

Influence Of Corporate Social Responsibility (CSR) On Employees' Psychological Capital In Beijing Hotel Industry

Zhu Lin^{1*}, Azadeh Amoozegar²

^{1*} ²Limkokwing University of Creative Technology, Malaysia

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ABSTRACT

This study explores the impact of Corporate Social Responsibility (CSR) on the Psychological Capital (PC) of employees in the hotel industry in Beijing, focusing on two dimensions: initiatives directly involving employees and those influenced by government policies. Amidst the thriving hotel industry in Beijing, fueled by China's rapid economic growth and significant tourist influx, the significance of human capital, particularly psychological aspects such as hope, resilience, optimism, and self-efficacy, is undeniable. These psychological traits are crucial for employee engagement, job satisfaction, and overall service quality in this highly competitive sector. The research employs a quantitative approach, utilizing structured surveys across multiple five-star hotels in Beijing, to analyze how different CSR strategies influence employees' psychological capital. The findings reveal that both employee-focused and government-driven CSR initiatives significantly enhance the psychological resources of employees, thus improving their performance and the operational success of their establishments. This study not only contributes to academic discourse by filling a gap regarding the specific impacts of CSR on psychological capital but also offers practical insights for hotel managers and policymakers to develop CSR strategies that effectively enhance employee well-being and organizational outcomes.

Keywords: *Corporate Social Responsibility (CSR), Employees' Psychological Capital, Hotel Industry, Government policy influence, Employee engagement*

1.0 Introduction

In recent years, China's rapid economic advancement has precipitated a transformative effect on its domestic tourism sector (Zhao, 2022). This growth has been driven by an increasing middle class and improved overall living standards, which in turn have fueled a sustained rise in tourism consumption (Morrison, 2019). As a direct beneficiary, the hotel industry in China has seen exponential growth, making it a cornerstone of the service economy. With approximately 869,000 hotels and 28.88 million rooms, as reported by the China Tourist Hotel Association in 2023, the industry's economic footprint is substantial, boasting a market size of \$80.15 billion in the same year (Hinderks, 2023). Projections indicate that this trend will continue, with expected increases in both domestic and international tourism bolstered by China's economic stability and ongoing improvements in living standards (Liu & Zuo, 2020).

The significance of human capital in this sector cannot be overstated (Kalra, 2020). Hotel employees significantly influence the operational success and reputation of their establishments (Jawabreh, 2020). Given the service-oriented nature of the hotel industry, where the interaction between employees and customers is crucial, the psychological capital of these employees—encompassing elements like hope, resilience, optimism, and self-efficacy—becomes critically important. These attributes contribute not only to personal job satisfaction and performance but also to the overall service quality and customer satisfaction that are pivotal in this competitive industry (Lei et al., 2021).

As the workforce demographics shift towards a dominance of post-1990s generations, there is a marked change in employee expectations regarding workplace ethics and corporate responsibility. These younger employees place a significant emphasis on the fairness of compensation and transparency in management practices, and

their perceptions of CSR are increasingly influencing their workplace engagement and loyalty (Avdul, 2024). This demographic is more likely to change jobs if they perceive a lack of fairness in organizational practices, which underscores the importance of aligning CSR with employee expectations to enhance retention and satisfaction (Jing & Zhang, 2021).

Corporate Social Responsibility (CSR) in the hotel industry has evolved from a focus on direct impacts on corporate profitability to a broader consideration of how CSR initiatives affect key stakeholders, particularly employees (Farmaki, 2019). Importantly, government regulations and policies in China now play a significant role in shaping CSR practices (Qin, 2019). These policies mandate that corporations not only adhere to legal standards but also engage in practices that positively impact social welfare, including that of their employees. This regulatory landscape significantly influences the adoption and implementation of CSR initiatives across the hotel sector.

