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The following publication Lee, S.A., Shin, H.H., Lee, M. and Jeong, M. (2025), "Feelings matter in the digital age: the role of corporate digital responsibility on employee well-being and advocacy behavior", International Journal of Contemporary Hospitality Management, Vol. 37 No. 7, pp. 2327-2348 is published by Emerald and is available at <https://doi.org/10.1108/IJCHM-04-2024-0586>.

Feelings matter in the digital age: The role of corporate digital responsibility on employee wellbeing and advocacy behavior

Abstract

Purpose- With growing concern over data security issues, this study explores the role of corporate digital responsibility (CDR) practices on employees' emotional and behavioral responses in the context of the hotel industry.

Design/methodology/approach- A total of 386 responses were collected through an online, self-administered survey recruiting hospitality employees using Prolific. PLS-SEM modeling was employed with SmartPLS.

Findings- Economic, ethical, and philanthropic CDR practices positively influenced employees' satisfaction with a CDR-implementing hotel. The positive effects of economic and philanthropic CDR on organizational pride were found. However, legal CDR practices had no impact on employees' satisfaction with a CDR-implementing hotel and organizational pride. Employees' emotional responses lead to employee wellbeing and advocacy behaviors.

Practical implications- Extending the application of cognitive appraisal theory to CDR, results provide suggestions to hotel managers in creating an ethically practiced organizational culture responding to the digital economy.

Originality/value- Findings of this study identify the importance of CDR practices that positively influence employees' emotional and behavioral responses in the hotel industry.

Keywords Corporate digital responsibility (CDR), Pride, Satisfaction with a CDR-implementing hotel, Wellbeing, Advocacy behavior, Cognitive appraisal theory

Paper type Research paper

1. Introduction

The advancement and use of digital data and digital technology (i.e., digitalization) have brought benefits in people's daily lives and workplace through automation, service innovation, artificial intelligence (AI), and machine learning technologies (Park et al., 2023; Wirtz *et al.*, 2023). Even though the era of the digital economy brings benefits to society, it inevitably accompanies risks, such as data breaches and privacy violations (Dogru et al., 2025; Wade, 2020). These situations raise ethical concerns about privacy and the potential misuse of personal data (Kunz and Wirtz, 2024). These alerts on the risks of the digital economy were highlighted when technology leaders signed the Future of Life Institute's open letter in 2023. Signed by many business and technology leaders, including Elon Musk and 1,000 others, the letter called for a six-month precautionary pause on AI development (Wynn and Jones, 2023). Those leaders who have signed the letter worry that AI labs can be out of control that no one, even including creators of the AI, can understand (Zizek, 2023).

As a result, innovative and advanced technology alert unprepared social issues and amplify an organization's responsibilities (Vial, 2019). These responsibilities have been coined as corporate digital responsibility (CDR). CDR is a relatively new concept of corporate social responsibility and has been proposed in response to the prevalent use of digital technologies (Wade, 2020). Organizations using digital data and technology must recognize and take responsibility for the fact that these technologies may be used in different directions than organizations had originally planned, which could lead to unintended outcomes (Lobschat *et al.*, 2021). Viewing CDR as an extension of corporate social responsibility (CSR) from the broad ethical perspective, CDR refers to "an extension of a firm's responsibilities which takes into account the ethical opportunities and challenges of digitalization (Herden *et al.*, 2021, p. 17)."

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3 Focusing on the hotel industry, this study refers to CDR as the hotel organization’s set of values
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5 and norms when using digital technology and data, derived from the general business ethics
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7 perspectives as an extension of CSR.
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10 Despite increasing responsibility for and the critical role of using digital technology and
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12 data (Hernandez & Lee, 2025), scant research has empirically explored the role of CDR in the
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14 hotel industry. Prior CDR research was either limited to conceptual work (Lobschat *et al.*, 2021)
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16 or focused on a general and broad context (Kunz and Wirtz, 2024). However, CDR is
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18 particularly important in the hotel context due to its impact on customers’ lives and the nature of
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20 the service offered to customers (Wirtz *et al.*, 2023). Hotel organizations cannot avoid adopting
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22 advanced technologies to support their daily operations (Pan *et al.*, 2025). Even though
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24 technologies enhance the quality of the service delivery process, they inevitably bring adverse
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26 effects, such as privacy breaches (Tóth and Blut, 2024). Thus, it is important to understand how
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28 CDR can be practiced in the hotel industry.
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33 In addition, prior CSR and CDR research has emphasized the importance of ethical
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35 practices from an organization or customer perspective (Lee *et al.*, 2013a); however, relatively
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37 little research has been paid to the importance of how employees perceive their organization’s
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39 CDR practices. Since employees can be both beneficiaries of internal CDR initiatives and
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41 contributors to external CDR programs, it is important to understand how employees perceive a
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43 hotel’s CDR practices (Youn and Kim, 2022). Thus, this study investigates employees’
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45 emotional responses to explain the psychological mechanisms of how employees’ CDR
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47 perception influences their behavioral outcomes. Although the effects of employees’ cognitive
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49 responses, such as organizational trust (Farooq *et al.*, 2014), has been investigated, relatively
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51 little research has examined the influence of employees’ emotional responses. As employees’
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emotions play a key role in their performance and organizational behavior, this study examines employees' emotional responses that influence hotel organizations' CDR practices and their behavioral responses.

Responding to the call for more empirical research on CDR in the service context (Wirtz *et al.*, 2023) and the lack of research on employees' emotional responses (Kim *et al.*, 2017), this study investigates the role of employees' CDR perceptions in their workplace on their emotional and behavioral responses in the context of the hotel industry. Specifically, this study examines the four different dimensions of CDR practices on employees' perceived pride and their satisfaction with a CDR-implementing hotel, which influences employees' wellbeing and advocacy behaviors. As CDR serves as the stimulus to employees' emotional and behavioral responses, this study examines employees' wellbeing and advocacy behaviors, which focuses on employee-oriented responses rather than organization-oriented responses, such as performance measures. The foundational literature for this study is derived from CSR (Carroll, 1991), and the overarching theoretical background is based on cognitive appraisal theory (CAT) (Lazarus, 1991).

