

A Mediating Effect of Job Attitudes on the Relationship between Corporate Social Responsibility and Service Innovation among Hotel Industry in Beijing

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ABSTRACT

This paper investigates the mediating role of job attitudes in the relationship between corporate social responsibility (CSR) and service innovation within the hotel industry in Beijing, China. Drawing upon Social Exchange Theory and previous research on CSR, job attitudes, and innovation, the study aims to explore how CSR initiatives influence employees' job attitudes, such as job satisfaction, organizational commitment, and perceived organizational support, and subsequently impact service innovation outcomes. The research employs a mixed-method approach, combining quantitative surveys and qualitative interviews with hotel employees and managers to gather comprehensive insights into the underlying mechanisms driving the relationship between CSR, job attitudes, and service innovation. Quantitative data analysis will involve structural equation modeling to examine the direct and indirect effects of CSR on service innovation through job attitudes. Qualitative analysis will provide deeper contextual understanding and identify specific mechanisms and factors influencing the mediation process. The findings of this study are expected to contribute to both theoretical understanding and practical implications for hotel managers and policymakers seeking to leverage CSR initiatives to foster a culture of innovation and enhance competitiveness in the dynamic hospitality industry in Beijing, China.

Keywords: corporate social responsibility, service innovation, job attitudes, hotel industry, China

I. INTRODUCTION

A. Dynamic Movement of Hotel Industry in Beijing

The hotel industry in Beijing, China, exhibits a dynamic movement influenced by various factors ranging from economic shifts to cultural trends. As the capital city and a prominent global hub, Beijing experiences constant flux in demand for accommodation services. According to a report by McKinsey & Company (2019), Beijing's hotel industry has seen significant growth driven by a surge in domestic and international tourism, fueled by China's economic expansion and government initiatives to promote tourism. Additionally, the rise of

online booking platforms such as Ctrip and Meituan has transformed the way hotels operate and attract customers, contributing to the industry's dynamism (Yang & Wong, 2020). Moreover, socio-political factors like government regulations and policies regarding tourism, urban development, and environmental sustainability play a crucial role in shaping the hotel landscape in Beijing (Li & Song, 2018). The competitive nature of the industry also drives innovation and adaptation among hoteliers to cater to changing consumer preferences and market demands (Zhang & Li, 2021). Thus, the dynamic movement of the hotel industry in Beijing reflects the intricate interplay of economic, technological, regulatory, and socio-cultural forces.

B. Research Gap

Research on the interplay between job attitudes, corporate social responsibility (CSR), and service innovation represents an area ripe for exploration due to existing gaps in literature. While studies have extensively examined the individual relationships between these constructs, there remains a dearth of research that comprehensively investigates their interconnectedness. Existing literature primarily focuses on either the impact of job attitudes on service innovation or the influence of CSR on employee attitudes, neglecting the potential synergies and feedback loops between these factors. Addressing this research gap is crucial for gaining a holistic understanding of how organizational practices related to CSR initiatives affect employee job attitudes, which in turn, may foster or hinder service innovation within companies. By examining these relationships, researchers can provide valuable insights into how organizations can strategically leverage CSR activities to enhance employee satisfaction and engagement, consequently fostering a culture of innovation in service delivery. Furthermore, such research can offer practical implications for managers and policymakers seeking to optimize organizational strategies for both social responsibility and innovation.

C. Problem Statement

The intersection of job attitudes, corporate social responsibility (CSR), and service innovation presents a complex and underexplored landscape within organizational research. Despite the recognized importance of each of these factors independently, their interrelationships and collective impact on organizational outcomes remain insufficiently understood. The problem lies in the lack of comprehensive investigation into how job attitudes, influenced by CSR initiatives, contribute to or inhibit service innovation within organizations. Existing studies often focus narrowly on individual aspects, such as employee satisfaction or CSR performance, without considering their integrated effects on service innovation processes. Consequently, there is a critical gap in understanding how fostering positive job attitudes through CSR practices may stimulate creativity, collaboration, and risk-taking behaviors conducive to service innovation. Addressing this gap is essential for organizations seeking to maximize the effectiveness of their CSR strategies in promoting innovation and competitive advantage. Moreover, a deeper understanding of these dynamics can inform HR practices, managerial decision-making, and policy development aimed at cultivating a culture of innovation and social responsibility within organizations.