According to Muniz (2019), early studies on CSR were primarily concerned with consumer behavior and its direct impact on profitability. However, the scope of research has broadened to include the effects of CSR on employee behavior and attitudes, recognizing that employees are not only implementers of these initiatives but also recipients and evaluators of internal corporate responsibility efforts (Chaudhary & Akhouri, 2019). Despite some studies showcasing positive effects of CSR on employee attitudes and behaviors, suggesting that CSR initiatives can foster a sense of organizational support and enhance work performance, other research has presented mixed results. Some findings indicate weak or non-significant relationships between CSR and organizational citizenship behaviors (OCB), with occasional negative perceptions impacting employees' views on their role and contributions within the company (Ramkissoon, Mavondo, & Sowamber, 2020).

This backdrop of mixed empirical evidence points to a significant gap in the literature, particularly regarding the direct impact of CSR from 2 dimensions on the psychological capital of hotel employees in a major global city like Beijing (Li, 2020; Ma, 2024). This study aims to delve into this under-explored area, examining how CSR initiatives tailored specifically to the needs and perceptions of hotel staff can enhance their psychological attributes, thereby improving their engagement, job satisfaction, and ultimately, their service quality in Beijing's dynamic hotel industry.

By focusing on this nexus of CSR, employee psychological capital, and organizational outcomes within the hotel industry, this research seeks not only to contribute to academic discourse but also to offer practical insights for hotel managers and policymakers. These insights are intended to inform the development of CSR strategies that effectively address employee needs, leading to a more motivated, committed, and psychologically equipped workforce capable of driving the hotel industry forward in an increasingly competitive and globalized market environment.

2.0 Research Objectives

RO1: To examine the impact of Corporate Social Responsibility (CSR) towards Employee on Psychological Capital of employees within hotel industry in Beijing.

RO2: To examine the impact of Corporate Social Responsibility (CSR) towards Government on Psychological Capital of employees within hotel industry in Beijing.

3.0 Research Questions

RO1: What is the impact of Corporate Social Responsibility (CSR) towards Employee on Psychological Capital of employees within hotel industry in Beijing?

RO2: What is the impact of Corporate Social Responsibility (CSR) towards Government on Psychological Capital of employees within hotel industry in Beijing?

4.0 Literature Review CSR in Hotel Industry

The evolution of Corporate Social Responsibility (CSR) in the hotel industry has been significantly influenced by the historical development and economic reforms in China. The sector, one of the first to open for foreign investment post-reform, has seen a metamorphosis driven by globalization and economic policies, integrating CSR into core business strategies. The historical entry of China into the World Trade Organization marked a pivotal turn, enhancing the legal frameworks and boosting international investments, thus fostering a CSR-conscious business environment (Zhu Airey & Siriphon, 2021). The Chinese hotel industry has navigated through intense competition and market saturation, leading to a diversified approach to CSR, focusing not just on environmental sustainability but also on socio-economic contributions like community engagement and employee welfare (Khan et al., 2020).

In the last four decades, as Gao & Su (2020) suggest, the industry has moved from basic compliance towards a more strategic integration of CSR, aligning with global standards while reflecting local cultural values. This

shift has been crucial in how hotels in Beijing and other major cities approach operational and managerial practices, adopting CSR to enhance competitiveness and brand loyalty. The role of governmental policies has also been critical, with the Chinese government promoting CSR through incentives and regulations, ensuring that the activities are not only compliant with national goals but also contribute to a broader societal good (Wirba, 2023). This governmental push has led to a CSR landscape in China's hotel industry that is both rich and complex, reflecting a deep integration of social, economic, and environmental considerations into the fabric of hotel management and operations.

Psychological Capital in the Workplace

Psychological Capital (PsyCap), a higher-order construct derived from positive psychology and organizational behavior, encompasses four key components: hope, efficacy, resilience, and optimism. Initially conceptualized by Goldsmith in 1997 and later expanded by Luthans, the concept of PsyCap focuses on an individual's positive psychological state, which significantly enhances work performance and satisfaction (Luthans, 2007). In the dynamic and demanding context of Beijing's hotel industry, PsyCap is especially critical due to the high level of customer interaction and the resultant stressors associated with such environments.

The development of PsyCap within the hotel industry is influenced by multiple factors, including organizational practices that foster a supportive and enabling environment. For instance, CSR initiatives aimed at employee development—such as training, health programs, and emotional support—directly contribute to enhancing an employee's efficacy and resilience (Yu, Li & Tsai, 2019). Moreover, the holistic approach taken by some hotels in Beijing, where CSR extends beyond the organizational boundaries to include community engagement and environmental sustainability, further enriches the employees' experiences, boosting their optimism and hope.