The results of this study contribute to the current CDR literature and provide suggestions to hotel managers on how to create an ethical organizational culture through the lens of CDR. This study contributes to the existing CDR literature by examining the influence of different dimensions of CDR practices on employees' pride and satisfaction with a CDR-implementing hotel, which influences their wellbeing and advocacy behaviors. Additionally, the findings have practical implications for developing CDR programs and training programs to promote positive employee behaviors in the hotel industry.

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2. Literature review and hypothesis development

2.1 Cognitive appraisal theory (CAT)

CAT provides a theoretical framework for understanding how the stimulus influences the formation of emotions and how these emotions lead to corresponding behaviors (Lazarus, 1991). Originated from employees’ coping behavior in the work environment (Folkman *et al.*, 1986), CAT explains how a stimulus contributes to an individual’s emotional and behavioral responses, including three major components in the model- cognitive appraisal, emotional response, and behavioral response (Zhou *et al.*, 2024). CAT has been applied in various contexts, providing powerful explanations for how each individual responds to and evaluates the situation. For instance, Zhou *et al.* (2024) investigate the effects of mental simulation on user intention to engage in virtual CSR co-creation based on CAT.

Derived from CAT (Lazarus and Smith, 1988), this study explains how employees appraise a hotel’s CDR practices and influence their emotional and behavioral responses. Emotional responses are represented by organizational pride and satisfaction with a CDR- implementing hotel, while behavioral responses are employees’ wellbeing and their advocacy behaviors. Organizations are confronted with ethical challenges due to the prolific development of technology and data; thus, they need to develop a set of rules on how to manage ethical dilemmas of digital technology and act responsibly in the digital economy (Lobschat *et al.*, 2021). Although employees’ emotions and behaviors toward the hotel can be developed when they evaluate CDR practices, each employee’s responses can be different (Lazarus, 1991).

According to CAT, the same stimuli can result in different emotional responses depending on the individual (Ng *et al.*, 2019). For example, some employees feel more pride in their organization when their organization participates in a charity event, but others might feel

less pride in their organization even when exposed to the same stimulus- the organization's involvement with the charity event (Adams and Hardwick, 1998). The outcomes of the appraisal process depend on how an individual filters and interprets the event (Glavas and Godwin, 2013). As the same token, although a company practices CDR, each employee's pride and satisfaction with a CDR-implementing hotel might vary depending on how s/he interprets and perceives the CDR practices at a hotel.

2.2 Corporate digital responsibility (CDR)

CDR is a management concept that explains an organization's commitment to responsibly use technology and data (Wirtz *et al.*, 2023). The conceptual pillar of CDR can be from business ethics, including general ethical behavior (Bednárová and Serpeninova, 2023). The importance of CDR is explained in prior research. Liyanaarachchi *et al.* (2021) suggest CDR should be practiced as a priority in the organizational strategy to keep brand equity by preventing any issues of data breaches. Wynn and Jones (2023) examine different CDR practices between the Walmart case and the Deutsche Telecom case, explaining how these two companies address CDR either through their policies or their supporting initiatives. Focusing on the service industry, Wirtz *et al.* (2023) propose a CDR framework that describes a set of tools, strategies, and practices that service organizations can adopt to foster a CDR culture.

A socially responsible organization complies with the law, keeps its business ethics, and provides benefits to society while making profits (Carroll, 1991; Wang *et al.*, 2024). Some scholars view the concept of CDR should be different from the concept of CSR, focusing on the particularities of digital technologies. For instance, Lobschat *et al.* (2021) propose the basic conceptual components of CDR include four stakeholders, such as organizations, individual actors, institutional/governmental/legal actors, and artificial/technological actors, and four life

cycle stages related to digital technology. On the other hand, scholars (e.g., Herden *et al.*, 202) view the concept of CDR as an extension of CSR. Although CSR has a social and environmental focus (Maignan and Ralston, 2002) and CDR focuses on the context of digital products, services, and technologies (Lobschat *et al.*, 2021), the concepts of CSR and CDR share a common goal of minimizing negative effects and maximizing positive outcomes from corporate practices (Carl and Hinz, 2024). Bonsón *et al.* (2023), for instance, advocate common principles between CSR and CDR. This study views CDR as an extension of CSR and proposes that CDR has four levels of corporate responsibility as identified in Carroll’s (1991) CSR pyramid.

The capacity of CDR shares the principles and goals of CSR, including economic, legal, ethical, and philanthropic components (Schwartz and Carroll, 2003). At the economic level, organizations need to find innovative business models to make profits by ensuring their competitive advantage in the digital economy (Koch and Windsperger, 2017). At the legal level, organizations must comply with legal requirements and regulations, such as the General Data Protection Regulation in the EU, to ensure data security in the digital economy (Herden *et al.*, 2021). For ethical responsibility, organizations should avoid digital practices that might cause harm to stakeholders by meeting stakeholders’ expectations (Carroll, 1991). For philanthropic responsibility, organizations may make additional efforts to benefit society as a way of sustainable development of the digital economy (Herden *et al.*, 2021).

2.3 Employees’ satisfaction with a CDR-implementing hotel

Understanding job satisfaction at work is one of the most important factors to understand employee behaviors (Lee *et al.*, 2012). Locke (1976, p. 1300) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. Based on Locke’s (1976) definition, this study explains job satisfaction with a CDR-

implementing hotel as employees' positive emotional state derived from the hotel's CDR practices. Even if a company's CDR practices do not directly bring benefits to employees, they perceive the organization more favorably when ethical practices are associated with positive values (Kim *et al.*, 2017; Kim *et al.*, 2022).

