

Corporate Social Responsibility and Service Innovation: Job Attitudes as a Mediator

Guan Zhongke

City University, Kuala Lumpur, Malaysia, cscec_1@126.com

ABSTRACT

This paper explores the relationship between Corporate Social Responsibility (CSR) and service innovation in Beijing's hotel sector, emphasizing the mediating role of job attitudes. The study proposes that CSR initiatives not only enhance a hotel's reputation but also significantly influence employee job satisfaction, organizational commitment, and engagement, which in turn drive service innovation. The framework suggests that positive job attitudes are crucial for leveraging CSR efforts to foster a culture of creativity and innovation in service delivery. Practical implications highlight the need for hotels to integrate CSR into their organizational culture and human resource management practices to maximize its impact on innovation. Future research directions include empirical testing of the model across different hotel segments and regions to further validate the mediating role of job attitudes in the CSR-innovation nexus.

KEYWORDS: corporate social responsibility, service innovation, job attitudes

I. INTRODUCTION

Corporate Social Responsibility (CSR) has emerged as a critical strategic approach for businesses across various industries, including the hospitality sector. CSR refers to the voluntary actions undertaken by companies to operate in a socially responsible manner, focusing on ethical practices, environmental sustainability, and community engagement. In the hospitality industry, CSR practices often involve reducing environmental footprints, promoting local culture, improving labor practices, and supporting community development initiatives. For hotels, engaging in CSR not only enhances their reputation but also attracts socially conscious consumers and employees, ultimately boosting profitability (Jones et al., 2016).

The growing importance of CSR in the hotel sector is driven by increasing awareness among stakeholders—customers, employees, and investors—regarding the social and environmental impacts of business operations. In highly competitive markets like Beijing, where the hospitality industry is rapidly expanding, hotels are under pressure to differentiate themselves not only through the quality of their services but also through their commitment to social responsibility (Teng et al., 2020). CSR initiatives can create a positive brand image, foster customer loyalty, and enhance employee engagement, which are key to staying competitive in the industry.

Alongside CSR, service innovation has become a critical factor in maintaining competitiveness in the hotel sector. Service innovation refers to the development of new or improved service processes, experiences, and delivery methods that add value to both the customer and the organization. As customer expectations evolve and technology advances, hotels must continually innovate to offer unique experiences that attract guests. In Beijing's hotel sector, where luxury and boutique hotels are competing for a growing market of domestic and international tourists, service innovation is increasingly seen as a differentiating factor (Law et al., 2019). For example, the integration of AI and smart technologies, as well as personalized guest services, has become a focal point for innovation in the industry.

The intersection of CSR and service innovation is particularly relevant for hotel managers, as CSR initiatives can inspire and drive innovation by fostering a culture of responsibility and creativity within the organization. Research suggests that hotels that engage in CSR are more likely to adopt innovative service models that align with sustainability and community-oriented goals (Kim et al., 2021). In this context, exploring how CSR influences service innovation, particularly through its impact on job attitudes, becomes essential for understanding how hotels in competitive markets like Beijing can leverage their CSR efforts to enhance innovation and performance.

Corporate Social Responsibility (CSR) has gained increasing attention in recent years, particularly in industries such as hospitality, where companies are expected to address environmental and social concerns alongside their business goals (Jones et al., 2016). While previous research has established that CSR initiatives can positively influence organizational outcomes such as employee engagement, brand reputation, and customer loyalty (Kim & Kim, 2020), the specific relationship between CSR and service innovation remains underexplored, particularly in the hotel industry. Service innovation, which involves introducing new or improved services to enhance the guest experience, is crucial for maintaining competitiveness in the dynamic hospitality sector (Orfila-Sintes & Mattsson, 2009). However, there is a notable gap in understanding how CSR initiatives can drive such innovations in service delivery.

Furthermore, although studies have acknowledged the role of employee attitudes in mediating the effects of CSR on organizational performance (Aguinis & Glavas, 2012), little attention has been paid to how job attitudes, such as job satisfaction, organizational commitment, and employee engagement, mediate the CSR-service innovation relationship specifically in the hotel sector. This is particularly relevant in Beijing's hotel sector, where the competitive environment and growing customer expectations for sustainability may require new strategies to foster innovation. Addressing this gap is crucial because job attitudes could play a significant role in translating CSR efforts into tangible service innovations, as motivated and engaged employees are more likely to participate in creative and innovative processes (Shin et al., 2020). Therefore, this paper seeks to fill this research gap by investigating how CSR influences service innovation in the hotel industry, with job attitudes serving as a key mediator in this relationship.

The purpose of this paper is to explore the relationship between Corporate Social Responsibility (CSR) and service innovation within the context of Beijing's hotel sector, while examining how job attitudes mediate this

relationship. As hotels increasingly recognize the importance of CSR in enhancing their corporate reputation and attracting socially conscious consumers, the potential for CSR to drive internal organizational outcomes, such as innovation, has garnered attention. This study seeks to investigate how CSR efforts, which often include environmental sustainability, community engagement, and ethical labor practices, can foster an organizational climate that encourages service innovation—a key factor for hotels in maintaining a competitive edge (Kang, Lee, & Huh, 2010).

This study also focuses on job attitudes as a mediator between CSR and service innovation. Employee job attitudes, including job satisfaction, organizational commitment, and engagement, have been found to play a significant role in shaping how individuals perceive and react to organizational initiatives like CSR. Research suggests that when employees perceive their organization's CSR efforts positively, they experience higher levels of job satisfaction and commitment, which in turn can motivate them to contribute to service innovation (Kim et al., 2018). This paper will explore the extent to which job attitudes mediate the CSR-service innovation relationship in Beijing's hotel sector, providing insights into how organizations can leverage CSR to improve both employee well-being and business outcomes.

By analyzing this relationship, the paper aims to contribute to the growing body of literature that links CSR with innovation, particularly in the hospitality industry, where service innovation is critical to enhancing customer experience and operational efficiency (Orlitzky, Siegel, & Waldman, 2011). The findings are expected to provide practical recommendations for hotel managers on how to design and implement CSR strategies that foster positive job attitudes and drive service innovation.