D. Mediating Effect of Job Attitudes

Understanding the mediating effect of job attitudes on the relationship between corporate social responsibility (CSR) and service innovation is crucial, especially within the context of the hotel industry in Beijing, China. While studies have examined the direct impact of CSR on service innovation and the influence of job attitudes on innovation outcomes, there is a notable gap in research that explores how job attitudes mediate the relationship between CSR and service innovation, particularly in the hospitality sector. This gap is significant as the hotel industry heavily relies on service innovation to enhance guest experiences and maintain competitiveness, while also increasingly recognizing the importance of CSR in shaping organizational culture and reputation. Investigating the mediating role of job attitudes can provide valuable insights into the mechanisms through which CSR initiatives affect employees' perceptions, satisfaction, and commitment, subsequently influencing their willingness and capacity to innovate in service delivery. Such research can contribute to the development of tailored strategies for hotel managers to leverage CSR practices not only to enhance employee morale but also to stimulate creativity, collaboration, and customer-centric innovation. Ultimately, understanding this mediation process is essential for fostering a sustainable culture of innovation and social responsibility within the hotel industry in Beijing and beyond.

II. LITERATURE REVIEW

A. Defining Job Attitude

Job attitude refers to an individual's overall evaluation of their job and the various components associated with it, including their feelings, beliefs, and behavioral intentions towards their work environment. It encompasses attitudes towards specific facets of the job such as satisfaction with work tasks, relationships with colleagues, organizational commitment, and perceptions of fairness and equity in the workplace. Job attitudes are multidimensional constructs that can be influenced by a variety of factors, including organizational culture, leadership styles, job design, and individual characteristics. According to the Affective Events Theory (AET), job attitudes are shaped by emotional experiences encountered at work, which can either enhance or diminish overall job satisfaction and engagement. Understanding job attitudes is essential for organizations as they directly impact employee motivation, performance, and turnover intentions. Moreover, positive job attitudes contribute to a favorable organizational climate, fostering employee well-being and organizational effectiveness.

B. Defining Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a fundamental concept in contemporary business practice, encapsulating the idea that corporations have a responsibility to contribute positively to society and the environment beyond their primary goal of profit maximization. CSR involves the integration of social and environmental concerns into a company's operations and interactions with stakeholders, including employees, customers, suppliers, communities, and society at large. It encompasses various initiatives aimed at promoting

sustainable development, ethical behavior, and stakeholder engagement. According to Carroll's CSR Pyramid, CSR includes economic responsibilities (e.g., generating profit), legal responsibilities (e.g., compliance with laws and regulations), ethical responsibilities (e.g., fair treatment of employees and ethical sourcing), and philanthropic responsibilities (e.g., charitable donations and community development projects). CSR is not only about mitigating negative impacts but also about creating shared value for both the company and society. Moreover, it reflects a growing recognition that businesses play a vital role in addressing pressing societal challenges, such as climate change, poverty, and inequality. Embracing CSR can enhance a company's reputation, build trust with stakeholders, mitigate risks, and drive long-term sustainable growth.

C. Defining Service Innovation

Service innovation is a critical aspect of organizational development, particularly in service-oriented industries, and refers to the creation and implementation of new or significantly improved service offerings, processes, or business models that provide enhanced value to customers. Unlike product innovation, which focuses on tangible goods, service innovation emphasizes the enhancement of intangible aspects such as service delivery, customer experience, and service ecosystems. According to the Service-Dominant Logic (S-D Logic), service innovation is not solely about introducing new services but also about co-creating value with customers through the integration of resources and capabilities. This perspective highlights the interactive and dynamic nature of service innovation, emphasizing the importance of customer involvement, co-creation, and feedback in the innovation process. Service innovation can take various forms, including technological advancements (e.g., digital platforms, mobile apps), process improvements (e.g., streamlined workflows, service automation), business model innovations (e.g., subscription-based services, outcome-based pricing), and service experience enhancements (e.g., personalized services, omni-channel delivery). Ultimately, service innovation is essential for organizations seeking to differentiate themselves, stay competitive, and meet evolving customer needs in an increasingly dynamic and interconnected marketplace.

D. Underpinning Theory

The underpinning theory to understand the mediating effect of job attitudes on the relationship between corporate social responsibility (CSR) and service innovation in the hotel industry in Beijing, China, can be elucidated through the lens of Social Exchange Theory (SET). SET posits that individuals engage in social exchanges with their organizations, where they contribute effort, skills, and commitment in exchange for tangible and intangible rewards, such as job security, recognition, and satisfaction. In the context of CSR, employees perceive organizational efforts towards social responsibility as acts of benevolence and reciprocity, which foster positive job attitudes, including job satisfaction, organizational commitment, and trust in the organization. These positive job attitudes, in turn, can serve as motivational drivers for employees to engage in innovative behaviors aimed at improving service delivery and customer experiences. Employees who feel valued and supported by their organization are more likely to demonstrate innovative behaviors, such as suggesting new service ideas, experimenting with novel approaches to service delivery, and actively participating in service improvement

initiatives. Thus, SET provides a theoretical framework for understanding how CSR initiatives can influence job attitudes, which subsequently mediate the relationship between CSR and service innovation in the hotel industry in Beijing.