CDR provides a set of shared values and norms of the organization that explain how ethically the organization practices in dealing with customer data (Lobschat *et al.*, 2021). The economic component of CDR explains the organization's economic responsibilities in the digital economy. The legal responsibility of CDR explains whether a company complies with data security and regulations. The ethical component of CDR is related to transparent and trustworthy business practices. The philanthropic dimension of CDR explains how much an organization works with others to develop a healthy digital economy. Employees tend to interpret how their organization practices ethical values and norms, such as CDR. When employees evaluate ethical values and norms CDR, responses may vary depending on how they support these practices (Lazarus, 1991). Derived from the positive relationship between CSR practices and employees' responses (Silva *et al.*, 2023), this study predicts that an organization's CDR practices are expected to enhance employees' satisfaction with a CDR-implementing hotel. Therefore, the following hypotheses are proposed.

H1: The economic responsibility of CDR positively influences employees' satisfaction with a CDR-implementing hotel.

H2: The legal responsibility of CDR positively influences employees' satisfaction with a CDR-implementing hotel.

H3: The ethical responsibility of CDR positively influences employees' satisfaction with a CDR-implementing hotel.

H4: The philanthropic responsibility of CDR positively influences employees' satisfaction with a CDR-implementing hotel.

2.4 Organizational pride

Organizational pride refers to the “pleasure taken in being associated with one’s employer” (Helm, 2013, p. 544). Pride plays a key role in organizational success since pride can enhance employees’ self-evaluation and signal favorable social status to others (Shariff and Tracey, 2009). Pride can be formed when employees positively evaluate their belonging status with their organization (Id Bouichou *et al.*, 2022). For instance, employees might feel pride in their organization when they believe their associated organization is doing the right thing (Jones *et al.*, 2014). Prior literature indicates that an organization’s participation in corporate responsibility activities not only enhances the organization’s image and reputation (Minor and Morgan, 2011) but also affects employees’ evaluation of the organization (Silva *et al.*, 2023). When employees have positive perceptions of organizations that integrate CDR practices into their operations and feel that their affiliation with such organizations is worthwhile (Ng *et al.*, 2019).

CAT suggests an individual’s reaction to a stimulus is based on the logic of an appraisal-emotion-behavior sequence (Folkman *et al.*, 1986). For example, employees can evaluate how the organization operates by disclosing the hotel’s CDR practices. These evaluation processes can lead to employees’ feelings of pride because employees may experience self-enhancement via ethical practices associated with the organization. Accordingly, the following hypotheses are proposed.

H5: The economic responsibility of CDR positively influences hotel employees’ organizational pride.

H6: The legal responsibility of CDR positively influences hotel employees' organizational pride.

H7: The ethical responsibility of CDR positively influences hotel employees' organizational pride.

H8: The philanthropic responsibility of CDR positively influences hotel employees' organizational pride.

2.5 Employee wellbeing

Employee wellbeing explains employees' level of happiness in their workplace (Kim and Kim, 2021). The importance of employee wellbeing has been identified in the organizational literature (Berry *et al.*, 2010). Prior research advocated the importance of employee wellbeing on the company's success (Su and Swanson, 2019). Among various influencing factors of employee wellbeing, scholars (e.g., Kim *et al.*, 2018) advocate CSR can have an indirect influence on enhancing employee wellbeing. Previous research has shown that organizational stimuli such as CDR practices elicit employees' emotional responses, which in turn lead to their behavior (Youn and Kim, 2022). Based on the positive influence of CSR on employee wellbeing, this study predicts that CDR practices can aid in creating employees' emotional states, enhancing employee wellbeing (Su and Swanson, 2019). In addition, when employees are satisfied with the organization's policy, they tend to be happy working in the organization.

This study extends CAT to examine how employees' perceptions of CDR practices affect their responses by focusing on hotel employees' wellbeing based on the importance of investigating employee wellbeing (e.g., Berry *et al.*, 2010). CAT supports a subjective process involving cognitive appraisal to explain differences in individual responses to stimuli. As CDR practices improve the perceived image of key stakeholders, CDR activities are expected to

influence hotel employees' wellbeing (Kim *et al.*, 2017). Based on CAT, it is predicted that employees' wellbeing can be achieved through their emotional responses that are based on a cognitive appraisal of the CDR practices in the hotel. Therefore, the following hypotheses are proposed.

H9: Employees' satisfaction with a CDR-implementing hotel positively influences their wellbeing.

H10: Hotel employees' organizational pride positively influences their wellbeing.

2.6 Advocacy behavior

Employee advocacy behavior refers to employees' recommendation intentions of their workplace to others, such as friends and family (Tsarenko *et al.*, 2018). When employees develop positive emotional states, they are more likely to display positive behaviors toward the organization, and vice versa. Previous research identified both job satisfaction (Lee *et al.*, 2013b) and pride (Gouthier and Rhein, 2011) positively influenced employee behavior. Youn and Kim (2022), for example, identify when employees see their organization's corporate responsibility activities, they tend to increase their commitment. Prior research (Gouthier and Rhein, 2011) also identifies the positive influence of organizational pride on employees' behaviors, such as commitment in the workplace. Employees who feel proud of their organization tend to form strong bonds with their organization and have lower turnover intentions (Kraemer *et al.*, 2017).

