T.C.
ISTANBUL AYDIN UNIVERSITY
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ORGANIZATIONAL RESILIENCE DURING THE CORONAVIRUS PANDEMIC: THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY STRATEGY AND MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP AND INNOVATIVE BEHAVIOUR

MASTER'S THESIS

POONEH EMAMVERDI

Department of Business

Business Administration Program

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ONAY FORMU

DECLARATION

I hereby declare with respect that the study "Organizational Resilience During The Coronavirus Pandemic: The Influence Of Corporate Social Responsibility Strategy And Moderating Role Of Organizational Citizenship And Innovative Behaviour", which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

Pooneh EMAMVERDI

FOREWORD

Firstly, I would like to give all praises to Allah for HIS mercy, favor, and grace for making this journey achievable.

My sincere gratitude goes to the supervisor of my thesis Assist, Prof. Dr. Hatice Şehime ÖZÜTLER for her advice, inspiration, support and guidance throughout my research work. You are such a wonderful and kind lady.

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I would like to dedicate this research study to my amazing Mother Mrs Parivash Siavoshyar and my sister Pargol Emamverdi, also to Dr. Hamed Bakhtiari for his immense support, my friend Mehrdad Taheri, and to everyone who has helped me one way or the other. Thank you all for making this possible.

Love you all.

JULY, 2021   POONEH EMAMVERDI

STRATEGIC PLAN TO IMPROVE MARKETING MANAGEMENT OF PRODUCTS

ABSTRACT

"Organizational Resilience" has been defined also as organizational resistance capabilities in literatures which facilitate the flexibility and conformity of the organization with stressful conditions to be able to preserve his competitive conditions or to utilize the occurred undesired possible conditions in his favor. The present study is a descriptive survey research. Research population is personnel of Parsian Azadi chain hotels in Iran. Available sampling was used to choose the sample group in which 210 subjects were gathered and analyzed at last. A questionnaire with confirmed validity and reliability was used as the study variable measuring tool. Conformity factor analysis was used for data deductive analysis and structural equations model was particularly used to test the hypothesis. The study results revealed that CSR toward employee had a significant effect on organizational citizenship behavior and innovative behavior. CSR toward customers had a significant effect on innovative behavior and organizational citizenship behavior had a significant impact on innovative behavior. In fact, innovative behavior could improve organizational resilience indicators since this variable affects integrity, agility and robustness.

Keywords: Organizational Resilience, Innovative Behavior, Corporate Social Responsibility, Organizational Citizenship Behavior

ÜRÜNLERİN PAZARLAMA YÖNETİMİNİ GELİŞTİRMEK İÇİN STRATEJİK PLAN

ÖZET

Örgütsel Dayanıklılık, edebiyatte, örgütün rekabetli koşullarını koruyabilmesi veya meydana gelen istenmeyen olası koşulları kendi lehine kullanabilmesi için esnek ve stresli koşullara uyumunu kolaylaştıran örgütsel direnç yetenekleri olarak da tanımlanmaktadır. Bu araştırma, betimsel bir anket araştırmasıdır. Araştırma nüfusu, İran'daki Parsian Azadi zincir otellerinin personelidir. En sonunda 210 deneğin toplandığı ve analiz edildiği örneklem grubunu seçmek için mevcut örnekleme kullanılmıştır. Araştırma değişkeni ölçme aracı olarak geçerliliği ve güvenilirliği onaylanmış bir anket kullanılmıştır. Veri tümdengelim analizi için uygunluk faktör analizi ve özel olarak hipotezi test etmek için yapısal eşitlik modeli kullanılmıştır. Araştırma sonuçları, çalışanlara yönelik KSS'nin örgütsel vatandaşlık davranışı ve yenilikçi davranış üzerinde önemli bir etkiye sahip olduğunu ortaya koymuştur. Müşterilere yönelik KSS, yenilikçi davranış üzerinde önemli bir etkiye sahipti ve örgütsel vatandaşlık davranışı, yenilikçi davranış üzerinde önemli bir etkiye sahipti. Aslında, yenilikçi davranış, bu değişken bütünlüğü, çevikliği ve sağlamlığı etkilediği için kurumsal dayanıklılık göstergelerini iyileştirebilir.

Anahtar Kelemeler: Örgütsel Dayanıklılık, Yenilikçi Davranış, (KSS) Kurumsal Sosyal Sorumluluk- EN (CSR), Örgütsel Vatandaşlık Davranışı

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ABBREVIATIONS

Agil   **:** Agility

CSR   **:** Corporate Social Responsibility

CSRC   **:** Corporate Social Responsibility Toward Costumer

CSRE   **:** Corporate Social Responsibility Toward Employee

HR   **:** Human Resource

HRM   **:** Human Resource Management

INOV   **:** Innovative Behabiour

Int   **:** Integrity

OCB   **:** Organizational Citizenship Behaviour

Rob   **:** Robustness

SHRM   **:** Strategic Human Resource Management

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I. INTRODUCTION

A. Corporate Social Responsibility

Despite the past, where CSR mainly related to the organizational responsibilities, today, businesses either small or medium size or multinational, mostly accept the CSR concept and try to merge their stockholders into their policies and decisions and operations (Carroll, 2015).

1. Dimensions of Corporate Social Responsibility

Referring to the previous literature, one could find out that social responsibility dimensions which impact business work plans are defined as follow: (El-Deen El- Mallah et.al, 2019)

2. Economic Dimension

First and foremost dimension of CSR should involve an economical nature. As a substantial economic unit, the economic dimension of a business social behavior insists on producing merchandise or services demanded by the community and its accessibility with an affordable logic profit. This dimension prioritization of CSR is based on the fact that other social responsibilities are taken over by this necessary obligation.

a. Cultural Dimension

The second dimension of business CSR is the cultural dimension, the social responsibility is   an organizational culture which should be disseminated amongst the staff including respecting the human right, advocating cultural development, developing the obligations to the community regulations and rules, promoting national culture and cultural communications in a local, regional and international manner, and asserting cultural and civil activities   Legal dimension

The third dimension of CSR is the legal dimension as businesses have to achieve their commercial goals in a legal framework.

b. Ethical Dimension

The third dimension of CSR is ethics. There are some commercial behavioral elements and the activities cannot necessarily be adjusted in a superintended framework, which are hidden and are incident social contracts where the businesses are interacted with the community and mainly emerge as the source and extension of perspicuous social codes in a legal framework. The community expectations from the trade are that they reveal social behaviors further to the mandatory necessities which have been burdened by them.

c. Social Dimension

The fourth dimension of a business CSR is the social dimension which generally points out to the relation between different types of organizations and the community.

3. Impact Of Corporate Social Responsibility Perceptions On Job Satisfaction

Job satisfaction is the attitude of the employees about their jobs which is investigated in organizational literature and expresses the satisfaction level of staff from their job. It is also defined as a joyful optimistic sense resulting from the job assessment or the personal surveillance experience.

Therefore, one can foresee that activities with social responsibility can influence the staff attitudes, such as job satisfaction, which can help the improvement of interorganizational relations and their stockholders leading to a positive behavioural result like OCB (Kunda et al. 2018).

Empirical studies have confirmed the positive relation between the staff perceive from CSR and job satisfaction, as follow:

Valentine and Fleischman (2008) have revealed that commercial managers of the US who recognize their organizations as a social responsible are more satisfied from their jobs.

Zhang et al. (2014) found that CSR activities relevant to the staff, like work place improvement, social security costs payments and job rewards except the job contract impact the staff satisfaction from personal behaviours and general satisfaction of the company and insists that an organization has to try to improve its CSR actions.

Barakat et.al (2016) found and concluded that CSR acts performed by the organizations lead to the staff satisfaction. In the other word, the better the staff perceive CSR the more their job satisfaction raises.

Closon et.al (2015) have measured the impact of staff acknowledgement of CSR on job satisfaction and organizational commitment in bank sector of Bangladesh and found a significant relation between the staff perceive from CSR and job satisfaction and organizational commitment.

4. Corporate Social Responsibility and Innovative Behaviour

Innovative behavior is a procedure for innovation and creativity within which employees utilize their knowledge and capabilities well. This can be considered as the staff actions using their personal experiences for developing valuable perspectives and creating novel products and services (Wu and Shi, 2007). According to the social interaction theory, staff will participate innovative services actively only when they believe the company attempts are as intensive as they try to apply their innovations.

CRE regularly decreases the staff stress and improves job satisfaction, happiness and self-esteem (Wingerden et.al, 2018). As a result, the staff recognizes themselves as a part of the company and improves their commitment toward the company or organization (Wei et.al, 2014). Ultimately, CRE encourages the staff to do extra actions like innovation in services.

5. Corporate Social Responsibility Strategy During Covid-19 Pandemic

COVID-19 pandemic has burdened important long term impacts on international hotels. CSR shows the hotel necessity to give surveillance on their customers, staff and local communities in addition to environmental protection (Levy and Park 2011). This need is highlighted especially when a crisis or event occurs which demonstrates the vulnerability of this type of stockholders (Henderson, 2007) and highlights the importance of hotels as the "surveillance givers" service providers (Dobie et.al 2018). Consequently, the CSR level chosen by the hotels before Covid-19 might affect the organizational resilience of hotels which was empirically confirmed by Lv et al. 2019 but not supported especially in the field of hospitability.

This might impact a vast spectrum of actions which hotels perform for

fighting against negative results stemmed from pandemic in their commerce (He and Harris, 2020). Furthermore, in perspective of hotel senior managers, previous CSR actions by hotels might impact their job security as a result of their organizational commitment. This has been discussed in the study of Mao et.al (2002), which revealed the positive impact of CSR on effectiveness, hopefulness, resilience and optimistic morale of the tourism staff in China during the Covid -19 pandemic and also demonstrated the relations between staff job satisfying and organizational reaction to the pandemic.

Organizational resilience and CSR concepts in hoteling industry are in a close relation with organizational "capital" model, in addition to the carried out actions by the especial hoteling jobs in order to reduce negative impacts of Covid-19 on clients and their staff. The reason is that organizational potential to counter with crisis and disasters and future planning for such external disorderliness requires good resource assignment (physically, financially and human labor) in addition to their prioritization for crisis (Mc Manus et.al 2008). Accordingly, success to perform CSR actions in hotels is supported by resource accessibility (Filimonau Magklaropoulou 2020). Resource limitation can relatively explain why CSR behaviors are being performed by grand hotels while small ones which are managed independently, cannot show the real interaction with CSR instructions (Ettinger et.al, 2018).

