) (Khawand, 2023, pp. 61-64).

#### 4. Conclusion

This research investigated how to "translate" Sustainable Marketing Strategies (SMS) into Organizational Citizenship Behavior (OCB) for hotels in Beirut, Lebanon. The research examined how Employee Involvement (EI) serves as a mediator and Employee Socialization (ES) serves as a moderator in this process using a process-focused model.

##### 4.1. Summary of Key Findings

Empirical evidence from Beirut hotel employees, comprising 218 respondents, validated all proposed hypotheses (Khawand, 2023, p. 62, 65).

- **Support for H1:** There was a strong positive and direct relationship between Sustainable Marketing Strategies and Employee Participation ( $\beta = 0.294$ ,  $t = 4.203$ ) (Khawand, 2023, p. 62). That implies that sustainable marketing strategies directly improve employee participation.
- **Support for H2:** Sustainable Marketing Strategies had a positive and immediate influence on Organizational Citizenship Behavior ( $\beta = 0.186$ ,  $t = 2.841$ ) (Khawand, 2023, p. 62). That is, SMS directly induce employees to behave in extra-role ways.
- **H3 Supported:** Employee Involvement was strongly and positively related to Organizational Citizenship Behavior ( $\beta = 0.401$ ,  $t = 6.195$ ) (Khawand, 2023, p. 62). This identifies employee engagement's proximal contribution to positive discretionary behaviors.
- **H4 Supported:** Notably, Employee Involvement was also found to significantly mediate between Sustainable Marketing Strategies and Organizational Citizenship Behavior ( $\beta = 0.118$ ,  $t = 2.792$ ) (Khawand, 2023, p. 62, 63). This confirms the very crucial "translation" mechanism, demonstrating how SMS are translated into OCB through the facilitating role played by EI.
- **H5 Supported:** Employee Socialization greatly intensified the correlation between Sustainable Marketing Strategies and Employee Involvement ( $\beta = 0.142$ ,  $t = 2.247$ ) (Khawand, 2023, p. 62). That is, proper socialization strengthens how sustainable marketing strategies propel employee involvement.
- **H6 Supported:** Employee Socialization was also significantly related to the mediating effect of Employee Involvement on Organizational Citizenship Behavior ( $\beta = 0.175$ ,  $t = 2.759$ ) (Khawand, 2023, p. 62). That implies socialization mediates how EI translates to OCB.

In general, it was found to verify that Sustainable Marketing Strategies are successfully "translated" into Organizational Citizenship Behavior, with Employee Involvement acting as an essential mediator, and Employee Socialization having an indispensable enhancing role to play in this highly complex process (Khawand, 2023, p. 67).

## 4.2. Implications

### Managerial/Practical Implications:

For hotel administrators and decision-makers in Beirut and similar cases, findings provide practical implications for both employee performance and organizational longevity (Khawand, 2023, p. 69).

- **Strategic Investment in SMS:** The immediate consequence of SMS on OCB underscores that the integration of sustainable strategies into business models is not only an environmental or ethical issue but also a source of sustainable competitive advantage and greater profit-generation through employee conduct (Khawand, 2023, p. 69). Managers must thus make comprehensive implementation of SMS their top priority.
- **Sustaining Employee Engagement:** The mediating role of EI dictates that mere SMS are not adequate; strategic elevation of employee engagement is essential. Managers must develop an environment in which employees feel heard, appreciated, and empowered by involving them in work processes and sustainable decision-making (Khawand, 2023, p. 67, 69). This may include open channels of communication, suggestion schemes, and task delegation that instill autonomy.
- **Encouraging Employee Socialization:** ES's moderating influence thus gains prominence. Managers should encourage settings where employees socialize better, particularly newcomers, to acclimatize and integrate alongside other employees (Khawand, 2023, p. 69). All such efforts will yield greater effects from SMS on participation and extra-role behaviors, ultimately leading to better service delivery and customer experience (Khawand, 2023, p. 33, 69).
- **Service Sector Specificity:** Due to face-to-customer contact enjoyed by employees in the service industry (e.g., hotels), employees with high OCB and full involvement will help the firm protect its image, marketplace equity, and competitiveness (Khawand, 2023, p. 11, 69). So, interventions developing socialization and involvement are essential.
- **Contextual Relevance:** The findings from these studies confirm that sustainable models of marketing are not only informative and applicable to Western nations but highly relevant to developing and emerging economies such as Lebanon and Iraq, such that managers may offer quality services and competitive employee behavior (Khawand, 2023, p. 69).