This study proposes employees' advocacy behaviors as the behavioral outcome of employees' positive emotions toward and evaluation of a hotel's CDR practices. Consistent with CAT, positive emotions toward a hotel's CDR practices trigger employees' behavioral responses, such as advocacy behaviors. The positive perception of their organization results in organizational advocacy behavior because their association with the organization makes them

happy and proud (John *et al.*, 2019). Accordingly, employees' advocacy behaviors are expected when employees experience satisfaction with a company's practices (e.g., CDR) and feel proud of the organization; thus, the following hypotheses are proposed.

H11: Employees' satisfaction with a CDR-implementing hotel positively influences their advocacy behaviors.

H12: Hotel employees' organizational pride positively influences their advocacy behaviors.

2.7 A conceptual framework

This study explores the importance of employees' CDR perceptions in the fast-changing market environment. Figure 1 explains the overall relationships proposed in this study.

-----Figure 1 Here-----

3. Methodology

3.1 Data collection

Data were collected using Prolific, with respondents recruited from the Prolific panel¹. A self-administered, online survey was developed on Qualtrics and embedded in Prolific. Eligibility was double-checked using Prolific's pre-screening feature and the survey's screening questions to ensure that the recruited respondents were representative of the population (i.e., current employees of hotels located in the U.S.). Once respondents were identified as qualified for the survey, they were allowed to take the survey.

3.2 Survey development

The survey questions were reviewed and approved by one of the Midwestern Universities' Institutional Review Board following relevant guidelines and regulations when recruiting

¹ This study was approved by Purdue University IRB and strictly followed their guidelines.

respondents. The online survey included five sections on Qualtrics - (1) a cover page, (2) CDR measures, (3) employees' emotional responses, (4) employees' behavioral responses, and (5) demographics and their employment background. In the cover page, respondents were informed of the purpose of the study, their rights as respondents, the purpose of data use, and foreseeable risks by participating in this study. Once they agreed to participate in this study, they were directed to the next section. The next section included the measures for the constructs proposed in this study. As CDR in this study was considered an extension of CSR, CSR dimensions were used as the backbone for CDR. After thoroughly reviewing Herden *et al.*'s (2021) conceptualization of CDR, two experts in digital technology and hospitality management reviewed CSR items and identified the most relevant items from the four dimensions of CSR from previous research, including but not limited to Carroll (1991), Kim *et al.* (2016), Kim *et al.* (2018), and Lee *et al.* (2013b). To ensure the face validity of the items, three additional experts in digital technology and hospitality management reviewed the items to ensure each item's suitability. After two rounds of expert reviews involving five experts in the relevant disciplines (two experts in the first round and three experts in the second round), 19 CDR items were used to measure four dimensions of CDR.

Then, four items were used to measure employees' satisfaction with a CDR-implementing hotel (Wong and Kim, 2020) and organizational pride (Pasricha *et al.*, 2023), respectively. The next section asked respondents' behavioral responses, including employee wellbeing from Kim and Kim (2021) and advocacy behavior from Tsarenki *et al.* (2018). To ensure the quality of the responses, attention check items were randomly placed throughout the survey, and those who failed to correctly answer those items were excluded from analyses.

3.3 Data analysis

To achieve the research objective, partial least square structural equation modeling (PLS-SEM) was used to analyze the data for several reasons. Guided by the two-step approach, the adequacy of measures was tested (i.e., measurement model test) first. Then, the hypothesized paths were estimated with the bootstrapping technique ($N = 5,000$) by assessing the path coefficient and significance. The data were analyzed with SmartPLS 4.

4. Results

4.1 Respondents' profile

A total of 415 complete responses were collected. After removing respondents who were not qualified for the survey or failed attention checks, 386 complete and usable responses were retained. More than two-fifths (44.3%) of the respondents were 25 to 34 years old, and more than half of the respondents (56.5%) were female. More than 40% of the respondents had a bachelor's degree, followed by a high school diploma (33.7%) (see Appendix A).

4.2 Measurement model

Although PLS-SEM is robust to non-normal distribution, the distribution of the data was tested first. As the absolute value of skewness was less than .61, and kurtosis values were within ± 2.87 , the normality of distribution was confirmed. Next, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were conducted to ensure the items measuring CDR were adequate. With Promax rotation (Browne, 2001), all items were loaded to their designated dimensions of CDR for both EFA and CFA.

The measurement model was assessed using SmartPLS as suggested by Hair *et al.* (2022). All standardized factor loadings were equal to or greater than .84, and the average variance extracted ranged between .76 and .94. Thus, construct validity was established (Fornell

and Larker, 1981) (see Table I). HTMT value did not exceed .90, and the correlations between any two constructs were smaller than the square root of AVE of the two constructs, indicating sufficient discriminant validity (Fornell and Larker, 1981) (see Table II). Cronbach’s alpha and composite reliability were equal to or greater than .90, confirming internal consistency (Nunnally and Bernstein, 1978). Furthermore, the fit indices showed a good fit of the model (SRMR = .04, NFI = .91) (Hu and Bentler, 1999).

-----Tables I & II Here-----

4.3 Structural model

The results showed that a substantial amount of the variance in the endogenous constructs was explained by the exogenous constructs ($\text{adj-R}^2_{\text{Satisfaction}} = .57$, $\text{adj-R}^2_{\text{OrganizationalPride}} = .49$, $\text{adj-R}^2_{\text{EmployeeWellbeing}} = .75$, $\text{adj-R}^2_{\text{AdvocacyBehavior}} = .72$). Table III summarizes the results of the structural model. Economic responsibility had a positive impact on employees’ satisfaction with a CDR-implementing hotel ($\beta = .14$, $t = 2.13$, $p < .05$), supporting H1. Legal responsibility’s impact on employees’ satisfaction with a CDR-implementing hotel was insignificant ($\beta = .05$, $t = .72$, $p > .05$), rejecting H2. A positive impact of ethical responsibility on employees’ satisfaction with a CDR-implementing hotel was found ($\beta = .19$, $t = 2.59$, $p < .05$), supporting H3. Philanthropic responsibility also positively influenced employees’ satisfaction with a CDR-implementing hotel ($\beta = .45$, $t = 7.78$, $p < .001$), and the effect size was medium ($f^2 = .16$) (Cohen, 1988), indicating H4 was supported. Organizational pride was positively influenced by economic responsibility ($\beta = .26$, $t = 3.93$, $p < .001$) and philanthropic responsibility ($\beta = .42$, $t = 6.90$, $p < .001$), supporting H5 and H8. However, organizational pride was not affected by legal responsibility ($\beta = -.02$, $t = .21$, $p > .05$) and ethical responsibility ($\beta = .10$, $t = 1.26$, $p > .05$), rejecting H6 and H7.