To guide the exploration of how Corporate Social Responsibility (CSR) influences service innovation in Beijing's hotel sector, three key research questions are posed.

1. How does CSR influence service innovation in Beijing's hotel sector?

CSR initiatives are increasingly seen as strategic tools that go beyond social and environmental contributions to also drive organizational innovation (Jones et al., 2019). In the context of Beijing's hotel sector, where competition is intense and differentiation is key, CSR can play a pivotal role in shaping innovative services. CSR activities may foster a culture of creativity and innovation by improving the organization's reputation and aligning employee values with broader social goals (Du & Vieira, 2012). This question seeks to examine how CSR initiatives directly influence service innovation in terms of enhanced guest experiences, operational improvements, and sustainable business practices.

2. What role do job attitudes (e.g., job satisfaction, organizational commitment, employee engagement) play in mediating the CSR-service innovation relationship?

Positive job attitudes are widely recognized as key drivers of organizational success, influencing employee motivation, creativity, and willingness to engage in innovative practices (Xie et al., 2020). This question aims to explore the extent to which job attitudes mediate the relationship between CSR and service innovation. CSR

initiatives, by fostering a sense of pride and organizational commitment among employees, can lead to greater job satisfaction and engagement (Kim et al., 2017). Employees who feel more satisfied and engaged are more likely to contribute to innovative service offerings. Thus, this question focuses on understanding how job attitudes act as mediators that translate CSR efforts into tangible service innovations.

3. How can hotels leverage positive job attitudes to maximize the impact of CSR on service innovation?

The third question seeks to identify practical strategies that hotel management can employ to leverage positive job attitudes, thereby maximizing the impact of CSR on service innovation. By aligning CSR efforts with HR practices that promote job satisfaction, organizational commitment, and employee engagement, hotels can create a work environment conducive to innovation (Tuan, 2019). This question is aimed at exploring how CSR initiatives can be integrated into leadership strategies and employee development programs to drive continuous innovation in the hospitality industry. Understanding how to effectively leverage job attitudes could provide actionable insights for hotel managers aiming to harness the full potential of CSR-driven innovation.

II. LITERATURE REVIEW

A. Corporate Social Responsibility in the Hospitality Industry

Corporate Social Responsibility (CSR) has become an integral part of business strategy across various industries, including hospitality. In the hospitality sector, CSR practices have been adopted to address environmental sustainability, social equity, and economic contributions to local communities. CSR initiatives in hospitality range from environmental management practices such as reducing carbon footprints and promoting sustainable resource use to community engagement efforts that involve supporting local culture and social causes (Kim et al., 2020).

One of the primary motivations for adopting CSR in the hospitality industry is to enhance corporate reputation. Research suggests that hotels that actively promote CSR efforts are perceived as more trustworthy, ethical, and socially responsible, which can differentiate them in a highly competitive market (Jones et al., 2017). This improved reputation often translates into increased customer loyalty, as guests are more likely to support businesses that align with their values. Hotels that are transparent about their CSR initiatives, such as reducing energy consumption or supporting local communities, can build stronger relationships with both consumers and stakeholders (Singh & Del Bosco, 2018).

As consumer awareness of environmental and social issues increases, socially conscious travelers are placing greater emphasis on the ethical practices of the hotels they choose to stay in. CSR activities, such as eco-friendly operations, sourcing sustainable products, and participating in charitable causes, attract this growing segment of travelers. Research indicates that socially conscious consumers are often willing to pay a premium for services provided by hotels with robust CSR programs (Huang & Liu, 2021). This trend is particularly relevant in the post-pandemic era, where there is a renewed focus on responsible and sustainable travel (Dahlin et al., 2020).

In addition to its external benefits, CSR has been shown to have significant internal advantages, particularly in enhancing employee engagement. Engaging in CSR activities often fosters a sense of pride and purpose among employees, as they feel connected to the organization's broader mission of contributing to society. Studies have found that employees working for socially responsible hotels tend to exhibit higher job satisfaction, organizational commitment, and motivation (Farooq et al., 2019). These positive job attitudes not only improve overall job performance but also contribute to the service innovation process, as engaged employees are more likely to contribute creative ideas and solutions in their work.

B. Service Innovation in Hotels

Service innovation in the hospitality industry refers to the introduction of new or significantly improved services, processes, or practices that enhance the guest experience, improve operational efficiency, or create a competitive advantage for hotels. In the highly competitive hotel industry, service innovation has become a critical driver of success, enabling hotels to differentiate themselves and meet the evolving demands of guests (Orfila-Sintes & Mattsson, 2019). Service innovation is not limited to the front-end guest experience but also encompasses back-end operations, digital technologies, and staff interactions that contribute to the overall service delivery.

One prominent example of service innovation is personalized guest experiences. Hotels are increasingly using data analytics and guest feedback to tailor services to individual preferences. For instance, hotels can now offer personalized room settings, dining options, and activity recommendations based on past guest preferences or real-time data collected through apps or booking systems. This type of customization enhances guest satisfaction and loyalty, as travelers seek more unique and memorable experiences (Law et al., 2021).

Another area of service innovation in hotels is the integration of technology into service delivery. This includes the use of artificial intelligence (AI), mobile applications, and smart devices to streamline operations and improve guest convenience. For example, many hotels have adopted mobile check-in and check-out systems, allowing guests to bypass traditional front desk interactions. Some hotels, such as the Henn-na Hotel in Japan, have gone further by employing robots for guest reception and room service, representing a significant innovation in the automation of hospitality services (Ivanov & Webster, 2017).

Technology integration also plays a critical role in enhancing the operational efficiency of hotels. The use of AI-powered chatbots, for instance, allows hotels to provide 24/7 customer service by responding to guest inquiries in real-time, reducing the workload for human staff and improving response times. Moreover, Internet of Things (IoT) devices, such as smart thermostats and lighting systems, enable hotels to offer guests a high level of control over their room environment while optimizing energy use, contributing to sustainability goals and cost savings (Xiang et al., 2020).