B. Organizational Resilience

Today, organizations are being challenged increasingly. Economic meltdown, world financial crisis, uncertainty in competence market and social political and pandemic diseases threaten competition and survive of an organization.

To overcome these circumstances successfully, organizations have to create strength potential. Organizational resilience includes ability to deal with stressful circumstances, ability to retain positions and ability to handle unfavorable utilization conditions (Kantur and Iseri-Say, 2015).

Organizational resilience was firstly emerged in ecology and environment by Holling (1973). Holling (1973), who defined ecosystem resilience as an indication to measure its capability to absorb variations. Organizational resilience is defined as a wider concept than compatibility is, as it means that an organization empowers when

encounters with stressful events and conditions (Cooper et.al 2014)

Resilience encompasses an organization capability to create dynamic models and commercial strategies varying the concurrent conditions before the needs intensively emerge (Cooper et.al, 2014).

So, resilience is not limited to the organization ability to adsorb shocks or creating resistance and strength when disorderliness happens. Resilience converts undesired conditions into advantages when facing with such terms. (Kantur and Iseri-Say 2015).

1. Strategic Human Resource Management Practices And Organizational Resilience

SHRM goal is to create organizational ability assuring that the organization contains professional, committed incentive employees, in order to achieve a sustainable competitive advantage seeking for human resource strategies alignment with the commercial strategies (Armstrong and Taylor, 2014).

Resilience potential increases through string leadership, awareness, and workplace perceive ability to manage vulnerability and compatibility with quick variations, human capital and financial policies (Chaabouni et.al, 2015).

Ho et.al (2014) discussed that HRM plays a vital role in organizational resilience analysis and development. He advocated attempts to focus on human resources as a part of resilience analysis of the organization. They cited that in order to achieve organizational resilience HRM system of a company has to develop personal ability and skills in order to provide organization procedures and capabilities. HRM system retains the individuals in a main core of the organization which is in accordance with the business strategy and considers environmental matters. Therefore, it should assist organizational resistance development.

2. Impact Of Perceived Organizational Resilience On Engagement

Resilience has been known as a positive factor in staff engagement (Joo and Lee, 2017). The reason organizations measure their staff engagement in an international level is that it improves the productivity and profitability and also significantly impact the loyalty of the employees (Mani, 2011). The more the staff is engaged thoroughly in their careers, the more they are committed to the mission,

vision and goals of their organizations. Engaged employees not only tend to higher efficiency and make a better performance and do their best for achieving personal and organizational goals, but also affect the commercial stockholders experiences and eventually the income.

In management and human resource literature, the relation between perceived organizational support, resilience and employee engagement in the workplace has been also discussed (Nikhil and Arthi, 2018). Scholars have used Job Demand-Resource (JD-R) model of Xanthopoulou et.al, which has categorized the job conditions to job demands. Job dimensions help an individual to access the targets relevant to their work, along with physiological and psychological costs. Thereby, in JD-R model, the perceived organizational could be considered as a job or individual resource in which resilience is playing as an interference between job resource and employee engagement. Other approach for explaining relation between organizational support, resilience and employee engagement is saving resources which seems that job resources are easily available and can be gathered resulting in positive outcomes (Hobfoll, 2002). This can be interpreted that job resource availability (perceived organizational support) could lead to collect personal resource like resilience which results in positive outcomes as well as employee engagement (Xanthopoulou et al., 2007)

Where the employees perceive their organizational support positively, they might in turn have a positive perception of personal resource and once their resilience increases their work engagement also increases (Schaufeli and Bakker, 2004). In human resource point of view, employees strongly engaging the works rarely request for care vacation (absence) or seek for another jobs (Macey and Schneider, 2015). Engaged employees also tend more activities and are innovative in their duty-oriented actions. This can make a main difference in success or failure of an organization in service providing industries like hotels. Where the employees are not engaged and participated, provided services are poor, weak efficiency or they might not work at all (Sundaray, 2011)

3.   Role Of Social Capital On Resilience Of Organizations

The role of Social capital ability to enable the community and personal strength after disasters has been cited in different literatures. (Hsueh, 2019).

Doerfel et.al (2010) expressed in their study that companies can rely on their mutual relations for helping when encountering unforeseen crisis.

Social capital is found in relations using exchange and prepares accessibility to the resources (Nahapiet, 1998). Therefore, social capital represents a theoretical point of view for assessing the obtained advantage by the companies through social media. (Carey et.al, 2011)

Social capital is categorized into two groups. First is based on network viewpoint which defines social capital using connection and bridging concepts (Szreter, Woolcock, 2004). Second is based on social structure which defines social capital using structural capital, either cognitive and correlational (Nahapiet, 1998)

The company needs internal and external resources to overcome undesired outcomes of a destructive event. Social capital assists a company enabling resilience using activity as an informative gate, providing access to the resources, increasing information efficiency and minimizing the force balance. So, social capital provides a broader resource accessibility of timely information in a higher quality and practical consultancy of the business which can raise the business potentials to investigate unexpected disorders. Social media and social capital are the efficient stimuli for long term improvement after the disasters.

In fact, previous studies suggest that social fabric quality is more significant than other characterizations like economic conditions and determinant external factors like damage amount for successful improvement of the organization after the disaster. Nevertheless, social capital is not the only factor to create resilience after disaster. The other forms of capital like human and financial capitals can create higher level of resilience encountering external changes.

II.   ORGANISATIONAL CITIZENSHIP AND ITS IMPACT ON CORPORATE SOCIAL RESPONSIBILITY (CSR)

A. Organizational Citizenship Behaviour (OCB)

Organizational citizenship behavior is the staff volunteering behavior which is revealed through the staff activities considering other employees behaviors, such as helping the colleagues, punctuality for the workplace and transferring the new information (Yen et.al, 2008)

OCB is important for the organizations as it can assist it regardless the official organizational resources for improving the organizational effectiveness and efficiency. Organizational citizenship behaviors which are shown by the employees of a company exceeds the minimum career conditions foreseen by the employer, so the employees well-being or organizational or team work group welfare advance generally.

Organizations rely on the staff OCB for encouraging positive work atmosphere, helping other employees for any matter, intensive durability against problems and protecting the company benefits. (Naqshbandi et.al, 2016).

Organ (1988) concluded that good citizenship behaviors are developed by humanism, punctuality, sportsmanship and good will characters amongst the staff. Although these arbitrary   unrewarding traits are neglectable, they assist the organization activities and effectiveness as a whole.

Graham (1991) concluded that organizational citizenship can be imagined as s global concept which includes the whole positive organizational behaviors respecting the staff; regardless they play the role of political external or internal identities.

OCB key elements can be listed as:

1. **Dimensions Of Organizational Citizenship Behaviour**

There are different dimensions for OCB. Smith et.al, (1983) has suggested "humanism"and "general compatibility" as the OCB elements.

- Humanism: is defined as volunteering behaviors once one member of organization helps the others under abnormal conditions. (Organ, 1988).

- Punctuality: is defined as the on time responsibility of an employee, the highest score for attendance of an employee or when the employee works over his duty or expectations in their work place. In the other word, it is defined as a member of the organization who performs his/her duty beyond the expectations (Podsakoff and Philip, 1990).

- Sportsmanship: is defined as an employee who emphasizes on positive dimensions of the organization than on negative ones. It explains employees who endure inevitable stimulus at work place, and reveals behaviors which less complain the work conditions patience. (Podsakoff and Philip, 1990).

- Good will: is defined as behaviors purpose of which is to help someone eliminate problems. This is different from humanism i.e. humanism is helping someone who is in a trouble while good will is helping to avoid the problems and doing thoughtful considerable actions toward others.

- Civil advantage: is stemmed from organizational "citizens" provided by Graham (1991). Civil advantage is defined as the employee commitment for the organization as a general (Yen et.al, 2008). This is in relevance with the employee behaviors engaging with the organization political life, such as opinion expressions.

2. **The Effect Of Organizational Citizenship Behaviour On Organizational Performance**

Generally, OCBs can aid the organization performance as these behaviors are an effective mean for dependence management between the members of a business unit and eventually increasing the collective obtained results. (Naqshbandi et.al, 2016).

3. The Role Of Organizational Citizenship Behaviour and Organizational Innovation

Several researchers have figured out that OCB is correlated with innovation (Sharma & Bhatnagar, 2014; Xerri & Brunetto, 2013). Podsakoff et al (2000) found that OCB influences the organizational effectiveness which supports innovation.

B. The Role Of Social Responsibility On Organizational Citizenship Behavior

Employees' perception of their organization social accountability plays a vital role in forming their OCB in organization (Jones, 2010). Lee and Kim (2013) reported the positive role of CSR on OCB in hoteling. So, CSR can be considered as a sustainable force to advocate the environment (Glavas and Piderit, 2009) in order lead the hotel staff to OCB for the hotel environment and the bigger community.

Furthermore, the stronger people seek the organization benefits beyond their personal benefits, i.e. humanism values and self-transcendental, the more they appear their green traits (Steg and Vlek, 2009).

C. Organizational Innovation

Organizational innovation is defined as a process through which novel variations are introduced and performed in structures, processes, competences (Mafabi et al, 2017). Staff innovation is a considerable resource impacting the organization and the employees are the main participators in innovation of an organization. Organizational innovation such as outsourcing, engagement, sub-contracts is added to the organizational performance like quality management, re-engineering and lean management. Organizational innovation is a certain result for business and creating values (Thakur et al T2012).

Various studies or researches contain organizational innovation on one hand and some reveal that organizational innovation is a technological innovation on the other hand which defines the difference between technological and non-technological innovation, however, the main part of organizational innovation involves improvement or variation in organizational approaches and knowledge management in industry or workplace (Haneda et allT2014).

According to Agnieszka & Woldu (2012) organizational innovation is

classified to two dimensions internal and inter-organization, however, internal organizational innovation has been occurred in industry like team work execution, quality, continuous procedure improvement, certificate issue and internal jobs of the organization. On the other hand, inter-organizational innovation involves the latest business formation in organization, limitations like the organizational atmosphere and material, buyers or competitors.

1. Organizational Innovation In Improving Employee Performance

Staff innovation significantly impacts the organizational innovation efficiency as people are good resources for novel or innovative opinions.