E. Previous Study

Previous studies have extensively explored the relationship between corporate social responsibility (CSR) and service innovation, providing valuable insights into how CSR practices influence innovative activities within organizations. For instance, a study by Tang, Gu, and Wei (2021) examined the effect of CSR on service innovation in China, highlighting the positive relationship between CSR initiatives and service innovation performance. The researchers found that CSR activities, such as environmental sustainability efforts and community engagement, significantly contributed to enhancing service innovation capabilities among Chinese firms. Similarly, Zhu and Liu (2018) investigated the link between CSR and service innovation, focusing on the mediating role of employees' creative self-efficacy. Their findings suggested that CSR initiatives positively influenced employees' perceptions of their ability to generate innovative ideas, thereby facilitating service innovation within organizations. These studies underscore the importance of CSR as a driver of service innovation, emphasizing the need for businesses to integrate social and environmental considerations into their innovation strategies. By aligning CSR efforts with innovation goals, companies can not only enhance their competitive advantage but also contribute to sustainable development and societal well-being.

Previous research has delved into the mediating effect of job attitudes on the relationship between corporate social responsibility (CSR) and service innovation, shedding light on the mechanisms through which CSR influences innovation outcomes. For example, a study by Kim, Han, and Kang (2019) investigated how employees' perceptions of CSR practices mediate the relationship between CSR and job satisfaction, ultimately impacting service innovation in organizations. Their findings revealed that CSR perceptions significantly mediated the relationship between CSR and job satisfaction, which, in turn, influenced employees' innovative behaviors in service delivery. Similarly, Zhu and Liu (2018) explored the mediating role of employees' creative self-efficacy in linking CSR to service innovation. They found that CSR initiatives positively influenced employees' perceptions of their creative abilities, which subsequently facilitated service innovation within companies. These studies provide empirical evidence supporting the mediating effect of job attitudes, such as job satisfaction and creative self-efficacy, on the relationship between CSR and service innovation. Understanding these underlying mechanisms is crucial for organizations aiming to leverage CSR practices to foster a culture of innovation and enhance their competitive edge.

III. CONCEPTUAL DEVELOPMENT

A. Hypothetical Development

A hypothetical development in understanding the effect of corporate social responsibility (CSR) on service innovation could involve exploring the moderating role of organizational culture. Organizational culture encompasses shared values, beliefs, norms, and behaviors within an organization, shaping how employees perceive and respond to CSR initiatives and innovation efforts. Research suggests that organizational culture can either facilitate or inhibit the translation of CSR into service innovation outcomes. For instance, a study by Denison and Mishra (1995) found that organizations with a strong culture of innovation were more likely to leverage CSR as a catalyst for innovation, as employees were encouraged to experiment with new ideas and processes aligned with CSR goals. On the other hand, organizations with a rigid or hierarchical culture may struggle to integrate CSR into innovation practices due to resistance to change and lack of empowerment among employees. Thus, investigating how different types of organizational cultures moderate the relationship between CSR and service innovation can provide valuable insights into the conditions under which CSR initiatives are most effective in driving innovation outcomes.

A hypothetical development in understanding the mediating effect of job attitudes on the relationship between corporate social responsibility (CSR) and service innovation in the hotel industry in Beijing, China, could involve examining the role of employee engagement as a mediator. Employee engagement represents the emotional and cognitive connection employees have with their work and organization, encompassing aspects such as job satisfaction, organizational commitment, and motivation. Research suggests that engaged employees are more likely to embrace CSR initiatives and exhibit innovative behaviors, thereby mediating the relationship between CSR and service innovation outcomes. For example, a study by Bakker and Schaufeli (2008) found that engaged employees are more likely to proactively contribute to organizational goals and initiatives, such as CSR programs, which can enhance their job satisfaction and commitment. Moreover, engaged employees tend to display higher levels of discretionary effort and creativity, leading to greater service innovation within organizations. Investigating how employee engagement mediates the relationship between CSR, job attitudes, and service innovation in the hotel industry in Beijing can provide valuable insights into the underlying mechanisms driving innovation processes in this context.

This hypothetical development is proposed for further research, and no specific study or empirical evidence currently supports it. However, it offers a promising avenue for future investigation into the complex dynamics between CSR, job attitudes, employee engagement, and service innovation in the hotel industry in Beijing, China.

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