Studies show that when employees perceive their organization as committed to ethical practices and societal welfare, it not only enhances their sense of belonging but also solidifies their psychological resources, making them more resilient and optimistic about their personal and professional growth. Thus, PsyCap acts as both a personal asset and an organizational resource, amplifying the positive impacts of CSR on employee attitudes and behaviors, and ultimately, on service delivery and customer satisfaction.

Impact of CSR on Psychological Capital

The relationship between Corporate Social Responsibility (CSR) and Psychological Capital (PsyCap) in the hotel industry represents a significant nexus where strategic corporate behavior impacts employee well-being and productivity. Studies, including those by Yu, Li, & Tsai (2019), indicate that CSR practices specifically tailored to employee well-being significantly enhance the psychological resources of employees, such as resilience, optimism, and self-efficacy. These resources are crucial in a service-oriented context like Beijing's hotel industry, where employees frequently face high-stress situations and intense customer interactions. Effective CSR practices that prioritize employee mental health and job satisfaction can lead to a workforce that is not only more resilient but also more engaged and committed to their roles (Liu, 2023). This enhancement of PsyCap is pivotal as it fosters an environment where employees feel valued and supported, contributing to higher job performance and reduced turnover rates.

CSR Practices in Beijing's Hotel Industry and Their Impact

In Beijing, the hotel industry's approach to CSR has been shaped significantly by both global influences and local cultural expectations. The integration of CSR into business strategies goes beyond mere compliance with Chinese regulations; it involves creating a synergy between global best practices and the localized needs of employees and communities (Zhao, 2021). This localized approach is evident in the extensive adoption of CSR initiatives aimed at environmental sustainability, community involvement, and particularly the well-being of hotel staff. Hotels in Beijing are increasingly implementing programs that focus on personal and professional development, health and wellness, and creating a supportive workplace culture (Zhao, 2022). These initiatives not only align with government policies that advocate for social responsibility but also cater to the rising expectations of a predominantly young workforce who value transparency and ethical practices in their employers. By investing in such CSR activities, hotels in Beijing not only enhance their competitive edge but also contribute to a positive organizational image, attracting both guests and potential employees.

Government Policies and CSR in China

Government-driven CSR in Beijing's hotel industry plays a pivotal role in shaping corporate practices that extend beyond mere regulatory compliance to actively promoting social welfare (Pillai, 2022). This dimension of CSR focuses on how government policies and initiatives encourage hotels to adopt practices that not only benefit the economy but also improve social conditions. The government's involvement often includes incentives for sustainable practices and regulations that ensure the well-being of the community, which in turn influences how hotels manage their own CSR activities. By aligning their CSR strategies with government objectives, hotels can enhance their corporate image and foster stronger community relations, ultimately

impacting the psychological capital of their employees by promoting a sense of stability and organizational support.

Employee-focused CSR Initiatives

Employee-focused CSR in the hotel industry directly targets the enhancement of the workforce's conditions, aiming to improve job satisfaction, work-life balance, and professional development (Bibi, 2022). These initiatives are crucial in fostering an environment that supports the psychological capital of employees by investing in their well-being and professional growth. Hotels in Beijing implementing these CSR strategies often see improvements in employee engagement and morale, which are directly linked to increased productivity and reduced turnover rates. However, the existing literature often overlooks the direct impact of these specific initiatives on psychological capital components such as resilience, hope, and optimism, indicating a significant gap that needs addressing to better understand and optimize the influence of CSR on employee outcomes.

Challenges and Gaps in Existing Literature

While the literature on CSR's impact on employee outcomes in the hotel industry is growing, there are notable gaps particularly in understanding how specific CSR practices affect employees' psychological capital in Beijing. Most existing studies focus broadly on employee engagement and satisfaction without delving into the nuanced impact of CSR on the psychological components such as hope, resilience, optimism, and self-efficacy (Shao, 2023). Additionally, much of the current research emphasizes the broader impacts of CSR on organizational performance and stakeholder satisfaction, with less attention given to the direct causal relationships between specific CSR actions and psychological outcomes (Mu, 2024). This lack of detailed examination represents a critical gap, suggesting a need for more focused research that can guide the development of tailored CSR strategies that effectively enhance the psychological capital of employees in this culturally and economically unique setting.