2. The Role Of Innovative Behaviour In Improving Organizational Resilience

Organizations survived in industry, continuously do their knowledge attempts to adjust and renovate procedure design and commercial structures such as main qualifications. These organizations develop potentials through learning and training to make knowledge for complying with the business environment which leads to organization resilience. Based on organizational capabilities, organizational resilience is designed through converting the commercial approaches to methods which are in accordance with environmental needs under which they act (Chaharbaghi et al., 2005). O'Regan and Ghobadian (2011) have asserted the need for a revolution through innovation, where a senior executive director has reported that continuous innovation is significant for the organization surviving (Garcia-Morales et al., 2006).

For better services, some organizations adapt with their customers request for hierarchical structure classification, work process re-design, sometimes key repairs carried out by individuals (Ongaro, 2004).

This needs innovation through which organizations can define and perform new managers, structures, processes and qualifications.

Organizations seeking for renovating their structures and processes, try to recognize pressure factors for variation like reducing the risks, high operative costs, quality and quantity, adjusting acts and etc. (Pritchard and Armistead, 1999). From this point of view, Christensen (1997) suggests disordering innovation as a revolution strategy for renovating the trade procedures. According to Christensen's

(1997) "disordering innovation" concept, successful firms do their innovations recognizing and responding customers' needs considering reactions to the competitors' strategies. Christensen and Rayno (2003) also asserted that managers can make strategic decisions about leading and invest on disordered growth, on what kind of product they produce, which customers should be considered, which processes should be developed, how to avoid merchandizing, how to force an organization for disordered growth, how to innovate. Nevertheless, other authors have concluded that resilient should have the ability to design novel commercial processes which are evaluated for efficiency and effectiveness. (Deselnicu et al 2007).

III. TESTING THE ORGANIZATIONAL RESILIENCE DURING THE CORONAVIRUS PANDEMIC THROUGH THE INFLUENCE OF CORPORATE SOCIAL RESPONSIBILITY STRATEGY AND MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP AND INNOVATIVE BEHAVIOR

A. Methodology

1. Research Methods

Given the research questions, a quantitative design method was employed in this study. Quantitative method embrace quantitative features in the design, data collection, and analysis. According to Gay and Airasian (2003), quantitative method has attracted the attention of numerous researchers. As stated by Senn (1985), in this research design, two or three methods are used to complement each other to ensure a thorough investigation. In a like manner, Steckler et al. (1992) urge researchers to make use of quantitative data collection methods to gain in-depth pictures of the phenomena in question

2. Study Population, Subjects and Sampling Method

The study population includes chain hotel personnel's from Parsian Azadi Hotels. Parsian hotels has been acting in Iran since 1995 as a specialized holding in the field of hoteling possessing 22 hotels, four and five stars across the country.

In sampling procedure, one needs to be careful to choose a sample which is representative of the population, so that he or she can make generalizations based on the findings of the study. A probability sampling provides this opportunity (Cohen, Manion, & Morrison, 2007). Among different probability sampling strategies, random cluster sampling was employed for the current study. Cluster sampling is a technique in which the whole population is divided into homogeneous groups or clusters (Berg, 2000).

Random clustering sampling method was applied for this study to select the study subjects. The cluster used for the study was chosen from hotels in Tehran, Shiraz, Isfahan, and Mazaandaran. There are several hotels in each city hiring around 450 employees so 6 hotels were randomly selected. As per Kergesi and Morgan table (1970), 210 personnel were needed to fill the questionnaire out.

3. Methods and Tools Of Data Collection

Data gathering tool was standard questionnaire. The questionnaire contained 7 main items: CSR toward employee in 4 items, CSR toward customer in 5 items, integrity including 3 items, robustness including 4 items, agility including 4 items, innovative behaviour in 4 items, OCB including 7 items. The questionnaire was prepared lastly in 31 items.

The prepared questionnaire items divided into two general and specialized categories. General items included 4 items on personal information and traits of the repliers. The items were: gender, age, and education. Valuation of the replies for specialized questions was carried out using Lickert 5 score ranged from very low to very high. The dimensions and options are stated in table 1.

Table 1 study variables and variable distribution

reference	questions	No. of items	dimensions
Park and Levy (2014)	1-4	4	CSR toward employee
Fu et al(2014)	5-9	5	CSR toward customer
Fu et al(2014)	10-16	7	ocb
Mafabi et al(2012)	17-20	4	Innovative Behavior
Bouaziz and Hachicha(2018)	21-23	3	Integrity
	24-27	4	Robustness
	28-31	4	Agility

4. Methods Of Data Analysis

In this study, both descriptive and deductive statistical data analysis were used for data analyzing. Perpendicular diagrams were used for assessment of replier's information from descriptive data and descriptive data indices for the frequency distribution table and the percent. At last, structural equation modeling and particularly structural equation modeling technique was used according to the study

assumptions test. For doing such analysis, SPSS 19, LISREL 8.54 were used.

5. Confirmatory Factor Analysis

For measuring the reliability of the study questionnaire a confirmatory factor analysis method was used. At the context of the confirmatory factor analysis:

Structural equation modeling is a capable multi variable analysis model from multi variable regression family. This model enables the researchers to test simultaneously the latent variables relations and their relevant items. Structural equation modeling facilitates determining or measuring the relation between latent variables (which are not directly measurable) or the relations between latent and observed variables (are directly measurable). On the other hand,

Or the route model shows relations between latent variables.

6. Necessity Of Using Structural Equation Model

Multi variable analyzing model is one of the strongest efficient analysis methods in behavioral and social science research, as these science natures are multi-variable subjects and are not analyzable through two variables (one dependent and one independent variable).

Variable analysis method is an analysis model in which analyzing K independent variables and N dependent ones simultaneously.

B. Data description and empirical results

1. Descriptive statistics

- In this section, distribution of statistical factors is measured via variables like gender, education and population basis on gender.

Table 2 Absolute and relational frequency distribution of the studied population basis on gender

Gender	No.	percent	Accumulative percent
male	118	56.2	56.2
female	92	43.8	100.0
Total	210	100.0	
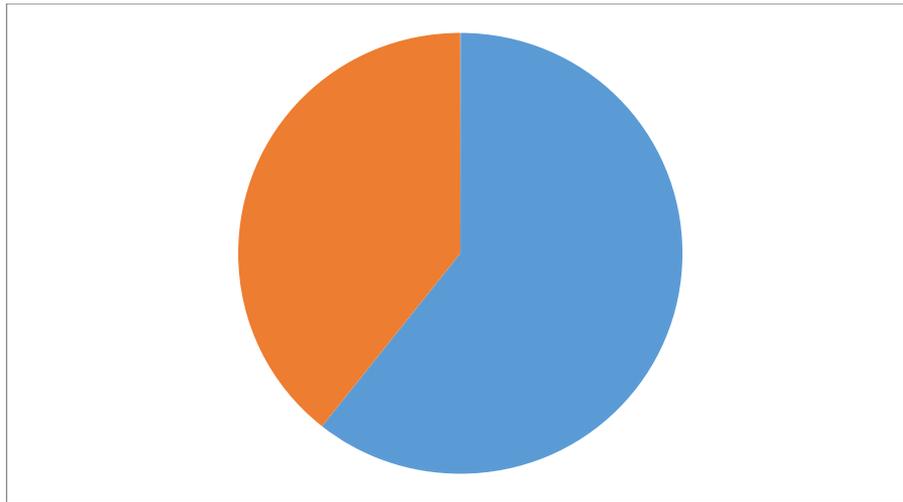
Figure 1 Study subjects gender figure

Blue: male

Orange: female

Table 4 shows the frequency, frequency percent, and accumulative frequency percent of the studied population subjects as per their education.

Table 3 Frequency distribution of the studied population based on age

Education	number	percent	Accumulative percent
Diploma (high school)	10	4.8	4.8
Associate`s degree	21	10.0	14.8
Bachelor`s degree	112	53.3	68.1
M.S degree	64	30.5	98.6
Ph.D.	3	1.4	100.0
total	210	100.0	
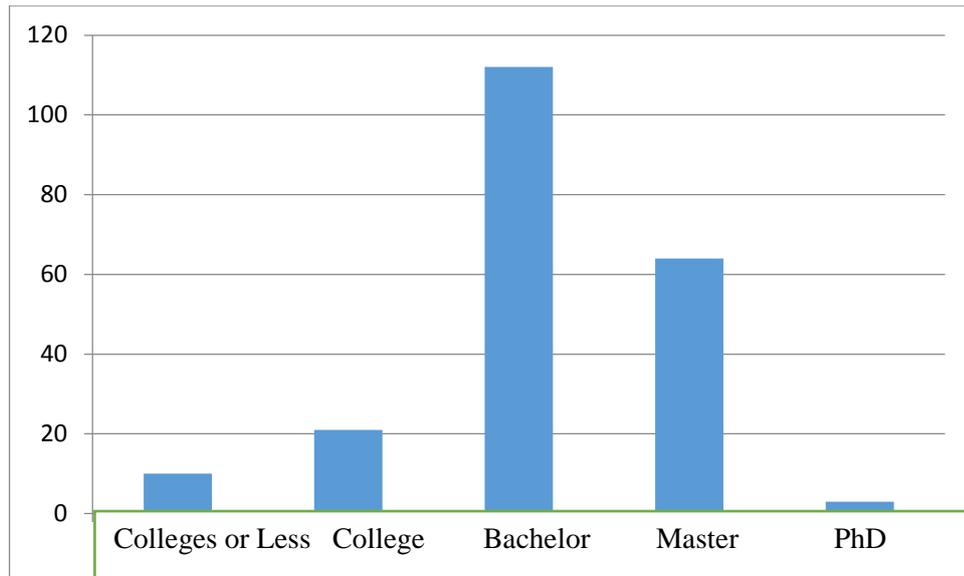
Figure 2 Educational information of the study subjects