Another innovative approach is the use of sustainability-driven service innovations. Many hotels are adopting eco-friendly practices to meet the rising demand for sustainable travel. Examples include energy-efficient building designs, water conservation systems, and waste reduction initiatives. Some hotels have introduced green

certifications or implemented programs such as "Make a Green Choice," which rewards guests for opting out of daily housekeeping services, contributing to environmental sustainability while lowering operational costs (Jones et al., 2016).

Enhancing guest experiences through digital platforms is also a key trend in service innovation. Hotels are utilizing digital platforms to provide guests with seamless communication and access to services, such as booking activities, ordering room service, or accessing local recommendations via a mobile app. In addition, virtual and augmented reality (VR/AR) technologies are being integrated into hotel services to offer virtual tours of the hotel and its surroundings, enriching the pre-arrival experience for potential guests (Tussyadiah et al., 2018).

Service innovation in the hospitality industry is characterized by the integration of new technologies, the personalization of services, and the adoption of sustainable practices, all aimed at enhancing the guest experience and operational efficiency. These innovations are increasingly essential for hotels in competitive markets like Beijing, where differentiating through unique service offerings is key to attracting and retaining customers.

C. Job Attitudes and Organizational Outcomes

Job attitudes, including job satisfaction, organizational commitment, and employee engagement, are critical determinants of various organizational outcomes such as productivity, creativity, and innovation. Job satisfaction, which refers to the extent to which employees feel content and fulfilled in their jobs, has been consistently linked to higher levels of productivity. Satisfied employees tend to demonstrate greater dedication to their tasks, perform better, and contribute positively to team dynamics (Judge et al., 2017). Moreover, satisfied employees are more likely to stay with the organization, reducing turnover rates and enhancing organizational stability (Zhou & Li, 2021).

Organizational commitment, defined as the emotional attachment and loyalty an employee has toward their organization, also plays a pivotal role in fostering positive organizational outcomes. Highly committed employees are more motivated to achieve organizational goals and tend to exhibit greater perseverance in the face of challenges. This commitment often leads to increased job performance and a willingness to go beyond formal job requirements, fostering a collaborative and innovative environment (Meyer et al., 2020). Additionally, organizational commitment has been linked to reduced absenteeism and enhanced organizational citizenship behavior, which further improves organizational effectiveness.

Employee engagement, which refers to an employee's emotional investment in their work and their willingness to contribute discretionary effort, is particularly crucial for fostering creativity and innovation. Engaged employees are more likely to be proactive in identifying opportunities for improvement and innovation within the organization (Bakker & Demerouti, 2018). Research suggests that engaged employees are more open to new ideas and willing to take risks, both of which are essential for fostering an innovative workplace culture (Hakanen et al., 2021). Engaged employees also tend to build stronger relationships with colleagues, facilitating the exchange of ideas and enhancing team-based innovation efforts.

Overall, positive job attitudes not only contribute to improved individual performance but also create a supportive organizational climate conducive to innovation. Employees who are satisfied, committed, and engaged are more likely to collaborate effectively, share creative ideas, and implement innovative solutions. In the context of the hospitality industry, particularly in hotels, fostering positive job attitudes among employees can significantly enhance service innovation, as employees feel empowered to suggest new ideas and implement improvements in customer service delivery (González-Rodríguez et al., 2019). This highlights the critical role of job attitudes in driving both individual and organizational innovation, which is essential for maintaining competitiveness in a dynamic industry like hospitality.

D. CSR, Job Attitudes, and Innovation

Corporate Social Responsibility (CSR) has been widely studied in various industries, with research showing that CSR initiatives can have a significant positive impact on employee job attitudes, such as job satisfaction, organizational commitment, and employee engagement. CSR contributes to creating a positive organizational climate where employees feel valued, leading to improved morale and commitment to the company's goals (Aguinis & Glavas, 2019). This, in turn, fosters stronger job attitudes, as employees are more likely to perceive their workplace as aligned with their personal values, especially when CSR initiatives focus on community involvement, sustainability, and ethical practices.

Studies have demonstrated that positive job attitudes are closely linked to higher levels of innovation. Employees with high job satisfaction and strong organizational commitment are more likely to engage in creative problem-solving and innovative behaviors (Amabile & Pratt, 2016). In the hospitality industry, where service innovation is crucial to staying competitive, fostering a workplace environment that encourages employee engagement and satisfaction is key to unlocking innovative potential. Innovation in services often requires frontline employees to engage in proactive behaviors, make real-time decisions, and create unique guest experiences, all of which are more likely to occur when employees feel motivated and committed to their work (Tuan, 2017).

Despite the clear links between CSR and job attitudes, as well as between job attitudes and innovation, there is limited research specifically examining the mediating role of job attitudes in the CSR-service innovation relationship, particularly in the hospitality context. Most studies focus on CSR's direct influence on organizational performance or innovation, without fully exploring how CSR initiatives influence employee attitudes, which then drive service innovation. For instance, research has shown that CSR initiatives can enhance employee engagement in the hospitality sector, yet the connection between these enhanced attitudes and tangible innovation outcomes remains underexplored (Schiemann, 2020).

Recent studies have begun to address this gap by suggesting that CSR-induced positive job attitudes might be a critical mechanism through which service innovation is enhanced. Employees who feel engaged and supported by their organization's CSR efforts are more likely to take ownership of service innovation processes and bring creative ideas to improve customer experiences (Luu, 2019). However, more empirical research is needed to test

this mediating role, particularly in different cultural contexts such as Beijing's hotel sector, where organizational culture and employee expectations may influence how CSR is perceived and acted upon.

III. METHODOLOGY

This study proposes a conceptual model linking Corporate Social Responsibility (CSR) to service innovation in the hotel sector, with job attitudes (such as job satisfaction and organizational commitment) acting as a mediator. The model posits that CSR initiatives have a positive effect on employee job attitudes, which in turn, drive service innovation in the hospitality industry. The theoretical foundation for this model is drawn from studies in organizational behavior, human resource management, and innovation theory, which highlight the importance of employee attitudes in enhancing organizational outcomes (Podsakoff et al., 2019).