5.0 Conceptual Framework

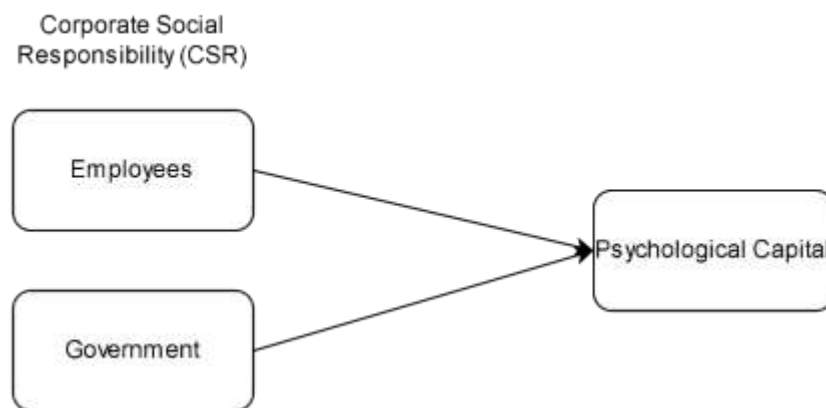


Figure 1: Conceptual Framework

6.0 Hypothesis

H1: Corporate Social Responsibility towards Employee (CSR_E) has a positive impact on Psychological Capital of employees within hotel industry in Beijing.

H2: Corporate Social Responsibility towards Government (CSR_G) has a positive impact on Psychological Capital of employees within hotel industry in Beijing.

7.0 Methodology Research Design

The research design adopted for this study is quantitative, employing a structured survey methodology to rigorously assess the influence of Corporate Social Responsibility (CSR) on the psychological capital of employees in Beijing's hotel industry. This approach is specifically tailored to measure quantifiable variables and analyze statistical relationships through the use of questionnaires, facilitating a clear, objective evaluation of how CSR practices—particularly those focused on employees and government policies—affect employees' psychological outcomes.

The quantitative framework is advantageous as it allows for precise, numerical analysis of data gathered from a large sample of respondents. This method ensures that findings are based on empirical evidence and statistical tests, providing a robust basis for conclusions drawn regarding the relationships between CSR initiatives and psychological capital. The structured questionnaire, integral to this research, captures data on

various aspects of CSR and its perceived impacts, enabling a comprehensive analysis of its effectiveness in fostering positive psychological attributes among hotel employees in Beijing.

Data Collection

The research will utilize a cross-sectional survey method to collect data from a diverse range of employees working in five-star hotels across Beijing. This method is advantageous due to its efficiency in gathering a large amount of data within a limited timeframe, which is particularly useful for understanding phenomena at a specific point in time. Data will be collected through an online survey platform, which is a cost-effective and efficient method for administering surveys to couple of respondents dispersed across various locations. The survey link will be distributed via email through hotel management to ensure a higher response rate and accurate targeting of the intended respondents. Participation in the survey will be voluntary, with assurances of anonymity and confidentiality to encourage honest and unbiased responses.

Research Population and Sampling

The target population for this study consists of employees from approximately 50 five-star hotels in Beijing, representing a workforce of about 21,989 individuals. Given the extensive size of this population, a sample size of 377 respondents will be selected using the Krejcie and Morgan table for determining sample sizes in research studies (Krejcie & Morgan, 1970). This size is sufficient to ensure representativeness and statistical reliability of the results.

Sampling Technique

A stratified random sampling technique will be applied to ensure all segments of the hotel employee population are adequately represented in the sample. This method will help in handling the diversity within the population, categorizing subgroups based on job roles, experience levels, and demographic characteristics, and then randomly selecting individuals from each subgroup to be part of the sample.