Table 4 Frequency distribution of the studied subjects based on age

Accumulative percent	percent	No.	age
25.7	25.7	54	< 30
44.8	19.0	40	30-40
82.4	37.6	79	41-50
100.0	17.6	37	>50
	100.0	210	total
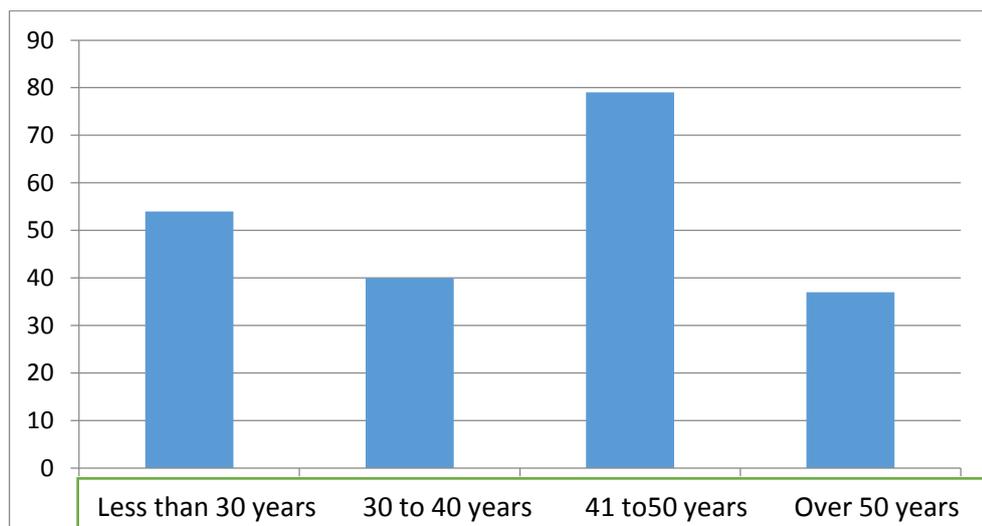
Figure 3 Age information of the study subjects

2. Inferential Statistics Of Research

Table 5 Distribution model indicators

	CSR toward employe e	CSR toward custome r	ocb	Innovativ e Behavior	Organisational resilience		
					Integrit y	Robustnes s	Agilit y
significanc e	.056	.072	.068	.077	.065	.075	.074
	normal	normal	norma l	normal	normal	normal	norma l

As it is resulted in the above table, all the study data distribution is normal.

a. Confirmatory Factor Analysis Of Research Variables

In this section data obtained using confirmatory factor analysis of each variable is presented by LISREL. Is should be noted that the obtained factor weight should be ≥0.3 in order to decrease the variables and taking them into account as a latent variable (Momeni and Faal Ghayoom 2017). The author, in a confirmatory factor analysis, discriminates the items and the relevant dimension, i.e. in a confirmatory factor analysis a conceptual model exists for each concept or variable of the study.

To evaluate the model fitness, especial indicators were used. Table 11 shows obtained values of these indicators in comparing with their allowable values and demonstrates good fitness of the model. The model is appropriate once the coefficients are located in a limited range and if they locate out of the range limits it demonstrates the weakness of the indicator.

In terms of the good model fitness indicators, as well as PNFI, NNFI and NFI. The higher their value the better the model. Suggested value for these indicators is 0.9. Also, bad fitness indicators like df/ χ^2 and RMSEA the less their value the better the fitness model. Allowable limit for df/ χ^2 is 5 (some authors state 3). Allowable limit value for RMSEA id 1.0 (some authors state 0.08).

Table 6 Model fitness indicators

Fitness indicators	Obtained value	Allowable range	Outcome
Chi.squar/df	1.62	<3	Good fitness
RMSEA	0.55	< 0.08	Good fitness
P.Value	0.00	< 0.05	Good fitness
IFI,RFI,NNFI, NFI	91-99 %	> 90%	Good fitness

b. Validity and Reliability Of The Questionnaire

Item validity was calculated by Cronbach`s alpha coefficient. The acceptable threshold of this analysis was 0.70 suggested by Nunnally and Bernstein (1994). All the variables showed an acceptable reliability level ($\alpha \geq 0.70$). Cronbach`s alpha values are shown in table 7. The convergent reliability was evaluated through factor analysis method which confirmed the convergent reliability of the measured items for the variables.

Table 7 SPSS outcomes for Cronbach`s alpha coefficient

Variables	Cronbach`s α	result
CSR toward employee	0.759	confirmed
CSR toward customer	0.843	confirmed
ocb	0.709	confirmed
Innovative Behavior	0.805	confirmed
Integrity	0.756	confirmed
Robustness	0.843	confirmed
Agility	0.908	confirmed

c. Correlation's Analysis

Table 8 Correlations: (Group number 1 - Default model)

			Estimate	C.R.	P
CSRE	<-->	CSRC	.755	6.844	***
CSRE	<-->	OCB	.880	10.407	***
CSRE	<-->	INOV	.752	9.780	***
CSRE	<-->	Robustne	.628	8.193	***
CSRE	<-->	Agility	.808	8.711	***
CSRE	<-->	Integrity	.335	5.318	***
CSRC	<-->	OCB	.715	6.882	***
CSRC	<-->	INOV	.684	6.798	***
CSRC	<-->	Robustne	.712	6.589	***
CSRC	<-->	Agility	.853	6.675	***
CSRC	<-->	Integrity	.520	5.848	***
OCB	<-->	INOV	.706	9.860	***
OCB	<-->	Robustne	.645	8.611	***
OCB	<-->	Agility	.863	9.271	***
OCB	<-->	Integrity	.320	5.235	***
INOV	<-->	Robustne	.660	8.739	***
INOV	<-->	Agility	.738	8.687	***
INOV	<-->	Integrity	.410	6.308	***
Robustne	<-->	Agility	.854	8.669	***
Robustne	<-->	Integrity	.445	6.302	***
Agility	<-->	Integrity	.460	6.182	***

In the above table a moderate relationship between CSRE and CSRC gives the value 6.844 and the relations significant because the sig value .000, CSRE and OCB value at 10.407 and the relation significant because the sig value .000, the analysis has figured out that the variable CSRE with Rob has value stands at 8.193 and the relations significant because the sig value .000, CSRE with Agility has value stands at 8.711 and the relations significant because the sig value .000, Lastly; CSRE with Inov has value stands at 9.780 and the relations significant because the sig value .000, Note, the significance value should be less than 0.05 to be accepted as an significant. As a conclution except one variables all our variables had relations with eachother. With regard to correlation coefficients it is observed that only between CSRE-Integrity and OCB-Integrity showed week but very close modorate correlations in comparison to the rest of the correlations among chosen variables.

d. Mediation Affects and Hypothesis Testing

Table 9 Mediation Affects

			Estimate	S.E.	C.R.	P	Label
OCB	<---	CSRE	1.117	.100	11.135	***	par_25
OCB	<---	CSRC	.332	.173	1.924	.054	par_26
INOV	<---	OCB	.223	.078	2.865	.004	par_27
INOV	<---	CSRE	.362	.123	2.941	.003	par_28
INOV	<---	CSRC	.993	.199	4.985	***	par_29
Robustne	<---	INOV	.526	.042	12.461	***	par_30
Agility	<---	INOV	.484	.042	11.584	***	par_31
Integrity	<---	INOV	.435	.055	7.932	***	par_32
CSR.E1	<---	CSRE	1.000				
CSR.E2	<---	CSRE	1.196	.064	18.604	***	par_1
CSR.E3	<---	CSRE	1.064	.059	17.888	***	par_2
CSR.E4	<---	CSRE	1.139	.063	18.046	***	par_3
CSR.C5	<---	CSRC	1.000				
CSR.C4	<---	CSRC	2.276	.272	8.367	***	par_4
CSR.C3	<---	CSRC	1.944	.243	7.998	***	par_5
CSR.C2	<---	CSRC	1.390	.195	7.147	***	par_6
CSR.C1	<---	CSRC	1.948	.240	8.107	***	par_7
ocb1	<---	OCB	1.000				
ocb2	<---	OCB	.958	.049	19.701	***	par_8
ocb3	<---	OCB	.678	.044	15.268	***	par_9
ocb4	<---	OCB	.813	.053	15.226	***	par_10
ocb5	<---	OCB	.918	.042	21.918	***	par_11
ocb6	<---	OCB	.931	.040	23.167	***	par_12
ocb7	<---	OCB	.741	.048	15.557	***	par_13
Inov4	<---	INOV	1.000				
Inov3	<---	INOV	.901	.054	16.792	***	par_14

Table 9 (con) Mediation Affects

			Estimate	S.E.	C.R.	P	Label
Inov2	<---	INOV	.929	.056	16.437	***	par_15
Inov1	<---	INOV	.965	.058	16.560	***	par_16
Rob1	<---	Robustne	1.000				
Rob2	<---	Robustne	1.136	.081	13.993	***	par_17
Rob3	<---	Robustne	1.027	.077	13.363	***	par_18
Rob4	<---	Robustne	.620	.093	6.642	***	par_19
Agi1	<---	Agility	1.000				
Agi2	<---	Agility	1.618	.145	11.129	***	par_20
Agi3	<---	Agility	1.275	.118	10.769	***	par_21
Agi4	<---	Agility	1.374	.129	10.652	***	par_22
Int1	<---	Integrity	1.000				
Int2	<---	Integrity	1.078	.076	14.142	***	par_23
Int3	<---	Integrity	.616	.053	11.524	***	par_24

Estimates (Group number 1 - Default model); Scalar Estimates (Group number 1 - Default model); Maximum Likelihood Estimates11111; Regression Weights: (Group number 1 - Default model)

According to the mediation affects and hypthesis testing, because P value *** means very close to 1 is less than 0.05 and for C.R. whose T value bigger than 1.96 the indirect affect of CSRE toward OCB is accepted. So it means that the effect of CSRE on INOV influenced by OCB as a mediator. For CSRC to OCB here is P value is 0.054 which is bigger than 0.05 and C.R. also is 1.924 which is less than 1.96 so not accepted. So it means that the effect of CSRC on INOV is not influenced by OCB. OCB as a mediator here does not influenced by INOV. CSRC has direct influence on INOV. OCB to INOV here P value is .004 and C.R. is 2.865 so is accepted. CSRE to INOV here P value is .003 and C.R. is 2.941 so accepted as well. INOV to Robustness here P value is *** and C.R. is 12.461 which is accepted. INOV to Agility analysis shows that P value is *** and C.R. is 11.584 also accepted. INOV to Integrity here P value is *** and C.R. is 7.932 here also regression is accepted. CSRE to CSR.E2 here P value is *** and C.R is 18.604 reveals that the influance is accepted. CSRE to CSR.E3 P value is *** and C.R. is 17.888 reveals that the regression analysis is accepted. CSRE to CSR.E4 P value is *** and C.R. is 18.046 reveals the positive affect. Respectively for CSRC to CSR.C4 P value here is *** and C.R is 8.367; for CSRC to CSR.C3 P value is *** and C.R is 7.998; for CSRC to CSR.C2 P value here is ***and C.R is 7.147; for CSRC to CSR.C1 P value is *** and C.R is 8.107 reveal the mediation.