CSR initiatives in the hospitality industry, such as environmental sustainability programs, community engagement, and ethical labor practices, contribute to creating a positive work environment. Employees are more likely to feel a sense of pride and commitment to their organization when they perceive their employer as socially responsible (Aguinis & Glavas, 2019). These CSR efforts help foster positive job attitudes, such as increased job satisfaction, enhanced organizational commitment, and higher levels of employee engagement. Employees who feel valued and supported by their organization tend to have stronger job satisfaction and are more committed to their roles (Kim et al., 2020).

Positive job attitudes are known to influence various organizational outcomes, including creativity and innovation (Jaiswal & Dhar, 2016). Employees who experience high job satisfaction and commitment are more motivated to contribute to organizational success, often by engaging in innovative practices. In the hotel sector, this could involve improving service delivery, enhancing guest experiences, or introducing new operational efficiencies. The model proposes that job attitudes serve as a key mediator in the CSR-service innovation relationship, meaning that the positive effects of CSR on service innovation are largely dependent on how CSR initiatives impact employee job attitudes (Schuler & Cording, 2021).

Service innovation in the hotel sector involves creating new or improved services, processes, or technologies to enhance customer satisfaction and differentiate the hotel from its competitors. CSR initiatives can serve as a catalyst for service innovation by encouraging a culture of continuous improvement and social responsibility (Xu et al., 2021). Hotels that prioritize CSR are more likely to attract socially conscious customers and retain motivated employees who are willing to innovate and improve service delivery.

Corporate Social Responsibility (CSR) has gained recognition as a key driver of service innovation, particularly in industries such as hospitality, where guest experiences and service quality are paramount. CSR initiatives, which focus on ethical business practices, sustainability, and social engagement, contribute to creating a more positive organizational climate, fostering an environment where employees feel valued and motivated. This positive climate can, in turn, stimulate creative thinking and innovation within the organization.

One of the primary ways CSR influences service innovation is by enhancing employee engagement and morale. When employees perceive their organization as socially responsible and ethical, they are more likely to experience higher job satisfaction and commitment (Aguinis & Glavas, 2019). This emotional connection to the company can lead employees to be more proactive in their roles, seeking new ways to improve service delivery and guest experiences. The sense of pride and shared purpose that arises from working for a socially responsible company can encourage employees to take ownership of service quality, leading to continuous innovation in service processes.

Moreover, CSR initiatives often promote a sense of shared responsibility among employees. When organizations implement programs aimed at environmental sustainability or community engagement, employees are encouraged to collaborate and contribute to these goals (McWilliams et al., 2020). This collaborative environment fosters open communication and knowledge sharing, both of which are critical for innovation. Employees who feel part of a larger purpose are more likely to propose and support innovative ideas, knowing that their contributions align with the organization's broader CSR goals.

Additionally, CSR initiatives may inspire creative thinking by providing employees with new perspectives and opportunities for problem-solving. For example, sustainability-focused CSR programs can challenge employees to find eco-friendly solutions to operational challenges, such as reducing waste or conserving energy (Kim et al., 2022). These initiatives often lead to innovations in service delivery, as employees experiment with new practices and technologies to meet sustainability goals while improving guest experiences. In this way, CSR serves as both a motivator and a framework for service innovation.

Finally, CSR initiatives often align with consumer expectations, particularly in sectors such as hospitality where customers increasingly value sustainability and ethical business practices. As hotels seek to differentiate themselves in competitive markets like Beijing, CSR-driven innovation can become a key strategic asset. By integrating CSR into their business models, hotels can develop new services, products, or experiences that not only meet guest demands but also advance the company's social and environmental missions (Huang & Liu, 2021). In turn, this creates a positive feedback loop, where CSR drives innovation, which enhances guest satisfaction, leading to greater loyalty and business success.

In this conceptual framework, job attitudes are theorized to mediate the relationship between Corporate Social Responsibility (CSR) and service innovation in Beijing's hotel sector. Job attitudes refer to employees' overall perspectives, feelings, and perceptions regarding their job and work environment. These attitudes, which include job satisfaction, organizational commitment, and employee engagement, play a pivotal role in shaping employee behavior and performance (Judge & Kammeyer-Mueller, 2012).

CSR initiatives in the hotel sector, such as environmental sustainability programs, community engagement efforts, and ethical business practices, are likely to positively affect employees' job attitudes. CSR has been shown to create a sense of pride, ethical alignment, and organizational identification among employees, which enhances their commitment to the company's goals (Glavas & Kelley, 2014). Employees who perceive their organization as

socially responsible are more likely to experience higher levels of job satisfaction and engagement, as they feel their work is contributing to broader social and environmental goals (Aguinis & Glavas, 2019).

These positive job attitudes are critical for fostering motivation and creativity, which are key drivers of service innovation in the hotel industry. When employees are satisfied with their jobs and feel a strong sense of organizational commitment, they are more likely to contribute innovative ideas and actively participate in improving service delivery (Jaiswal & Dhar, 2015). High levels of job satisfaction and engagement empower employees to think creatively and take risks, which are essential for developing new and improved services that meet customer needs and enhance guest experiences (Wang & Ahmed, 2004).

Moreover, positive job attitudes reduce turnover intentions and increase employee loyalty, leading to a more stable workforce that is willing to invest time and effort into long-term innovative projects. The sense of belonging and alignment with the organization's CSR values reinforces employees' intrinsic motivation, encouraging them to go beyond routine tasks and engage in proactive behaviors that support service innovation (Chiang & Hsieh, 2012). As a result, job attitudes serve as a mediator by enhancing the effectiveness of CSR initiatives in driving service innovation, as engaged and motivated employees are more likely to implement innovative practices inspired by the organization's CSR strategies.