Employees' satisfaction with a CDR-implementing hotel ($\beta = .37, t = 4.92, p < .001$) and organizational pride ($\beta = .63, t = 12.07, p < .001$) positively affected employees' wellbeing, supporting H9 and H10. Particularly, the effect of organizational pride on wellbeing was large ($f^2 = .47$), while employees' satisfaction with a CDR-implementing hotel had a small-medium effect ($f^2 = .09$) (Cohen, 1988). Employees' advocacy behaviors were positively influenced by employees' satisfaction with a CDR-implementing hotel ($\beta = .25, t = 3.40, p < .01, f^2 = .07$), supporting H11. Organizational pride had a significantly positive and large effect on advocacy behaviors ($\beta = .63, t = 8.65, p < .001, f^2 = .43$). The results remained consistent when control variables (i.e., gender, age, ethnicity, education, position, department, and work years) were added.

To examine the mediating mechanism between CDR practices and employee outcomes, mediation analyses were conducted (see Table IV). Employees' satisfaction with a CDR-implementing hotel mediated the impacts of ethical and philanthropic responsibilities on employee wellbeing ($\beta_{Ethical} = .05, t_{Ethical} = 2.20, p_{Ethical} < .05; \beta_{Philanthropic} = .12, t_{Philanthropic} = 4.24, p_{Philanthropic} < .001$), while no mediation effect of employees' satisfaction with a CDR-implementing hotel was found in the relationships between economic responsibility, legal responsibility, and employee wellbeing ($\beta_{Economic} = .04, t_{Economic} = 1.87, p_{Economic} > .05; \beta_{Legal} = .01, t_{Legal} = .70, p_{Legal} > .05$). Organizational pride mediated the relationship between economic responsibility and employee wellbeing ($\beta = .16, t = 3.68, p < .001$), and philanthropic responsibility and employee wellbeing ($\beta = .26, t = 5.95, p < .001$). Given the direct effects of legal and ethical responsibilities on organizational pride (H6 and H7) were insignificant, the mediation effect of organizational pride in the relationship between legal and ethical responsibilities on employee wellbeing was also insignificant. The impact of economic

responsibility on advocacy behavior was mediated by organizational pride ($\beta = .16, t = 3.45, p < .001$) but not by employees' satisfaction with a CDR-implementing hotel ($\beta = .03, t = 1.73, p > .05$). Legal responsibility had no indirect effect on advocacy behavior via employees' satisfaction with a CDR-implementing hotel ($\beta = .01, t = .70, p > .05$) and organizational pride ($\beta = -.01, t = .21, p > .05$). Similarly, neither employees' satisfaction with a CDR-implementing hotel ($\beta = .05, t = 1.89, p > .05$) nor organizational pride ($\beta = .06, t = 1.21, p > .05$) mediated the impact of ethical responsibility on advocacy behavior. The positive impact of philanthropic responsibility on advocacy behavior was mediated by employees' satisfaction with a CDR-implementing hotel ($\beta = .11, t = 3.13, p < .01$) and organizational pride ($\beta = .26, t = 5.57, p < .001$).

-----Tables III & IV Here-----

5. Discussion and Conclusions

5.1 Conclusions

Although issues of data breaches and data security are expected to lower the company's value and reputation (Martin *et al.*, 2017), existing research lacks empirical investigation on the importance of CDR practices on employees' evaluations of the organization. Responding to the call for more research in investigating employees' emotional responses (Youn and Kim, 2022), this study investigated employees' satisfaction with a CDR-implementing hotel and organizational pride as employees' emotional responses. As behavioral responses, this study examined employees' wellbeing and their advocacy behaviors in the context of the hotel industry.

Findings identified the importance of economic, ethical, and philanthropic CDR practices on employees' satisfaction with a CDR-implementing hotel. When hotel employees perceived a hotel's economic, ethical, and philanthropic CDR practices, they were more likely to be satisfied

with their organization's implementation of CDR. In addition to prior research that identified the importance of economic, ethical, and philanthropic CSR practices in enhancing employees' responses toward the organization (Chen *et al.*, 2023), this study confirmed these social responsibility practices played a key role in influencing employees' satisfaction with a CDR-implementing hotel in the digital economy.

Results also confirmed the importance of CDR practices on organizational pride. Among the four CDR practices at a hotel, economic and philanthropic CDR practices showed positive effects on organizational pride. When a hotel practiced CDR practices economically and philanthropically, employees were more likely to feel proud of their hotels and be associated with their hotel. Kim *et al.* (2020) also confirmed the importance of economic and philanthropic CSR practices on hospitality employees' organizational commitment. However, ethical practice did not show any effects on employees' organizational pride. As ethical CDR practice was related to transparent business practice, its effects might be related to the organizational performance rather than an employee's emotional response (Waheed and Zhang, 2022).