For OCB to OCB2 P value is *** and C.R is 19.701; OCB to OCB3 P value

is *** and C.R is 15.268; OCB to OCB4 P value here is *** and C.R is 15.226; OCB to OCB5 P value is *** and C.R is 21.918; OCB to OCB6 here P value is *** and C.R is 23.167; OCB to OCB7 here P value is *** and C.R is 15.557 reveal that the positive affects are accepted.

For INOV to INOV3 here P value is *** and C.R is 16.792; INOV to INOV2 again here P value is *** close to 1 and C.R is 16.437; INOV to INOV1 P value shows *** and C.R is 16.560 reveal the mediation affects.

For ROBUSTNESS to ROB1 P value shows *** and C.R is 16.560; ROBUSTNESS to ROB2 P value shows *** and C.R is 13.993; ROBUSTNESS to ROB3 P value shows *** and C.R is 13.363; ROBUSTNESS to ROB4 P value shows *** and C.R is 6.642 accept the positive affects.

AGILITY to AGI 2 P value is *** and C.R is 11.129; AGILITY to AGI 3 P value is *** and C.R is 10.769; AGILITY to AGI 4 P value is *** and C.R is 10.652 reveal the mediating role and are accepted.

Table10 Confirmation of research hypotheses

			Standard Estimate (The effect of variables)	T Value	SIG
OCB	<---	CSRE	.792	11.135	.000
OCB	<---	CSRC	.116	1.924	.054
INOV	<---	OCB	.252	2.865	.004
INOV	<---	CSRE	.291	2.941	.003
INOV	<---	CSRC	.393	4.985	.000
Robustne	<---	INOV	.774	12.461	.000
Agility	<---	INOV	.883	11.584	.000
Integrity	<---	INOV	.792	7.932	.000

Table 11 Mediation analysis

H	Hypothesis	P Value	Result
H0	CSRE has no impact on the OCB	0.000	
H1	CSRE has impact on the OCB		Supported
H0	CSRC has no impact on OCB	0.054	
H1	CSRC has an impact on OCB		Rejected
H0	OCB has no impact on INOV	0.004	
H1	OCB has an impact on INOV		Supported
H0	CSRE has no impact on INOV	0.003	
H1	CSRE has an impact on INOV		Supported
H0	CSRC has no impact on INOV	0.001	
H1	CSRC has an impact on INOV		Supported
H0	INOV has no impact on ROBUSTNESS	0.000	
H1	INOV has an impact on ROBUSTNESS		Supported
H0	INOV has no impact on AGILITY	0.000	
H1	INOV has an impact on AGILITY		Supported
H0	INOV has no impact on INTEGRITY	0.000	
H1	INOV has an impact on INTEGRITY		Supported

Regarding the hypothesis test, it demonstrate that The effect of CSRE on OR indicators is influenced by OCB is supported so it means that the OCB having a positive role as a mediator between CSRE and OR. Second hypothesis is supported and it shows the effect of CSRE on OR indicators is influenced by INOV as we tested all the variables by one one here, Innovative Behavior as a intermediatory dependent variable here has affection between CSRE and OR indicators. Third hypothesis is not supported because as we tested CSRC doesn't have any affect on OCB due to this then OCB doesn't play a positive role in between CSRC and OR indicators. The Fourth hypothesis is supported, it means that Innovative behavior has a positive mediator role between CSRC and OR indicators.

Table 12 Summary hypothesis testing

	Hypothesis Testing	P Value	Result
H0	The effect of CSRE on OR indicators is not influenced	0.000	
H1	by OCB		Supported
	The effect of CSRE on OR indicators is influenced by OCB		
H0	The effect of CSRE on OR indicators is not influenced	0.003	
H1	by INOV		Supported
	The effect of CSRE on OR indicators is influenced by INOV		
H0	The effect of CSRC on OR indicators is not influenced	0.054	
H1	by OCB		Rejected
	The effect of CSRC on OR indicators is influenced by OCB		
H0	The effect of CSRC on OR indicators is not influenced	0.000	
H1	by INOV		Supported
	The effect of CSRC on OR indicators is influenced by INOV		

e. Mediating Effect of Organizational Citizenship Behavior(OCB) In Relationship between Corporate Social Responsibility toward Employee(CSRE) to Organizational Resilience (Integrity, Agility, Rebustness)

The positive relationship between Corporate Social Responsibility toward Employee (CSRE) and Organizational Resilience indicator included Robustness, Agility and Integrity is influenced by Organizational Citizenship Behavior (OCB). This study found that a remarkable effect of CSRE indirectly through a mediator or intermediary of the OCB on Organizational Resilience. It shows that by increasing CSRE positive activities the OCB increase in different dimension such job satisfaction, joyful optimistic sense, punctuality, meantime; mediator OCB has great

impact on Organizational Resilience in Robustness, Agility and integrity segment which helps organization resilience in robustness, agility and integrity which separately investigated in this study.

f. Mediating Effect of Organizational Citizenship Behavior(OCB) In Relationship between Corporate Social Responsibility toward costumer(CSRC) to Organizational Resilience (Integrity, Agility, Rebustness)

Here CSRC has no impact on meditor OCB which is confirmed in statistical tests, so we conclude that the Impact of CSRC on OR is not influenced by OCB as a mediator and OCB does not have any role here.

g. Mediating Effect of Innovative Behavior (INOV) In Relationship between Corporate Social Responsibility toward costumer(CSRE) to Organizational Resilience (Integrity, Agility, Rebustness)

The positive relationship between CSRE on Organizational Resilience (Integrity,Agility, Rebustness) by intermediatory role of Innovative Behavior (INOV) demonstrate that INO has a role in between.

h. Mediating Effect of Innovative Behavior (INOV) In Relationship between Corporate Social Responsibility toward costumer(CSRC) to Organizational Resilience (Integrity, Agility, Rebustness)

The posstive impact of CSRC on OR (Rebustness, Agility, Integrity) by intermediatory of Innovative Behavior (INOV) reveals the intermediatory role of Innovative behavior between CSRC and Organizationa resilience .

i. Confirmatory Factor Analysis of Research Variables To Determine Convergent Validity

Table 12 shows measurement model of the study variables in a standard estimation and significance level. Estimation results suggest the proper indicators.

According to IMUSS outcomes, the value of χ^2 for the study variables obtained 553.903 which will result 2.181 dividing by the degree of freedom (254) which is < 3. The RMSEA equals 0.063 and the limit RMSEA is 0.08. NFI, IFI, RFI, NNFI and CFI indicators were all obtained ≥0.90 which were appropriate and correct and shows the model fitness. Factor weight of the model showed the effectiveness of each variable or item and variance verification of the variable score or the main

factor. In another word, weight factor illustrates the correlation level of each variable for the item and latent variable (factors). The next outcome is the last column of the table, shows the coefficients and indicators obtained from the measurement model of the study variables in which all the coefficients and are significant, as the significance test value $\geq$ 1.96 and $\leq$ -1.96 suggests the significance of the relationships.

j. Model summary

Table 13 Study variable measuring model in a standard significant manner

Significant	Standard estimation	Questioned items
	CSR toward employee	
		CSRE1:
		CSRE2
		CSRE3
		CSRE4
	CSR toward customer	
		CSRC1
		CSRC2
		CSRC3
		CSRC4
		CSRC5
	ocb	
		OCB1
		OCB2
		OCB3
		OCB4
		OCB5
		OCB6
		OCB7
	Innovative Behavior	
		INOV1
		INOV2
		INOV3
		INOV4
	Integrity	
		INT1
		INT2
		INT3
	Robustness	
		ROB1
		ROB2
		ROB3
		ROB4
	Agility	
		AGI1
		AGI2
		AGI3
		AGI4
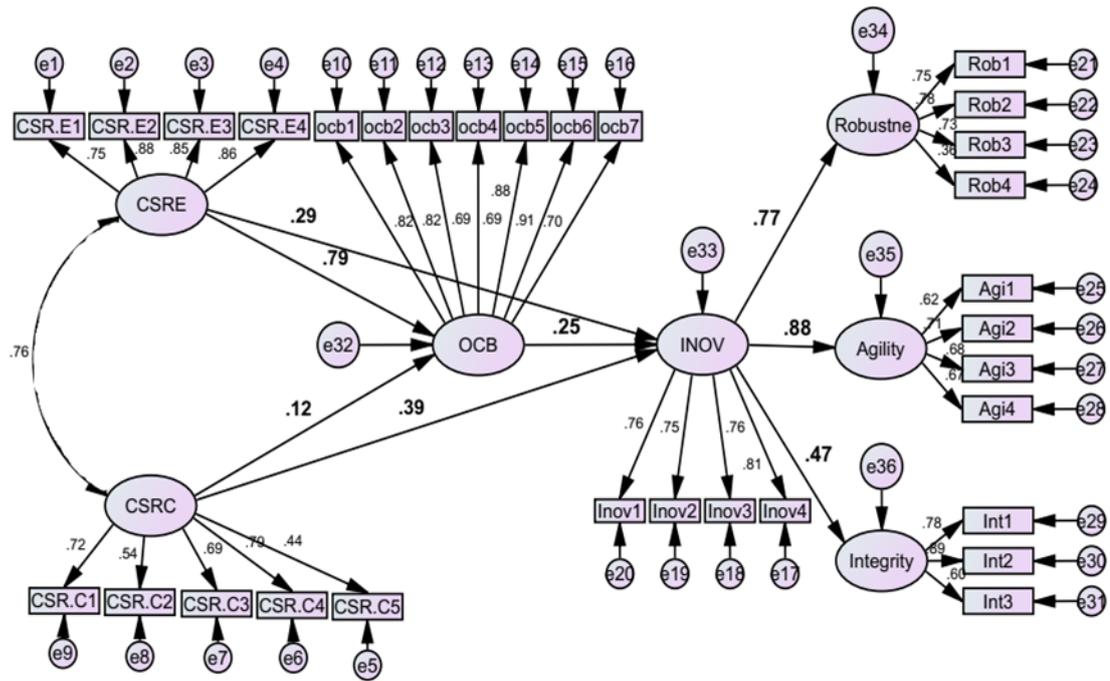
Figure 4 Ilustration of Model Outcomes

C. Discussion and Concluding Remarks

1. Research Limitations, Data Findings and Interpretation Of Test Results

a. Research Limitations

A standard questionnaire was used in this study to measure the variables. To find the personnel in order to gather their personal information was also difficult for Corona Epidemic. It should be noted that if another gathering tool was used and in absence of the epidemic, other better results could have been obtained.

b. Findings

According to the obtained outcomes from this study, Innovative Behavoir has had a significantly direct and positive impact on OCB (t:2.941 st:.29), however, the effectiveness of CSRE on OCB was also confirmed in a study by Ratvanaty et.al (2020).