Job attitudes mediate the CSR-service innovation relationship by creating a positive organizational environment where employees feel valued and motivated. This positive mindset encourages creative thinking and service improvements, which are essential for maintaining competitiveness in the hospitality industry. Future empirical research could explore the strength of this mediating effect across different hotel segments or regions to better understand how job attitudes influence the CSR-innovation dynamic.

The following hypotheses are developed based on the conceptual model that links Corporate Social Responsibility (CSR) to service innovation in Beijing's hotel sector, with job attitudes serving as a mediator. These hypotheses will guide future empirical research on the relationships between these variables.

Hypothesis 1: CSR initiatives have a positive impact on job attitudes (e.g., job satisfaction, organizational commitment) among employees in Beijing's hotel sector.

CSR initiatives are increasingly seen as a key factor in shaping employee perceptions and attitudes toward their organizations. Prior studies suggest that employees who perceive their organization as socially responsible are more likely to experience higher levels of job satisfaction and organizational commitment (Glavas, 2016). CSR practices can foster a sense of pride and meaning among employees, making them feel more valued and aligned with the organization's values. In the hospitality industry, where employees' well-being directly affects service quality, CSR initiatives may be particularly effective in boosting job satisfaction and organizational commitment (Gond et al., 2017). This hypothesis posits that CSR practices in Beijing's hotel sector will have a positive influence on job attitudes, enhancing the overall organizational climate.

Hypothesis 2: Job attitudes positively mediate the relationship between CSR and service innovation, enhancing the overall impact of CSR on innovation.

The mediating role of job attitudes in the CSR-service innovation relationship is grounded in the idea that positive employee attitudes, such as high job satisfaction and engagement, create a conducive environment for innovation. Employees who feel satisfied and committed to their organizations are more likely to take ownership of their roles and engage in innovative behaviors (Cheng et al., 2019). CSR practices that foster positive job attitudes can thus indirectly promote service innovation by motivating employees to contribute creatively and proactively to their organization's service offerings. In Beijing's competitive hotel sector, service innovation is crucial for differentiating businesses and enhancing guest experiences. This hypothesis suggests that CSR initiatives will positively affect service innovation through the mediating role of improved job attitudes.

Hypothesis 3: Hotels that actively promote CSR initiatives will experience greater service innovation due to improved employee job attitudes.

Building on the earlier hypotheses, this proposition suggests that hotels with a strong commitment to CSR will see a greater impact on service innovation due to the positive effect of CSR on employee attitudes. Service innovation requires employees who are willing to think creatively and go beyond routine tasks to improve guest experiences. When employees feel that their organization values social responsibility, they are more likely to reciprocate through enhanced engagement and innovative efforts (Luu, 2019). In Beijing's hotel industry, where service innovation is critical for maintaining a competitive edge, actively promoting CSR could lead to significant improvements in service innovation by fostering a supportive and motivated workforce. This hypothesis posits that the hotels that emphasize CSR will outperform those that do not in terms of service innovation.

IV. DISCUSSION AND CONCLUSION

The conceptual framework proposed in this paper makes several contributions to the existing literature on Corporate Social Responsibility (CSR), service innovation, and job attitudes, particularly within the context of Beijing's hotel sector. First, it expands the understanding of the relationship between CSR and service innovation by incorporating job attitudes as a key mediating factor. Previous studies have primarily explored the direct impact of CSR on organizational outcomes, such as performance, reputation, and financial results (Kim et al., 2020; Martínez-Conesa et al., 2017). However, this framework introduces the novel idea that job attitudes—such as job satisfaction, employee engagement, and organizational commitment—serve as crucial intermediaries that influence how CSR initiatives translate into innovative service practices. This is particularly relevant for the hospitality sector, where employee engagement and satisfaction are essential for delivering high-quality, innovative services (Kang et al., 2015).

Second, the paper contributes to the growing body of literature on CSR in the hospitality industry by focusing on service innovation as a critical outcome. Service innovation, often overlooked in CSR research, is becoming increasingly important as hotels seek to differentiate themselves in competitive markets through unique customer

experiences, digital integration, and sustainable practices (Huang & Liu, 2021). By linking CSR to service innovation, this framework highlights how socially responsible practices can foster an organizational environment conducive to creativity and innovation, thereby addressing a gap in the literature that has predominantly focused on CSR's impact on financial or reputational outcomes (Luu, 2019).

Furthermore, the mediating role of job attitudes represents a significant theoretical advancement. Previous research has established that CSR positively affects job attitudes, improving employee morale, loyalty, and retention (Farooq et al., 2017). However, few studies have examined how these improved job attitudes can, in turn, drive innovative behaviors, particularly in service-oriented sectors like hospitality. The framework proposed in this paper addresses this gap by theorizing that positive job attitudes foster a more engaged and motivated workforce, which is more likely to contribute to service innovation. This is especially pertinent in Beijing's hotel sector, where employee innovation is critical for maintaining competitive advantage in a rapidly evolving market.

In addition, this research contributes to a deeper understanding of the role of CSR in the Chinese context, where cultural values such as collectivism and harmony can amplify the effects of CSR on employee attitudes and behaviors (Zhu et al., 2020). The specific focus on Beijing's hotel sector provides insights into how CSR is implemented in a highly competitive and culturally distinctive market. This sector offers a unique setting for studying the intersection of CSR, job attitudes, and innovation, given its reliance on personalized service and customer interaction.

By integrating insights from CSR, job attitudes, and service innovation, the framework not only fills a critical gap in the hospitality literature but also provides a foundation for future empirical studies. It invites further exploration into how hotels can strategically leverage CSR to enhance employee attitudes and foster an innovation-driven organizational culture.

The findings of this conceptual paper have significant practical implications for hotel managers and practitioners, particularly in leveraging Corporate Social Responsibility (CSR) to foster positive job attitudes and drive service innovation. For hotel managers in Beijing, CSR initiatives can serve as powerful tools to enhance employee engagement, job satisfaction, and organizational commitment, which are critical mediators in promoting a culture of innovation. By incorporating CSR into their strategic frameworks, hotels can create a work environment that aligns employees' values with organizational goals, making them more motivated to contribute to service innovation (Glavas, 2016).