Interestingly, legal CDR practices did not show any effect on employees' satisfaction with a CDR-implementing hotel or organizational pride. Because the focus of the legal CDR was on legal responsibility for the use of digital technology, data management systems, and security regulations for digital technology, employees might not be familiar with the required systems or processes as they are not related to their job responsibilities. Although security regulations and legal systems might be part of CDR practices, the effects of legal CDR might be more relevant to the societal impact (Barnett *et al.*, 2020), which was beyond the scope of employees' job responsibilities and beyond employees' control.

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3 5.2 Theoretical implications
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5 The results of this study provided theoretical contributions to current literature. First, the present
6 study demonstrated that CDR practices positively influenced employee wellbeing and advocacy
7 behavior through their satisfaction with a CDR-implementing hotel and organizational pride. As
8 a service firm’s CDR practices played a key role in affecting front-end and back-end outcomes in
9 the service ecosystem (e.g., Wirtz *et al.*, 2023), this study empirically examined the effects of
10 CDR practices on employee-level emotional and behavioral outcomes. Thus, the findings of this
11 study answered a recent call for further research on CDR, especially in the service industry
12 (Kunz and Wirtz, 2024).
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15 Second, this study extended the CDR literature by adding hospitality employees who
16 worked and delivered services based on CDR practices and navigating the dynamic role of CDR
17 practices on their perceptions and emotional responses (Kunz and Wirtz, 2024). Although
18 employees play a key role in the hotel industry, limited research has been conducted focusing on
19 employees’ perceptions of a company’s ethical practices. As supported in CAT (Lazarus and
20 Smith, 1988), understanding employees’ perceptions is important to sustain organizational
21 success and enhance the performance of the organization.
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24 Third, this study extended the applicability of CAT (Lazarus, 1991) to explain the impact
25 of CDR in the hotel context. Drawing from CAT, this study identified how the cognitive
26 appraisal of hotels’ CDR practices affected employees’ emotional states and then their
27 behavioral outcomes. Thus, the current study offers a theoretical foundation and lens to better
28 understand and explain the impact of employees’ perceptions of CDR on emotional and
29 behavioral outcomes.
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3 Lastly, this study empirically investigated four different dimensions of CDR. As limited
4
5 research has empirically investigated the outcomes of CDR in the hotel, this study focused on
6
7 general business ethics (Kunz and Wirtz, 2024) and investigated the impact of four dimensions
8
9 of CDR on employees' responses in the hotel industry (Carroll, 1991). The four dimensions of
10
11 CDR were investigated in response to the widespread use of digital technologies in a sustainable
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13 and responsible manner, capturing key ethical issues in the digital economy (Wirtz *et al.*, 2023).
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16 17 *5.3 Practical implications*

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19 The findings of this study provide practical insights for hotel management. First, all hotels,
20
21 regardless of size, should mandate CDR practices for digital technology management to retain
22
23 quality employees. Hotel management should provide employees with a responsible digital
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25 environment by providing up-to-date CDR cases and issues through email blasters or online
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27 news, and by adhering to their regulated CDR practices. This will help increase employees' pride
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29 and support for the hotel and help maintain a healthy work environment.
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33 Second, among the four CDR dimensions, both economic and philanthropic
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35 responsibilities appear to be two strong predictors of employees' emotional attachment to the
36
37 hotel, exhibiting their high satisfaction with CDR-implementing hotels and strong pride in being
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39 a hotel member. Thus, hotel management should pay special attention to these two CDR
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41 dimensions when addressing CDR practices and policies and emphasize strong cooperation and
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43 innovative support for the hotel's financial and economic stability to develop a healthy digital
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45 economy.
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49 Another interesting finding is that employees' pride in their company is significantly
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51 associated with the hotel's responsible CDR practices. Ethical corporate behavior has
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53 traditionally been viewed as a public relations exercise, as it targets external stakeholders. This
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study, however, suggests that the hotel's ethical CDR practices can instill in employees a strong sense of pride in the hotel they work for internally, which may lead to employee wellbeing as well as employee's defensive behavior regarding the hotel's reputation. This conceptual link implies that the hotel's healthy CDR practices may eventually reduce potential employee turnover as the employee is more likely to feel good about and loyal when the hotel engages in ethical digital business practices.

Finally, the findings of this study can provide practical insights for hotels to develop digital responsibility codes or practices. For example, Hospitality Financial and Technology Professionals, a nonprofit association that supports the finance and technology segments of the hospitality industry, recently announced that they plan to develop the code of digital responsibility for hospitality by convening a task force of industry experts and academics (HFTP, 2024). While major hospitality organizations have implemented robust digital security measures and good practices for digital responsibility, they have not yet published the best practices into a uniform guide (HFTP, 2024); thus, further development and adjustment should be processed.

5.4 Limitations and suggestions for future research

Despite important theoretical contributions and practical industry implications, this study has some limitations, which open the agenda for future research. This study examined employees' satisfaction with a CDR-implementing hotel and organizational pride as employees' emotional states. Since other emotional responses can be involved in evaluating CDR practices, different emotional responses can be explored in future research (Lazarus, 1991). In addition, as employees' perceptions of CDR may vary depending on individual or organizational differences, personal traits and organizational characteristics can be investigated as moderators in the proposed relationships (Lobschat *et al.*, 2021).

More empirical research can be conducted to explore CDR. This study viewed CDR as an extension of CSR and tested CDR measurement items from previous CSR studies. Future research can test the role of CDR in other contexts to enhance the generalizability of the results. Lastly, a different study design can be used. Although this study rigorously followed the data collection and analysis guidelines and reaffirmed the validity and reliability of PLS-SEM, future research may consider a time-lag design, which is a longitudinal approach with the same survey participants.