Research Instruments

The primary instrument for data collection in this study will be a structured questionnaire, meticulously designed to capture a comprehensive range of data relevant to the research objectives. The questionnaire is organized into several distinct sections. Section A focuses on collecting demographic information from the respondents, which will aid in the analysis of data across various demographic groups. Section B comprises questions that delve into CSR practices with a specific focus on how these practices are perceived in relation to employees and government policies. Section C is dedicated to measuring psychological capital by assessing key components such as hope, resilience, optimism, and self-efficacy. To facilitate a nuanced analysis of respondents' perceptions and attitudes, each item within the questionnaire will be measured using a 5-point Likert scale, which ranges from "Strongly Disagree" to "Strongly Agree." This scale enables a precise measurement of the intensity of respondents' reactions to each statement, providing valuable insights into their experiences and opinions regarding CSR practices and their psychological impacts.

Data Analysis

Quantitative data collected from the survey will be analyzed using statistical software such as SPSS and SmartPLS. Descriptive statistics will provide a basic understanding of the data distribution and central tendencies, while inferential statistics, including regression analysis and structural equation modeling, will be used to test the hypothesized relationships between the variables.

Research Ethics

The study will adhere strictly to ethical research standards. Participants will be informed about the purpose of the research and their rights as participants before they consent to participate. All data will be collected anonymously to protect the privacy of the respondents, and findings will be reported in aggregate form only, ensuring that individual responses cannot be traced back to any respondent.

8.0 Data Analysis 8.1 Construct Reliability

The reliability and validity of the constructs in table 1 were thoroughly evaluated to ensure robustness in the study's findings. Cronbach's alpha values for CSR_E (0.915), CSR_G (0.927), and PC (0.937) indicated excellent internal consistency, substantially exceeding the recommended threshold of 0.7, thus confirming the reliability of the constructs. Complementary to this, the composite reliability was assessed using both rho_A and rho_C metrics, which similarly showed outstanding reliability across the constructs with CSR_E scoring 0.922 (rho_A) and 0.937 (rho_C), CSR_G scoring 0.927 (rho_A) and 0.945 (rho_C), and PC scoring 0.939 (rho_A) and 0.948 (rho_C). Additionally, the Average Variance Extracted (AVE) values—CSR_E (0.747), CSR_G (0.773), and PC (0.696)—all exceeded the 0.5 benchmark, suggesting strong convergent validity. This analysis confirms that a significant proportion of the variance in the indicators is attributable to the hypothesized constructs, thereby supporting their validity. Collectively, these metrics not only underscore the reliability and validity of the measurement instruments used but also reinforce the integrity of the constructs for further analyses within the study.

Table 1: Cronbach's Alpha, CR and AVE

	Cronbach's variance (rho_a)	Composite (rho_c)	Average (AVE)	alpha reliability extracted
CSR_E	0.915	0.922	0.937	0.747
CSR_G	0.927	0.927	0.945	0.773
PC	0.937	0.939	0.948	0.696

8.2 Discriminant Validity

Discriminant validity was assessed to ensure that the constructs of Employee Corporate Social Responsibility (CSR_E), Government Corporate Social Responsibility (CSR_G), and Psychological Capital (PC) are distinct from one another. This validation involved comparing the correlations between constructs with the square roots of the Average Variance Extracted (AVE) for each construct. The correlation between CSR_E and CSR_G was observed at 0.812, while correlations of CSR_E with PC and CSR_G with PC were 0.727 and 0.728, respectively. To establish discriminant validity, these correlations must be lower than the square roots of the respective AVEs. This outcome substantiates that each construct is uniquely captured, reinforcing the conceptual distinctiveness required for rigorous analysis in the study.