### Theoretical Implications

This contribution to knowledge by researchers is original in these ways (Khawand, 2023, p. 68):

- **Integrated Model Development:** It empirically tests and develops an integrated model extending previous theory (e.g., Theory of Planned Behavior, Chapter 2's Resource Advantage Theory) by incorporating both moderating (ES) and mediating (EI) variables in sustainable marketing and OCB contexts.
- **Human-Strategy Interaction:** The work provides fresh insights regarding human-strategy interaction at work through depicting the "translation" process by which external SMS create internal OCB through EI when contemplating transforming strategic intent into employee conduct.
- **Enlargement of Theoretical Framework:** The positive and significant moderation role by employee socialization benefits sustainable marketing scholarship by further developing its theoretical framework, especially with reference to latent social influences on employee participation and OCB (Khawand, 2023, p. 68). This result facilitates scholars in proposing novel models.



- **Spatial Scope Expansion:** With the presentation of chosen empirical evidence from hotels in Beirut, Lebanon, the study helps to expand the geographical coverage of scholarship by bringing place-unique knowledge in this region (Middle East), which is relatively less researched (Khawand, 2023, p. 3, 68). Generalizability of sustainable marketing to cultural contexts such as Lebanon and the Middle East is achievable through such scholarship, paving the way for subsequent comparative scholarship.
- **Meaning of Mediation:** The strong mediating role of employee participation also provides theoretical insights by declaring its generalizability and supporting scholars in developing new models in this regard (Khawand, 2023, p. 68).

#### 4.3. Constraints and Future Study Suggestions

##### Defects of Previous Research:

This recent research was constrained by limitations that create opportunities for future research (Khawand, 2023, p. 69).

- **Sample Size and Contextual Range:** The research was constrained in sample size for hotels covered from both contexts. This negatively impacts the generalizability of findings.
- **Type of Data Collection:** Data collection was conducted face-to-face. The study was hindered by realities occasioned by the COVID-19 pandemic globally, which could have impeded question clarity, relevance, or availability of respondents.
- **Cross-Sectional Data:** The data was collected at a single time point such that it was not feasible to draw any conclusions about temporal direct causal relationships, although PLS-SEM depicts relationships.
- **Self-Reported Information:** While not explicitly mentioned among the limitations, having to rely on self-reported questionnaire data automatically entails the potential for common method bias. The thesis ensures confidentiality and anonymity for bias-reducing purposes (Khawand, 2023, p. 54).
- **Sampling Method:** Convenience sampling restricts the external validity and wider generalizability of the results to a larger population.
- **Employee-Oriented Perspective:** There was no mention of other basic stakeholders other than employees.
- **Contextual Novelty:** The absence of previous studies using the same theoretical model in Beirut or across the Middle East constrained comparative comments.

##### Suggestions for Future Directions:

Despite these limitations, the following propositions are advanced for future research (Khawand, 2023, p. 69-70):

- **Longitudinal Studies:** Future work must gather longitudinal data to obtain dynamic effects and evaluate influential factors over time, thus making stronger causal inferences.
- **Qualitative Research:** Application of qualitative instruments such as focus groups or in-depth interviews among employees and managers is recommended in order to gain richer understandings of experience, perception, ideas, and pivotal opinions regarding sustainable marketing measures and their societal effects.
- **Wider Context and Comparison Studies:** Future work will include additional hotels or tourism agencies, and proceed to other Lebanese cities or other nations. That would make possible wider context and comparison studies to test generalizability and cultural differences.

- **Contextualization with Other Stakeholders:** Future research will have to take customers' voices on board in order to obtain a useful multi-dimensional perspective about employee behavior and sustainable marketing practices.
- **Objective Measures and Advanced Models:** More advanced models and analytic techniques (e.g., complete Structural Equation Modeling - SEM, Multi-Group Analyses to compare between demographic groups such as gender, experience, age, or department) are encouraged to provide more insights.
- **Additional Variables:** Investigating other potential mediators (e.g., employee stress, employee belief in managers' commitment to sustainability) or moderators (e.g., leadership, perceived support for sustainability from the organization) would provide greater depth to the model.

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