Analysing the obtained data also revealed that CSRE had a positive significant impact on OCB (t:11.135 st:.79) which was confirmed by Ratvanaty et.al (2020) suggesting that innovative behavior had a positive effect on OCB. The results also suggested that CSRC had no positive significant impact on OCB (t1.92 st:12), however, it was not in accordance with findings from Ratvanaty et.al study.

After data analyzing it was also revealed that CSRC affected OCB directly, significantly and positively, either, in a study conducted by Ratvanaty et.al these conclusions confirmed.

Behavior, but it should be reminded that Ratvanaty et.al also confirmed such results in their study (2020). Data analysis also revealed that Innovative behavior had a positive significant impact on robustness (t12.461 st:.77), behavior affected positively the agility (t: 11.584 st:.88), which was in accordance with those obtained from Ratvanaty et.al (2020) research.

Lastly, the present study findings improved that innovative behavior was positively effective on integrity (t: 7.932 st:.47) however, this hypothesis was also adopted by Ratvanaty et.al (2020).

D. Policy Recommendations

Behavior of the personnel, one could conclude that organization management should be carefully aware of their staff perceive on their wage, and fair salary as the study revealed that staff perceive on their fairness wage and salary affects their incentives on their innovative behavior. According to the significant impact of CSR toward employee on OCB human resource strategists of the organization should ensure that the staff experience safe healthy secured environment when working which can impact participation and involvement of hotel personnel in organization decision making procedures. Hotel policies also should be arranged and adjusted to enhance the balance between the staff work and life.

To consider the staff success is a determinant factor indicator in this study. Several studies have approved the impact of organization supports (as a controllable variable) on organizational citizenship behavior. Therefore, to make work incentives via improvement of job titles and positions may lead to enhance citizenship behavior of the employees.

This study could confirm the influence of CSR toward customer on innovative behavior. Thereby, it is recommended that the hotel starts to involve public benefit activities, and share the information in their social media. In general, staff will experience an optimistic sense while observing positive actions by their organization and will enhance their participation supportive and innovative behaviors

in higher levels of incentives and goals.

Furthermore, the role of OCB on innovative behavior which is evaluated as a significant variable in this study revealed that employees with post job position behaviors may reveal more innovative behaviors. Therefore, it is recommended that in order to improve citizenship behavior in organizations, offers and critics procedure to be proceeded as a tool to translate the employees' feedback and requests. If there is such procedure in organization, survey studies can recognize weak and strength points. In order to keep the staff healthy periodical checkups per year, especially for elderly employees should be conducted by the organization. This plan shall be mandatory and staff with medical conditions or diseases could be screened to help their healthiness. Also this procedure can decrease treatment costs in long time duration and staff will perceive their organization supports and protective policies. It is recommended that superior managers clarify and verify job descriptions for the staff and pave the way for job cycle in order to develop new opportunities for increasing staff motivations.

Considering the approval of innovative behavior impact on robustness it is recommended to hire experienced daring managers. Macro decisions in organization needs capable brave agile managers. Conservative managers thinking only for the organization survive under present conditions are not competent qualified managers. Also, conservative managers pave the way for personnel optimism and distrust. So it is recommended to facilitate acting and hiring expertized agile daring managers to be able to make decisions. It should be noted that innovative behavior has also affected other dimensions of organizational resilience in this study. To improve agility (which is one of resilience dimensions) personnel satisfaction factors should be taken into attention as several researches have revealed impact of these factors on personnel incentives for innovative behaviors. It is offered to provide workmanship wages in a purposely way for increasing and improving job satisfaction. In fact workmanship wage is distributed among all the personnel unfairly but it should be assigned to efficient incentive employees. This study clearly offers that superior managers of organizations considers the workmanship wages as a mean to increase personnel job motivation and only for high efficient employees and also determine the indicators to achieve it. Due to the role of innovative behavior on integrity it is recommended to use 360 degree evaluation methods for assessing the personnel efficiency and

performance, such that this evaluation could bring an indicator for personnel appraisement, encouragement and bonus in order to increase their work morale and incentives.

E. Suggestions For Future Research

It is recommended that other researches be conducted using other factors and variables like job fatigue as other variables effectiveness in the study conceptual model have been considered.

IV. CONCLUSION

Today, technological complications and organizational dependencies are more and higher than past and organizations are encountered with new challenges and risks rather than past. In a competitive market, to use the best strategy for surviving seems to be the vital factor, for a knowingly presence in such a changeful market. This has been appeared in many companies and organizations during Corona pandemic.

The question here is that "how some organizations can come over such events/ challenges and some fail? What enables them to win or fail such conditions? And what distinguishes these organizations from others? Certainly, organizations have plans and strategies for permanence of their business and recovering after the disasters, which will not be efficient and effective if not used within the crisis and tensions.

The key purpose of this research is to develop a model for aiding organizations to achieve their goals to continue business and their resilience against crisis and challenges. This study tried to provide tools for creating resilience view in organizations and to determine weak and strong points in point of resilience view, and to suggest recommendations for its improve and enhancement. In this regard, descriptive survey methods were used. The developed models lastly revealed that social responsibility of organization can improve organizational citizen behavior and personal and social innovative behaviors in hotel personnel and finally the organizational resilience when encountering the challenges and difficult conditions.

V.   REFRENCES

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APPENDIX

Estimates (Group number 1 - Default model)

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
OCB	<---	CSRE	1.117	.100	11.135	***	par_25
OCB	<---	CSRC	.332	.173	1.924	.054	par_26
INOV	<---	OCB	.223	.078	2.865	.004	par_27
INOV	<---	CSRE	.362	.123	2.941	.003	par_28
INOV	<---	CSRC	.993	.199	4.985	***	par_29
Robustne	<---	INOV	.526	.042	12.461	***	par_30
Agility	<---	INOV	.484	.042	11.584	***	par_31
Integrity	<---	INOV	.435	.055	7.932	***	par_32
CSR.E1	<---	CSRE	1.000				
CSR.E2	<---	CSRE	1.196	.064	18.604	***	par_1
CSR.E3	<---	CSRE	1.064	.059	17.888	***	par_2
CSR.E4	<---	CSRE	1.139	.063	18.046	***	par_3
CSR.C5	<---	CSRC	1.000				
CSR.C4	<---	CSRC	2.276	.272	8.367	***	par_4
CSR.C3	<---	CSRC	1.944	.243	7.998	***	par_5
CSR.C2	<---	CSRC	1.390	.195	7.147	***	par_6
CSR.C1	<---	CSRC	1.948	.240	8.107	***	par_7
ocb1	<---	OCB	1.000				
ocb2	<---	OCB	.958	.049	19.701	***	par_8
ocb3	<---	OCB	.678	.044	15.268	***	par_9
ocb4	<---	OCB	.813	.053	15.226	***	par_10
ocb5	<---	OCB	.918	.042	21.918	***	par_11
ocb6	<---	OCB	.931	.040	23.167	***	par_12
ocb7	<---	OCB	.741	.048	15.557	***	par_13
Inov4	<---	INOV	1.000				
Inov3	<---	INOV	.901	.054	16.792	***	par_14
Inov2	<---	INOV	.929	.056	16.437	***	par_15
Inov1	<---	INOV	.965	.058	16.560	***	par_16
Rob1	<---	Robustne	1.000				
Rob2	<---	Robustne	1.136	.081	13.993	***	par_17

			Estimate	S.E.	C.R.	P	Label
Rob3	<---	Robustne	1.027	.077	13.363	***	par_18
Rob4	<---	Robustne	.620	.093	6.642	***	par_19
Agi1	<---	Agility	1.000				
Agi2	<---	Agility	1.618	.145	11.129	***	par_20
Agi3	<---	Agility	1.275	.118	10.769	***	par_21
Agi4	<---	Agility	1.374	.129	10.652	***	par_22
Int1	<---	Integrity	1.000				
Int2	<---	Integrity	1.078	.076	14.142	***	par_23
Int3	<---	Integrity	.616	.053	11.524	***	par_24

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
OCB	<---	CSRE	.792
OCB	<---	CSRC	.116
INOV	<---	OCB	.252
INOV	<---	CSRE	.291
INOV	<---	CSRC	.393
Robustne	<---	INOV	.774
Agility	<---	INOV	.883
Integrity	<---	INOV	.468
CSR.E1	<---	CSRE	.753
CSR.E2	<---	CSRE	.882
CSR.E3	<---	CSRE	.853
CSR.E4	<---	CSRE	.859
CSR.C5	<---	CSRC	.441
CSR.C4	<---	CSRC	.789
CSR.C3	<---	CSRC	.691
CSR.C2	<---	CSRC	.538
CSR.C1	<---	CSRC	.717
ocb1	<---	OCB	.820
ocb2	<---	OCB	.824
ocb3	<---	OCB	.687
ocb4	<---	OCB	.685
ocb5	<---	OCB	.883
ocb6	<---	OCB	.914
ocb7	<---	OCB	.696
Inov4	<---	INOV	.807
Inov3	<---	INOV	.763
Inov2	<---	INOV	.751
Inov1	<---	INOV	.755
Rob1	<---	Robustne	.745
Rob2	<---	Robustne	.777
Rob3	<---	Robustne	.734

			Estimate
Rob4	<---	Robustne	.362
Agi1	<---	Agility	.619
Agi2	<---	Agility	.710
Agi3	<---	Agility	.678
Agi4	<---	Agility	.668
Int1	<---	Integrity	.777
Int2	<---	Integrity	.894
Int3	<---	Integrity	.599