Table 2: Discriminant Validity

	CSR_E	CSR_G	PC
CSR_E			
CSR_G	0.812		
PC	0.727	0.728	

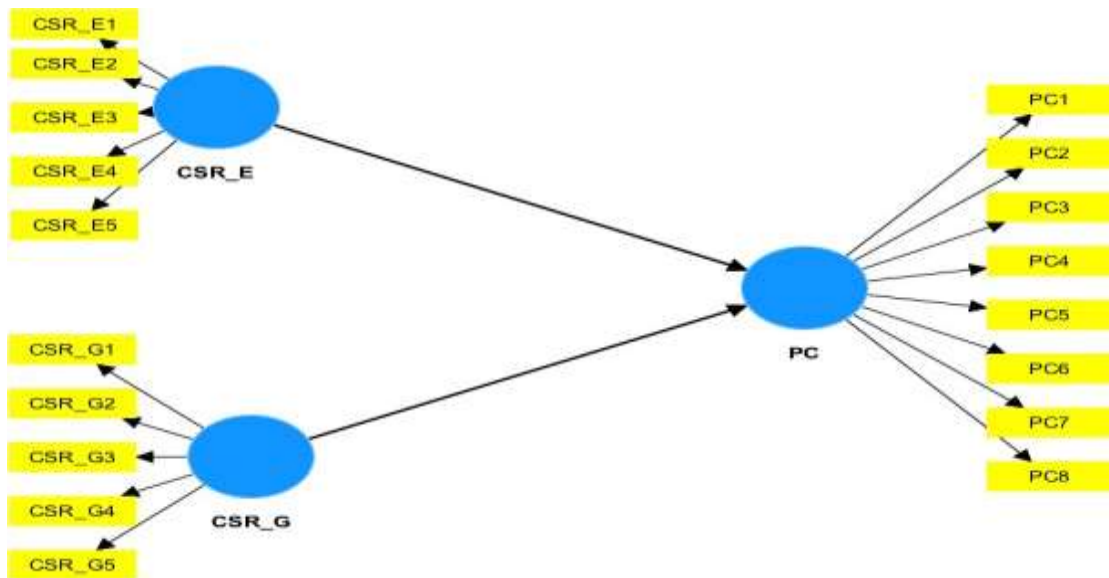


Figure 2: SEM Diagram

8.3 Hypotheses Testing

Table 3: Path coefficient Test Data

Original	Sample	Standard	T	P values	
sample (O)	mean (M)	deviation (STDEV)	statistics	(O/STDEV)	
CSR_E -> PC	0.387	0.389	0.065	5.958	0.000
CSR_G -> PC	0.391	0.392	0.073	5.379	0.000

The empirical analysis conducted to test the hypothesized impacts of Employee’s Corporate Social Responsibility (CSR_E) and Government’s Corporate Social Responsibility (CSR_G) on Psychological Capital (PC) within the hotel industry in Beijing revealed significant results. Both hypotheses, H1 and H2, were supported, as evidenced by the path coefficients being positively significant (CSR_E: $\beta = 0.387$, $p < 0.001$; CSR_G: $\beta = 0.391$, $p < 0.001$). These findings indicate a substantial positive impact of CSR initiatives on the psychological resources of employees. The T-statistics (CSR_E: 5.958; CSR_G: 5.379) further underscore the robustness of these results, with low standard deviations (CSR_E: 0.065; CSR_G: 0.073) confirming the consistency and reliability of the measurements. These results substantiate the theoretical assertion that both

employee-focused and government-promoted CSR activities significantly enhance the psychological capital of employees, suggesting that comprehensive CSR strategies are crucial for fostering an environment conducive to employee well-being and performance enhancement in the hotel industry.

9.0 Conclusion

This study conclusively demonstrates that both Employee and Government Corporate Social Responsibility (CSR_E and CSR_G) significantly enhance the Psychological Capital (PC) of employees within Beijing's hotel industry. The empirical results, evidenced by positive and statistically significant path coefficients, affirm the hypothesized positive impacts of CSR on psychological resources such as hope, resilience, optimism, and self-efficacy. These findings highlight the critical role of CSR in fostering an enabling environment that not only enhances employee well-being but also contributes to the overall service quality and competitive strength of the hotel industry. By aligning CSR initiatives with the personal and professional aspirations of employees, and ensuring compliance with governmental CSR policies, hotels can cultivate a more engaged and psychologically robust workforce. Ultimately, this research underscores the importance of strategic CSR implementation, providing actionable insights for hotel managers and policymakers aiming to leverage CSR as a catalyst for boosting employee morale and organizational performance.

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