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Table I. Constructs' Descriptive Statistics

Construct	Mean	SD	FL	α	CR	AVE
<i>Economic Responsibility (CDR)</i>				0.92	0.94	0.76
My hotel operates on a financial healthy model to prosper and protect digital assets.	4.92	1.34	0.84			
My hotel is financially secure enough to meet changing business conditions.	5.35	1.33	0.85			
My hotel continues to invest wisely in securing a positive operating result.	5.03	1.35	0.87			
My hotel can be trusted for its digital ability to continue revenue generation.	5.05	1.36	0.89			
My hotel will successfully compete for a healthy financial position.	5.27	1.32	0.91			
<i>Legal Responsibility (CDR)</i>				0.94	0.95	0.81
My hotel emphasizes data security.	4.99	1.45	0.86			
My hotel complies with legal responsibilities for confidential data.	5.67	1.22	0.87			
My hotel provides strong protection of classified information.	5.36	1.35	0.92			
My hotel's data management system is highly advanced to assure data security.	4.92	1.50	0.91			
My hotel can be trusted for its integrity of following data security regulations.	5.32	1.32	0.93			
<i>Ethical Responsibility (CDR)</i>				0.93	0.94	0.77
My hotel follows ethically good digital business practices and rules.	5.43	1.28	0.89			
My hotel is attentive to responsible disposing of outdated digital data and technologies.	5.04	1.39	0.87			
My hotel conducts fair and transparent digital transactions.	5.38	1.21	0.86			
My hotel is trustable for its online or digital business operations.	5.50	1.19	0.87			
My hotel is a good role model for digital business practices.	5.06	1.39	0.90			
<i>Philanthropic Responsibility (CDR)</i>				0.90	0.93	0.77
My hotel supports sharing healthy digital business practices with others.	4.67	1.32	0.85			
My hotel supports sustainable development of digital technologies for better business practices.	4.89	1.33	0.90			
My hotel supports social causes related to developing a healthy digital economy.	4.72	1.44	0.88			
My hotel cares about digital innovations and its application.	4.91	1.43	0.88			
<i>Employees' satisfaction with a CDR-implementing hotel</i>				0.96	0.97	0.89
I am satisfied with my present line of work in this hotel that implements corporate digital responsibility.	4.86	1.53	0.94			
I feel a great sense of personal satisfaction with this hotel that implements corporate digital responsibility.	4.61	1.56	0.95			
I am happy to work for this hotel that implements corporate digital responsibility.	4.68	1.57	0.94			
I am enthusiastic about my job in this hotel that implements corporate digital responsibility.	4.53	1.60	0.94			
<i>Organizational Pride</i>				0.97	0.98	0.93

I am proud to be part of my hotel.	4.72	1.74	0.96			
I am proud to tell others that I work for my hotel.	4.75	1.79	0.97			
I am proud to identify myself personally with my hotel.	4.56	1.80	0.97			
I am proud when others associate me with my hotel.	4.58	1.78	0.96			
<i>Employee Wellbeing</i>				0.92	0.94	0.81
Overall, I think working at this hotel fulfills an important purpose in my work life.	4.36	1.87	0.92			
Overall, I get enough time in this hotel to reflect on what I do at work.	4.70	1.70	0.84			
Overall, I think I am reasonably satisfied with my work life.	4.64	1.71	0.91			
Overall, most days I feel a sense of accomplishment in what I do in this hotel.	4.59	1.80	0.92			
<i>Advocacy Behavior</i>				0.97	0.98	0.94
How likely would you be to provide positive recommendations to people you meet about the hotel which you work for?	5.05	1.71	0.97			
How likely would you be to recommend the hotel which you work for to friends?	5.08	1.82	0.98			
How likely would you be to recommend the hotel which you work for to family?	4.96	1.89	0.97			

Source: Developed by authors

Table II. HTMT and Pearson Correlation

HTMT	1	2	3	4	5	6	7	8
1. Economic Responsibility (CDR)	-							
2. Legal Responsibility (CDR)	0.78	-						
3. Ethical Responsibility (CDR)	0.80	0.90	-					
4. Philanthropic Responsibility (CDR)	0.76	0.83	0.84	-				
5. Satisfaction with a CDR-implementing hotel	0.66	0.69	0.72	0.78	-			
6. Organizational Pride	0.65	0.60	0.63	0.71	0.87	-		
7. Employee Wellbeing	0.65	0.62	0.64	0.70	0.84	0.89	-	
8. Advocacy Behavior	0.69	0.61	0.67	0.68	0.81	0.86	0.83	-
Fornell and Larker	1	2	3	4	5	6	7	8
1. Economic Responsibility (CDR)	0.87							
2. Legal Responsibility (CDR)	0.73	0.90						
3. Ethical Responsibility (CDR)	0.74	0.84	0.88					
4. Philanthropic Responsibility (CDR)	0.70	0.76	0.77	0.88				
5. Satisfaction with CDR	0.63	0.65	0.68	0.73	0.94			
6. Organizational Pride	0.62	0.58	0.60	0.66	0.84	0.96		
7. Employee Wellbeing	0.60	0.58	0.59	0.64	0.79	0.85	0.90	
8. Advocacy Behavior	0.65	0.58	0.64	0.64	0.78	0.84	0.78	0.97