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
CSRE	<-->	CSRC	.196	.029	6.762	***	par_33

Correlations: (Group number 1 - Default model)

			Estimate
CSRE	<-->	CSRC	.755

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
CSRE	.529	.061	8.674	***	par_34
CSRC	.128	.030	4.310	***	par_35
e32	.231	.030	7.587	***	par_36
e33	.207	.028	7.291	***	par_37
e34	.152	.024	6.466	***	par_38
e35	.054	.013	4.183	***	par_39
e36	.551	.068	8.105	***	par_40
e1	.403	.032	12.779	***	par_41
e2	.215	.021	10.442	***	par_42
e3	.225	.020	11.351	***	par_43
e4	.243	.022	11.183	***	par_44
e5	.529	.039	13.551	***	par_45
e6	.400	.040	10.063	***	par_46
e7	.529	.044	11.915	***	par_47
e8	.607	.046	13.155	***	par_48
e9	.459	.040	11.560	***	par_49
e10	.514	.041	12.532	***	par_50
e11	.456	.037	12.476	***	par_51
e12	.542	.040	13.436	***	par_52
e13	.786	.059	13.442	***	par_53
e14	.251	.022	11.352	***	par_54
e15	.181	.018	10.161	***	par_55
e16	.613	.046	13.397	***	par_56
e17	.438	.038	11.678	***	par_57

	Estimate	S.E.	C.R.	P	Label
e18	.476	.039	12.303	***	par_58
e19	.546	.044	12.439	***	par_59
e20	.575	.046	12.393	***	par_60
e21	.303	.028	10.645	***	par_61
e22	.321	.033	9.875	***	par_62
e23	.342	.031	10.870	***	par_63
e24	.966	.070	13.719	***	par_64
e25	.396	.032	12.534	***	par_65
e26	.631	.055	11.446	***	par_66
e27	.469	.039	11.910	***	par_67
e28	.575	.048	12.035	***	par_68
e29	.462	.052	8.963	***	par_69
e30	.206	.048	4.304	***	par_70
e31	.480	.038	12.666	***	par_71

Matrices (Group number 1 - Default model)

Total Effects (Group number 1 - Default model)

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
OCB	.332	1.117	.000	.000	.000	.000	.000
INOV	1.067	.611	.223	.000	.000	.000	.000
Integrity	.464	.266	.097	.435	.000	.000	.000
Agility	.517	.296	.108	.484	.000	.000	.000
Robustne	.562	.322	.117	.526	.000	.000	.000
Int3	.286	.164	.060	.268	.616	.000	.000
Int2	.500	.286	.104	.469	1.078	.000	.000
Int1	.464	.266	.097	.435	1.000	.000	.000
Agi4	.710	.407	.148	.665	.000	1.374	.000
Agi3	.659	.377	.137	.617	.000	1.275	.000
Agi2	.836	.479	.174	.783	.000	1.618	.000
Agi1	.517	.296	.108	.484	.000	1.000	.000
Rob4	.348	.199	.073	.326	.000	.000	.620
Rob3	.577	.330	.120	.541	.000	.000	1.027
Rob2	.638	.365	.133	.598	.000	.000	1.136
Rob1	.562	.322	.117	.526	.000	.000	1.000
Inov1	1.030	.590	.215	.965	.000	.000	.000
Inov2	.991	.567	.207	.929	.000	.000	.000
Inov3	.962	.551	.201	.901	.000	.000	.000
Inov4	1.067	.611	.223	1.000	.000	.000	.000
ocb7	.246	.828	.741	.000	.000	.000	.000
ocb6	.309	1.040	.931	.000	.000	.000	.000
ocb5	.305	1.025	.918	.000	.000	.000	.000
ocb4	.270	.908	.813	.000	.000	.000	.000
ocb3	.225	.757	.678	.000	.000	.000	.000

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
ocb2	.318	1.070	.958	.000	.000	.000	.000
ocb1	.332	1.117	1.000	.000	.000	.000	.000
CSR.C1	1.948	.000	.000	.000	.000	.000	.000
CSR.C2	1.390	.000	.000	.000	.000	.000	.000
CSR.C3	1.944	.000	.000	.000	.000	.000	.000
CSR.C4	2.276	.000	.000	.000	.000	.000	.000
CSR.C5	1.000	.000	.000	.000	.000	.000	.000
CSR.E4	.000	1.139	.000	.000	.000	.000	.000
CSR.E3	.000	1.064	.000	.000	.000	.000	.000
CSR.E2	.000	1.196	.000	.000	.000	.000	.000
CSR.E1	.000	1.000	.000	.000	.000	.000	.000

Standardized Total Effects (Group number 1 - Default model)

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
OCB	.116	.792	.000	.000	.000	.000	.000
INOV	.422	.491	.252	.000	.000	.000	.000
Integrity	.197	.230	.118	.468	.000	.000	.000
Agility	.373	.434	.223	.883	.000	.000	.000
Robustne	.326	.380	.195	.774	.000	.000	.000
Int3	.118	.138	.071	.280	.599	.000	.000
Int2	.177	.206	.106	.418	.894	.000	.000
Int1	.154	.179	.092	.364	.777	.000	.000
Agi4	.249	.290	.149	.590	.000	.668	.000
Agi3	.253	.294	.151	.599	.000	.678	.000
Agi2	.265	.308	.158	.628	.000	.710	.000
Agi1	.231	.269	.138	.547	.000	.619	.000
Rob4	.118	.138	.071	.280	.000	.000	.362
Rob3	.240	.279	.143	.568	.000	.000	.734
Rob2	.253	.295	.152	.601	.000	.000	.777
Rob1	.243	.283	.145	.576	.000	.000	.745
Inov1	.319	.371	.191	.755	.000	.000	.000
Inov2	.317	.369	.189	.751	.000	.000	.000
Inov3	.322	.375	.193	.763	.000	.000	.000
Inov4	.340	.397	.204	.807	.000	.000	.000
ocb7	.081	.552	.696	.000	.000	.000	.000
ocb6	.106	.724	.914	.000	.000	.000	.000
ocb5	.102	.700	.883	.000	.000	.000	.000
ocb4	.079	.543	.685	.000	.000	.000	.000
ocb3	.080	.544	.687	.000	.000	.000	.000
ocb2	.095	.653	.824	.000	.000	.000	.000
ocb1	.095	.650	.820	.000	.000	.000	.000
CSR.C1	.717	.000	.000	.000	.000	.000	.000
CSR.C2	.538	.000	.000	.000	.000	.000	.000
CSR.C3	.691	.000	.000	.000	.000	.000	.000

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
CSR.C4	.789	.000	.000	.000	.000	.000	.000
CSR.C5	.441	.000	.000	.000	.000	.000	.000
CSR.E4	.000	.859	.000	.000	.000	.000	.000
CSR.E3	.000	.853	.000	.000	.000	.000	.000
CSR.E2	.000	.882	.000	.000	.000	.000	.000
CSR.E1	.000	.753	.000	.000	.000	.000	.000

Direct Effects (Group number 1 - Default model)

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
OCB	.332	1.117	.000	.000	.000	.000	.000
INOV	.993	.362	.223	.000	.000	.000	.000
Integrity	.000	.000	.000	.435	.000	.000	.000
Agility	.000	.000	.000	.484	.000	.000	.000
Robustne	.000	.000	.000	.526	.000	.000	.000
Int3	.000	.000	.000	.000	.616	.000	.000
Int2	.000	.000	.000	.000	1.078	.000	.000
Int1	.000	.000	.000	.000	1.000	.000	.000
Agi4	.000	.000	.000	.000	.000	1.374	.000
Agi3	.000	.000	.000	.000	.000	1.275	.000
Agi2	.000	.000	.000	.000	.000	1.618	.000
Agi1	.000	.000	.000	.000	.000	1.000	.000
Rob4	.000	.000	.000	.000	.000	.000	.620
Rob3	.000	.000	.000	.000	.000	.000	1.027
Rob2	.000	.000	.000	.000	.000	.000	1.136
Rob1	.000	.000	.000	.000	.000	.000	1.000
Inov1	.000	.000	.000	.965	.000	.000	.000
Inov2	.000	.000	.000	.929	.000	.000	.000
Inov3	.000	.000	.000	.901	.000	.000	.000
Inov4	.000	.000	.000	1.000	.000	.000	.000
ocb7	.000	.000	.741	.000	.000	.000	.000
ocb6	.000	.000	.931	.000	.000	.000	.000
ocb5	.000	.000	.918	.000	.000	.000	.000
ocb4	.000	.000	.813	.000	.000	.000	.000
ocb3	.000	.000	.678	.000	.000	.000	.000
ocb2	.000	.000	.958	.000	.000	.000	.000
ocb1	.000	.000	1.000	.000	.000	.000	.000
CSR.C1	1.948	.000	.000	.000	.000	.000	.000
CSR.C2	1.390	.000	.000	.000	.000	.000	.000
CSR.C3	1.944	.000	.000	.000	.000	.000	.000
CSR.C4	2.276	.000	.000	.000	.000	.000	.000
CSR.C5	1.000	.000	.000	.000	.000	.000	.000
CSR.E4	.000	1.139	.000	.000	.000	.000	.000
CSR.E3	.000	1.064	.000	.000	.000	.000	.000
CSR.E2	.000	1.196	.000	.000	.000	.000	.000

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
CSR.E1	.000	1.000	.000	.000	.000	.000	.000

Standardized Direct Effects (Group number 1 - Default model)