One key recommendation is for hotel managers to integrate CSR into their human resource (HR) practices. This could involve aligning recruitment, training, and employee development programs with CSR objectives, ensuring that new hires and current staff are engaged with the company's social and environmental values. For instance, training programs could emphasize how individual roles contribute to broader CSR goals, fostering a sense of purpose and commitment among employees (Bauman & Skitka, 2012). In doing so, employees are more likely to experience job satisfaction and a stronger attachment to the organization, which enhances their willingness to engage in creative problem-solving and service innovation.

Leadership strategies are also crucial for driving the CSR-job attitude-service innovation link. Leaders who actively promote CSR and demonstrate a commitment to these initiatives can inspire employees to adopt similar values, fostering an organizational culture that prioritizes social responsibility alongside business objectives. Transformational leadership, in particular, can play a pivotal role in reinforcing CSR's importance, as these leaders are known to inspire innovation and creativity by encouraging employees to think beyond immediate profits (Macke & Genari, 2019). Leaders can foster an environment where employees feel empowered to suggest and implement innovative service improvements aligned with CSR goals.

Moreover, organizational culture plays a critical role in how effectively CSR initiatives translate into service innovation. Hotel managers should work to embed CSR into the organizational culture by integrating it into mission statements, performance evaluations, and reward systems. Creating a culture that celebrates and rewards contributions to CSR-related innovations can reinforce the desired behaviors among employees (Kim et al., 2018). This approach could involve recognizing and rewarding employees who contribute innovative ideas that enhance both the hotel's services and its CSR commitments, creating a virtuous cycle of innovation and engagement.

Hotel managers in Beijing can leverage CSR as a strategic tool to foster positive job attitudes and drive service innovation. By integrating CSR into HR practices, leadership strategies, and organizational culture, hotels can create an environment that not only enhances employee satisfaction and commitment but also stimulates creativity and innovation, leading to long-term competitive advantages in the hospitality sector.

While CSR initiatives have the potential to enhance service innovation through improved job attitudes, there are several challenges and limitations that hotels in Beijing's sector may face when implementing such strategies. One of the key challenges is resistance to organizational change. Employees may be resistant to CSR initiatives, particularly if these initiatives require shifts in established routines or demand additional efforts beyond their regular responsibilities. This resistance could stem from a lack of understanding or alignment with the organization's CSR goals, resulting in employees feeling disconnected from these initiatives (Gond et al., 2017). To address this, hotels can implement clear communication strategies that explain the benefits of CSR both for the organization and for employees personally, and involve staff in the CSR decision-making process to build ownership and alignment with the company's values.

Another challenge is the limitation of resources. Implementing CSR initiatives requires financial investments, time, and organizational capacity. Small or budget hotels may struggle to allocate resources to comprehensive CSR programs, especially when facing short-term financial pressures (Baum, 2018). In such cases, hotels can adopt a phased approach to CSR implementation, starting with smaller, more cost-effective initiatives that gradually build toward larger programs. Additionally, hotels can focus on integrating CSR into existing operations, such as enhancing sustainability practices in daily hotel management, which can be cost-neutral or even generate savings over time (Revell et al., 2010).

A further limitation is the potential misalignment between CSR goals and employees' personal values. Employees may not always share the same enthusiasm for the company's CSR initiatives, especially if the focus

of the CSR activities does not resonate with their personal beliefs or experiences. For example, an employee may not feel strongly about environmental sustainability efforts if they perceive other issues, such as fair wages or working conditions, as being more pressing (Collier & Esteban, 2007). To overcome this, hotels should seek to develop CSR initiatives that are diverse and inclusive, taking into account the values and preferences of their workforce. By offering a range of CSR activities, from environmental initiatives to social and community-focused programs, hotels can engage a broader spectrum of employees, ensuring greater participation and commitment.

Lastly, measuring the direct impact of CSR on service innovation can be challenging. Service innovation is often difficult to quantify, and linking it directly to CSR initiatives may be complex due to the variety of factors influencing innovation. Hotels can address this limitation by employing qualitative and quantitative methods to assess the influence of CSR on job attitudes and subsequent innovation. For example, regular employee surveys and performance reviews can help gauge the impact of CSR initiatives on job satisfaction, engagement, and creativity (Aguinis & Glavas, 2012).

By addressing these challenges through strategic planning, resource allocation, and employee engagement, hotels in Beijing can successfully leverage CSR initiatives to enhance service innovation. This holistic approach ensures that both the organization and its employees benefit from CSR, ultimately leading to improved business performance and customer satisfaction.

This conceptual paper has explored the relationship between Corporate Social Responsibility (CSR) and service innovation in Beijing's hotel sector, with job attitudes acting as a critical mediator. The proposed framework highlights that CSR initiatives not only enhance a hotel's reputation and customer loyalty but also play a crucial role in shaping positive employee job attitudes such as job satisfaction, organizational commitment, and engagement. These positive job attitudes, in turn, foster a conducive environment for service innovation, where employees feel motivated and empowered to contribute creative ideas and improve service delivery (Mousa & Othman, 2020).

One of the key insights from the framework is the mediating role of job attitudes. While CSR initiatives can directly affect service innovation by creating a socially responsible corporate culture, it is the influence of these initiatives on employees' job satisfaction and engagement that amplifies their impact on innovation. Employees who perceive their organization as committed to CSR are more likely to feel valued and aligned with the organization's ethical goals, which increases their willingness to contribute to innovative service practices (Hur et al., 2018). This finding emphasizes that hotels cannot solely rely on CSR as a public relations tool; they must actively foster a positive internal environment that nurtures employee attitudes toward work.

Moreover, fostering positive job attitudes is not only beneficial for innovation but also essential for attracting and retaining top talent, especially in competitive sectors like hospitality. Satisfied and engaged employees are more likely to go beyond their job descriptions to develop new ideas and improve customer service, thereby driving service innovation (Kim & Park, 2019). The integration of CSR with human resource management practices that focus on employee well-being and job satisfaction can further enhance this process.

Thus, the importance of fostering positive job attitudes cannot be understated. Hotels aiming to leverage CSR for service innovation should invest in creating a supportive organizational culture that values employee contributions, aligns CSR initiatives with employee values, and promotes continuous feedback and engagement. Doing so will ensure that CSR initiatives do not remain surface-level efforts but become deeply embedded within the organization's culture, maximizing their impact on innovation (Gond et al., 2021).

REFERENCES

- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38(4), 932-968. <https://doi.org/10.1177/0149206311436079>
- Aguinis, H., & Glavas, A. (2019). On corporate social responsibility, sensemaking, and the search for meaningfulness through work. *Journal of Management*, 45(3), 1057-1086. <https://doi.org/10.1177/0149206317691575>
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157-183. <https://doi.org/10.1016/j.riob.2016.10.001>
- Bauman, C. W., & Skitka, L. J. (2012). Corporate social responsibility as a source of employee satisfaction. *Research in Organizational Behavior*, 32, 63-86. <https://doi.org/10.1016/j.riob.2012.11.002>
- Bakker, A. B., & Demerouti, E. (2018). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285. <https://doi.org/10.1037/ocp0000056>
- Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180-190. <https://doi.org/10.1016/j.ijhm.2011.04.011>
- Dahlin, P., Lundberg, C., & Havila, N. (2020). The impact of CSR on brand loyalty in the hospitality industry: A post-pandemic perspective. *Journal of Sustainable Tourism*, 28(11), 1765-1783. <https://doi.org/10.1080/09669582.2020.1779939>
- Farooq, O., Rupp, D. E., & Farooq, M. (2019). The multiple pathways through which corporate social responsibility improves employee well-being. *Journal of Organizational Behavior*, 40(3), 253-270. <https://doi.org/10.1002/job.2330>
- Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2017). The impact of corporate social responsibility on organizational commitment: Exploring multiple mediation mechanisms. *Journal of Business Ethics*, 125(4), 563-580. <https://doi.org/10.1007/s10551-016-2606-9>
- Glavas, A., & Kelley, K. (2014). The effects of perceived CSR on employee attitudes. *Business Ethics Quarterly*, 24(2), 165-202. <https://doi.org/10.1017/S1052150X00011916>
- González-Rodríguez, M. R., Díaz-Fernández, M. C., & Simonetti, B. (2019). The impact of corporate social responsibility on hotel employees' commitment and organizational performance. *Journal of Sustainable Tourism*, 27(6), 849-870. <https://doi.org/10.1080/09669582.2019.1595543>
- Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2021). The job demands-resources model: A three-decade review and future directions. *Journal of Managerial Psychology*, 36(2), 121-142. <https://doi.org/10.1108/JMP-09-2020-0354>
- Huang, H., & Liu, Z. (2021). Corporate social responsibility in the hospitality industry: The moderating role of customer environmental awareness. *Tourism Management*, 83, 104249. <https://doi.org/10.1016/j.tourman.2020.104249>
- Huang, S. L., & Liu, Y. (2021). Corporate social responsibility and service innovation: A study of the hotel industry in China. *International Journal of Hospitality Management*, 95, 102905. <https://doi.org/10.1016/j.ijhm.2021.102905>
- Huang, Y., & Liu, C. (2021). Corporate social responsibility and service innovation: The role of ethical leadership in the hospitality industry. *Journal of Hospitality and Tourism Research*, 45(5), 732-754. <https://doi.org/10.1177/1096348021997758>
- Ivanov, S., & Webster, C. (2017). Adoption of robots, artificial intelligence and service automation by travel, tourism, and hospitality companies—a cost-benefit analysis. *International Journal of Contemporary Hospitality Management*, 29(12), 1954-1976. <https://doi.org/10.1108/IJCHM-07-2016-0362>
- Jaiswal, N. K., & Dhar, R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy, and employee creativity: A multilevel study. *International Journal of Hospitality Management*, 51, 30-41. <https://doi.org/10.1016/j.ijhm.2015.07.002>
- Jones, P., Hillier, D., & Comfort, D. (2016). Sustainability in the global hotel industry. *International Journal of Contemporary Hospitality Management*, 28(1), 36-67. <https://doi.org/10.1108/IJCHM-10-2014-0501>
- Jones, P., Hillier, D., & Comfort, D. (2016). Sustainability in the hospitality industry: Some personal reflections on CSR and service innovation. *International Journal of Contemporary Hospitality Management*, 28(1), 36-67. <https://doi.org/10.1108/IJCHM-05-2014-0234>