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
OCB	.116	.792	.000	.000	.000	.000	.000
INOV	.393	.291	.252	.000	.000	.000	.000
Integrity	.000	.000	.000	.468	.000	.000	.000
Agility	.000	.000	.000	.883	.000	.000	.000
Robustne	.000	.000	.000	.774	.000	.000	.000
Int3	.000	.000	.000	.000	.599	.000	.000
Int2	.000	.000	.000	.000	.894	.000	.000
Int1	.000	.000	.000	.000	.777	.000	.000
Agi4	.000	.000	.000	.000	.000	.668	.000
Agi3	.000	.000	.000	.000	.000	.678	.000
Agi2	.000	.000	.000	.000	.000	.710	.000
Agi1	.000	.000	.000	.000	.000	.619	.000
Rob4	.000	.000	.000	.000	.000	.000	.362
Rob3	.000	.000	.000	.000	.000	.000	.734
Rob2	.000	.000	.000	.000	.000	.000	.777
Rob1	.000	.000	.000	.000	.000	.000	.745
Inov1	.000	.000	.000	.755	.000	.000	.000
Inov2	.000	.000	.000	.751	.000	.000	.000
Inov3	.000	.000	.000	.763	.000	.000	.000
Inov4	.000	.000	.000	.807	.000	.000	.000
ocb7	.000	.000	.696	.000	.000	.000	.000
ocb6	.000	.000	.914	.000	.000	.000	.000
ocb5	.000	.000	.883	.000	.000	.000	.000
ocb4	.000	.000	.685	.000	.000	.000	.000
ocb3	.000	.000	.687	.000	.000	.000	.000
ocb2	.000	.000	.824	.000	.000	.000	.000
ocb1	.000	.000	.820	.000	.000	.000	.000
CSR.C1	.717	.000	.000	.000	.000	.000	.000
CSR.C2	.538	.000	.000	.000	.000	.000	.000
CSR.C3	.691	.000	.000	.000	.000	.000	.000
CSR.C4	.789	.000	.000	.000	.000	.000	.000
CSR.C5	.441	.000	.000	.000	.000	.000	.000
CSR.E4	.000	.859	.000	.000	.000	.000	.000
CSR.E3	.000	.853	.000	.000	.000	.000	.000
CSR.E2	.000	.882	.000	.000	.000	.000	.000
CSR.E1	.000	.753	.000	.000	.000	.000	.000

Indirect Effects (Group number 1 - Default model)

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
OCB	.000	.000	.000	.000	.000	.000	.000
INOV	.074	.249	.000	.000	.000	.000	.000
Integrity	.464	.266	.097	.000	.000	.000	.000
Agility	.517	.296	.108	.000	.000	.000	.000
Robustne	.562	.322	.117	.000	.000	.000	.000
Int3	.286	.164	.060	.268	.000	.000	.000
Int2	.500	.286	.104	.469	.000	.000	.000
Int1	.464	.266	.097	.435	.000	.000	.000
Agi4	.710	.407	.148	.665	.000	.000	.000
Agi3	.659	.377	.137	.617	.000	.000	.000
Agi2	.836	.479	.174	.783	.000	.000	.000
Agi1	.517	.296	.108	.484	.000	.000	.000
Rob4	.348	.199	.073	.326	.000	.000	.000
Rob3	.577	.330	.120	.541	.000	.000	.000
Rob2	.638	.365	.133	.598	.000	.000	.000
Rob1	.562	.322	.117	.526	.000	.000	.000
Inov1	1.030	.590	.215	.000	.000	.000	.000
Inov2	.991	.567	.207	.000	.000	.000	.000
Inov3	.962	.551	.201	.000	.000	.000	.000
Inov4	1.067	.611	.223	.000	.000	.000	.000
ocb7	.246	.828	.000	.000	.000	.000	.000
ocb6	.309	1.040	.000	.000	.000	.000	.000
ocb5	.305	1.025	.000	.000	.000	.000	.000
ocb4	.270	.908	.000	.000	.000	.000	.000
ocb3	.225	.757	.000	.000	.000	.000	.000
ocb2	.318	1.070	.000	.000	.000	.000	.000
ocb1	.332	1.117	.000	.000	.000	.000	.000
CSR.C1	.000	.000	.000	.000	.000	.000	.000
CSR.C2	.000	.000	.000	.000	.000	.000	.000
CSR.C3	.000	.000	.000	.000	.000	.000	.000
CSR.C4	.000	.000	.000	.000	.000	.000	.000
CSR.C5	.000	.000	.000	.000	.000	.000	.000
CSR.E4	.000	.000	.000	.000	.000	.000	.000
CSR.E3	.000	.000	.000	.000	.000	.000	.000
CSR.E2	.000	.000	.000	.000	.000	.000	.000
CSR.E1	.000	.000	.000	.000	.000	.000	.000

Standardized Indirect Effects (Group number 1 - Default model)

	CSRC	CSRE	OCB	INOV	Integrity	Agility	Robustne
OCB	.000	.000	.000	.000	.000	.000	.000
INOV	.029	.200	.000	.000	.000	.000	.000
Integrity	.197	.230	.118	.000	.000	.000	.000
Agility	.373	.434	.223	.000	.000	.000	.000
Robustne	.326	.380	.195	.000	.000	.000	.000
Int3	.118	.138	.071	.280	.000	.000	.000
Int2	.177	.206	.106	.418	.000	.000	.000
Int1	.154	.179	.092	.364	.000	.000	.000
Agi4	.249	.290	.149	.590	.000	.000	.000
Agi3	.253	.294	.151	.599	.000	.000	.000
Agi2	.265	.308	.158	.628	.000	.000	.000
Agi1	.231	.269	.138	.547	.000	.000	.000
Rob4	.118	.138	.071	.280	.000	.000	.000
Rob3	.240	.279	.143	.568	.000	.000	.000
Rob2	.253	.295	.152	.601	.000	.000	.000
Rob1	.243	.283	.145	.576	.000	.000	.000
Inov1	.319	.371	.191	.000	.000	.000	.000
Inov2	.317	.369	.189	.000	.000	.000	.000
Inov3	.322	.375	.193	.000	.000	.000	.000
Inov4	.340	.397	.204	.000	.000	.000	.000
ocb7	.081	.552	.000	.000	.000	.000	.000
ocb6	.106	.724	.000	.000	.000	.000	.000
ocb5	.102	.700	.000	.000	.000	.000	.000
ocb4	.079	.543	.000	.000	.000	.000	.000
ocb3	.080	.544	.000	.000	.000	.000	.000
ocb2	.095	.653	.000	.000	.000	.000	.000
ocb1	.095	.650	.000	.000	.000	.000	.000
CSR.C1	.000	.000	.000	.000	.000	.000	.000
CSR.C2	.000	.000	.000	.000	.000	.000	.000
CSR.C3	.000	.000	.000	.000	.000	.000	.000
CSR.C4	.000	.000	.000	.000	.000	.000	.000
CSR.C5	.000	.000	.000	.000	.000	.000	.000
CSR.E4	.000	.000	.000	.000	.000	.000	.000
CSR.E3	.000	.000	.000	.000	.000	.000	.000
CSR.E2	.000	.000	.000	.000	.000	.000	.000
CSR.E1	.000	.000	.000	.000	.000	.000	.000

Correlations		CSRE	CSRC	OCB	Rob	Agi	Inov
CSRE	Pearson Correlation	1					
	Sig. (2-tailed)						
CSRC	Pearson Correlation	.652[**]	1				
	Sig. (2-tailed)	.000					
OCB	Pearson Correlation	.816[**]	.630[**]	1			
	Sig. (2-tailed)	.000	.000				
Rob	Pearson Correlation	.512[**]	.547[**]	.534[**]	1		
	Sig. (2-tailed)	.000	.000	.000			
Agi	Pearson Correlation	.685[**]	.669[**]	.718[**]	.645[**]	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
Inov	Pearson Correlation	.691[**]	.596[**]	.659[**]	.543[**]	.612[**]	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).							

Quessionaire

Corporate Social Responsibility	CSR toward employee	hotel treats our employees fairly and respectfully	Park and Levy (2014)
		hotel provides employees with fair and reasonable salaries	
		hotel's policies encourage a good work and life balance for employees	
		hotel provides a safe and healthy working environment to all employees	
	CSR toward customer	The hotel candidly releases relevant information to the public	Fu et al(2014)
		The hotel behaves in a socially conscious way	
		The hotel supports philanthropy and health career	
		The hotel is concerned about preservation of environment	
		hotel helps improve the quality of life in the local community	
Organizational citizenship behavior	-	Willingness to offer assistance to coworkers to solve work-related problems	Fu et al(2014)
		Actively raises suggestions to improve work procedures	
		Takes initiative to work overtime to complete work whenever necessary	
		Recommends the hotel to people outside it	
		In my work, I weigh the consequences of my actions before doing something that could affect the environment	
		I volunteer for projects, endeavors or events that address environmental issues in my organization	
		I spontaneously give my time to help my colleagues take the environment into account in everything they do at work	

innovative behavior	-	We redesign different strategies to meet our objectives	Mafabi et al(2012)
		We improve our systems of handling organization risks	
		We review our programs	
		We change the flow of work by eliminating certain activities	
Organizational resilience	affects robustness	Stands straight and preserves position	Bouaziz and Hachicha(2018)
		Generates diverse solutions	
		Resists loss	
		Continues path	
	affects agility	Takes rapid action	
		Develops alternatives to benefit from negative circumstances	
		Takes required action in an agile manner	
		We have an ability to follow a dramatically different course of action from that which is the norm in our organization	
	affects integrity	Engages all employees in required work	
		Acts as a whole	

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Evrak Tarih ve Sayısı: 25.04.2022-48775

T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : E-88083623-020-48775   25.04.2022
Konu : Etik Onayı Hk.

Sayın POONEH EMAMVERDI

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 21.04.2022 tarihli ve 2022/07 sayılı kararıyla uygun bulunmuştur.
Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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RESUME

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Education:

25.09.2019_22.07.2022   International Istanbul Aydin   MBA (Master of Business Administration)

10.12.2015 _25.02.2018 BA (Bachelor of Arts) English simultaneous translation

10.09.2013 _10.09.2015 Associate degree, Applied science & Technology

Hotel and hospitality Management

Work Experience:

Feb 2022- May

• Oral Translator at AKD INVEST

Feb 2021_ April 2021

• Agent Part Time Coordinator in STUTYPORTL TURKEY

May 2019_ Dec 2020

• Sales and rental officer in BABACAN HOLDING

July 2019_ present

• Purchase officer for Tehranform company in Iran from Turkey

August 2018_ present

• Translator of exhibition company

March 2017_July 2018

• Sales coordinator of construction Turkish company

June 2015_September 2015

• Receptionist of FERDOUSI International hotel

• Provided interpretation and transcription services as needed by corporate clients.

Languages:

- Persian: Native Language

-English: Fluent

 Turkish Advance

Skills:

- Flexibility ,adaptability ,willing to change and work under pressure
- Excellent Verbal, Non-Verbal, and Written Communication
- Time Management & Multitasking
- Cultural Awareness & Intelligence
- Ms _ office advance
- General use of Computer
- Word, Excel