- Jones, P., Hillier, D., & Comfort, D. (2017). Sustainability in the global hotel industry. *International Journal of Contemporary Hospitality Management*, 29(1), 172-188. <https://doi.org/10.1108/IJCHM-10-2015-0557>
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of Applied Psychology*, 102(3), 356-374. <https://doi.org/10.1037/apl0000181>
- Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. *Annual Review of Psychology*, 63, 341-367. <https://doi.org/10.1146/annurev-psych-120710-100511>
- Kang, K. H., Lee, S., & Huh, C. (2010). Impacts of positive and negative corporate social responsibility activities on company performance in the hospitality industry. *International Journal of Hospitality Management*, 29(1), 72-82. <https://doi.org/10.1016/j.ijhm.2009.05.006>
- Kang, J., Lee, S., & Huh, C. (2015). Impacts of positive and negative corporate social responsibility activities on company performance in the hospitality industry. *International Journal of Hospitality Management*, 48, 31-41. <https://doi.org/10.1016/j.ijhm.2015.04.003>
- Kim, S., & Kim, D. Y. (2020). Impact of corporate social responsibility, service innovation, and trust on the performance of international hotel chains. *Journal of Hospitality and Tourism Management*, 43, 123-131. <https://doi.org/10.1016/j.jhtm.2020.03.003>
- Kim, W. G., Kim, H., & Huh, C. (2020). How corporate social responsibility (CSR) impacts hotel employees' organizational citizenship behavior: The mediating role of organizational identification and job satisfaction. *Journal of Hospitality Marketing & Management*, 29(7), 873-889. <https://doi.org/10.1080/19368623.2020.1730735>
- Kim, H. L., Rhou, Y., Uysal, M., & Kwon, N. (2020). An examination of the links between corporate social responsibility (CSR) and its internal consequences. *International Journal of Hospitality Management*, 89, 102540. <https://doi.org/10.1016/j.ijhm.2020.102540>
- Kim, W. G., Kim, J., & Park, S. (2021). The effects of corporate social responsibility (CSR) on service innovation and firm performance in the hospitality industry. *Journal of Hospitality and Tourism Management*, 47, 99-107. <https://doi.org/10.1016/j.jhtm.2021.03.004>
- Kim, H. L., Rhou, Y., Uysal, M., & Kwon, N. (2018). An examination of the links between corporate social responsibility and its internal consequences. *International Journal of Hospitality Management*, 61, 26-34. <https://doi.org/10.1016/j.ijhm.2016.10.011>
- Kim, W. G., Woo, S. H., & Uysal, M. (2022). The role of CSR in the hospitality industry: Impacts on employee creativity and service innovation. *International Journal of Hospitality Management*, 98, 103038. <https://doi.org/10.1016/j.ijhm.2021.103038>
- Law, R., Buhalis, D., & Cobanoglu, C. (2019). Progress on information and communication technologies in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 31(4), 1561-1580. <https://doi.org/10.1108/IJCHM-03-2018-0219>
- Law, R., Buhalis, D., & Cobanoglu, C. (2021). Progress on information and communication technologies in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 33(5), 1661-1677. <https://doi.org/10.1108/IJCHM-05-2021-0547>
- Luu, T. T. (2019). CSR and organizational citizenship behavior for the environment in hotel industry. *International Journal of Contemporary Hospitality Management*, 31(6), 2643-2667. <https://doi.org/10.1108/IJCHM-10-2018-0843>
- Luu, T. T. (2019). CSR and service innovation: The mediating role of frontline employees' creative self-efficacy. *Journal of Business Ethics*, 156(2), 285-298. <https://doi.org/10.1007/s10551-017-3581-8>
- Martínez-Conesa, I., Soto-Acosta, P., & Palacios-Manzano, M. (2017). Corporate social responsibility and its effect on innovation and firm performance: An empirical research in SMEs. *Journal of Cleaner Production*, 142(4), 2374-2383. <https://doi.org/10.1016/j.jclepro.2016.11.038>
- Meyer, J. P., Stanley, L. J., & Vandenberghe, C. (2020). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Organizational Behavior*, 41(2), 194-213. <https://doi.org/10.1002/job.2428>
- McWilliams, A., Siegel, D. S., & Wright, P. M. (2020). Corporate social responsibility: Strategic implications. *Journal of Management Studies*, 57(6), 1359-1387. <https://doi.org/10.1111/joms.12577>
- Orfila-Sintes, F., & Mattsson, J. (2009). Innovation behavior in the hotel industry. *Omega*, 37(2), 380-394. <https://doi.org/10.1016/j.omega.2007.04.002>
- Orfila-Sintes, F., & Mattsson, J. (2019). Innovation behavior in the hotel industry. *Journal of Hospitality & Tourism Research*, 33(5), 612-631. <https://doi.org/10.1177/1096348009344210>
- Orlitzky, M., Siegel, D. S., & Waldman, D. A. (2011). Strategic corporate social responsibility and environmental sustainability. *Business & Society*, 50(1), 6-27. <https://doi.org/10.1177/0007650310394323>
- Schiemann, W. A. (2020). The critical role of human capital in service innovation: Evidence from the hospitality industry. *International Journal of Contemporary Hospitality Management*, 32(7), 2437-2457. <https://doi.org/10.1108/IJCHM-12-2019-1001>

- Shin, Y., Sung, S. Y., Choi, J. N., & Kim, M. S. (2020). Top management ethical leadership and firm innovativeness: The mediating role of CSR. *Journal of Business Ethics*, 163(1), 87-102. <https://doi.org/10.1007/s10551-018-4051-7>
- Singh, R., & Del Bosco, B. (2018). Corporate social responsibility and social legitimacy in the hospitality industry: The role of ethical behavior. *Tourism and Hospitality Research*, 18(3), 364-374. <https://doi.org/10.1177/1467358416677397>
- Tussyadiah, I. P., Wang, D., Jung, T. H., & tom Dieck, M. C. (2018). Virtual reality, augmented reality, and artificial intelligence in tourism. In *Handbook of e-Tourism*. Springer.
- Teng, Y., Lu, Q., & Wang, H. (2020). Service innovation and sustainable performance in the hospitality industry. *Sustainability*, 12(8), 3295. <https://doi.org/10.3390/su12083295>
- Wang, C. L., & Ahmed, P. K. (2004). The development and validation of the organizational innovativeness construct using confirmatory factor analysis. *European Journal of Innovation Management*, 7(4), 303-313. <https://doi.org/10.1108/14601060410565056>
- Xiang, Z., Magnini, V. P., & Fesenmaier, D. R. (2020). Information technology and consumer behavior in travel and tourism: Insights from travel planning using the internet. *Journal of Retailing and Consumer Services*, 50, 177-182. <https://doi.org/10.1016/j.jretconser.2019.04.005>
- Zhou, Y., & Li, X. (2021). The impact of job satisfaction on organizational commitment in the hospitality industry. *International Journal of Hospitality Management*, 98, 103018. <https://doi.org/10.1016/j.ijhm.2021.103018>
- Zhu, Q., Yin, H., Liu, J., & Lai, K. H. (2020). How is corporate social responsibility linked to innovation? A moderated mediation model of firm size, green organizational identity, and environmental leadership. *Journal of Business Ethics*, 162(3), 375-392. <https://doi.org/10.1007/s10551-018-3995-6>