Source: Developed by authors

Table III. Hypotheses Tests Results

	Hypothesis	β	t	LCI	UCI	p	Results
H1	Economic Responsibility (CDR) → Satisfaction with a CDR-implementing hotel	0.14	2.13	0.01	0.27	< 0.05*	Supported
H2	Legal Responsibility (CDR) → Satisfaction with a CDR-implementing hotel	0.05	0.72	-0.09	0.19	> 0.05	Not Supported
H3	Ethical Responsibility (CDR) → Satisfaction with a CDR-implementing hotel	0.19	2.59	0.04	0.33	< 0.05*	Supported
H4	Philanthropic Responsibility (CDR) → Satisfaction with a CDR-implementing hotel	0.45	7.78	0.34	0.56	< 0.001***	Supported
H5	Economic Responsibility (CDR) → Organizational Pride	0.26	3.93	0.13	0.39	< 0.001***	Supported
H6	Legal Responsibility (CDR) → Organizational Pride	-0.02	0.21	-0.17	0.13	> 0.05	Not Supported
H7	Ethical Responsibility (CDR) → Organizational Pride	0.10	1.26	-0.05	0.26	> 0.05	Not Supported
H8	Philanthropic Responsibility (CDR) → Organizational Pride	0.42	6.90	0.30	0.54	< 0.001***	Supported
H9	Satisfaction with a CDR-implementing hotel → Employee Wellbeing	0.27	4.92	0.17	0.38	< 0.001***	Supported
H10	Organizational Pride → Employee Wellbeing	0.63	12.07	0.51	0.72	< 0.001***	Supported
H11	Satisfaction with a CDR-implementing hotel → Advocacy Behavior	0.25	3.40	0.10	0.40	< 0.01**	Supported
H12	Organizational Pride → Advocacy Behavior	0.63	8.65	0.48	0.77	< 0.001***	Supported

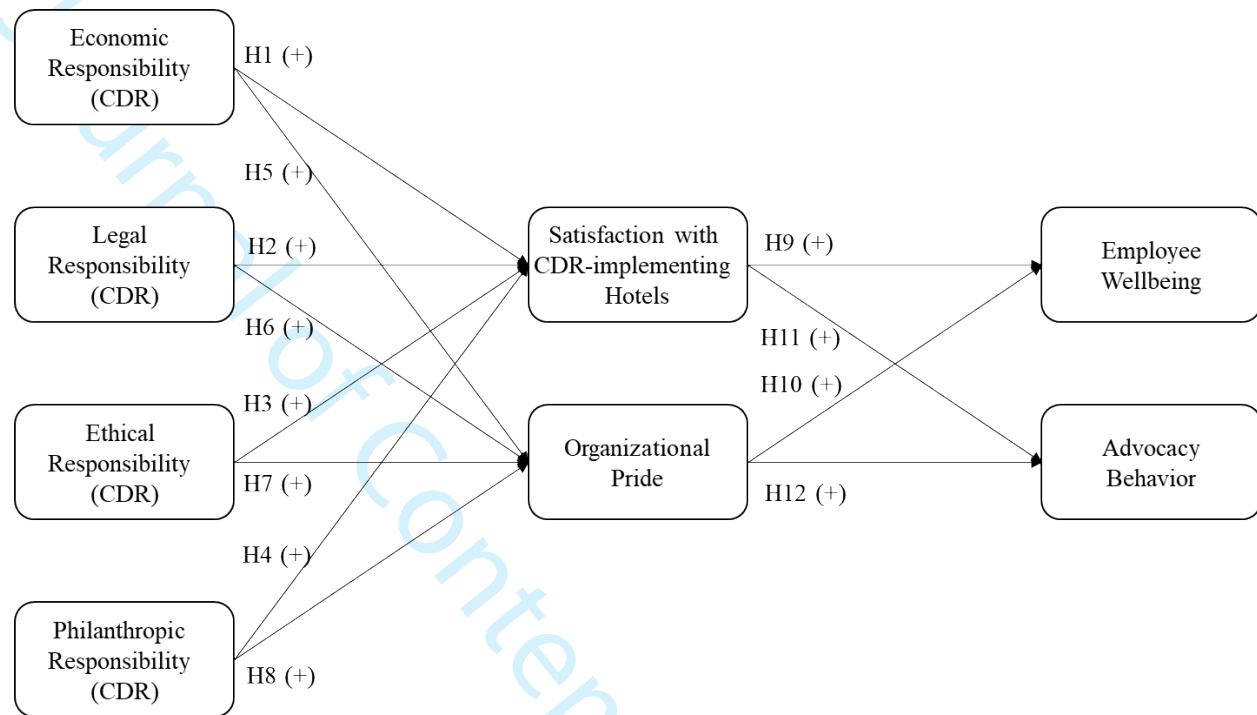
Source: Developed by authors

Table IV. Indirect Effect

Indirect Path	β	t	LCI	UCI	p	Results
Economic Responsibility (CDR) → Satisfaction with a CDR-implementing hotel → Employee Wellbeing	0.04	1.87	0.00	0.08	> 0.05	Not Supported
Legal Responsibility (CDR) → Satisfaction with a CDR-implementing hotel → Employee Wellbeing	0.01	0.70	-0.02	0.05	> 0.05	Not Supported
Ethical Responsibility (CDR) → Satisfaction with a CDR-implementing hotel → Employee Wellbeing	0.05	2.20	0.01	0.10	< 0.05*	Supported
Philanthropic Responsibility (CDR) → Satisfaction with a CDR-implementing hotel → Employee Wellbeing	0.12	4.24	0.07	0.18	< 0.001***	Supported
Economic Responsibility (CDR) → Organizational Pride → Employee Wellbeing	0.16	3.68	0.08	0.25	< 0.001***	Supported
Legal Responsibility (CDR) → Organizational Pride → Employee Wellbeing	-0.01	0.21	-0.11	0.08	> 0.05	Not Supported
Ethical Responsibility (CDR) → Organizational Pride → Employee Wellbeing	0.06	1.25	-0.03	0.17	> 0.05	Not Supported
Philanthropic Responsibility (CDR) → Organizational Pride → Employee Wellbeing	0.26	5.95	0.18	0.35	< 0.001***	Supported
Economic Responsibility (CDR) → Satisfaction with a CDR-implementing hotel → Advocacy Behavior	0.03	1.73	0.00	0.08	> 0.05	Not Supported
Legal Responsibility (CDR) → Satisfaction with a CDR-implementing hotel → Advocacy Behavior	0.01	0.70	-0.02	0.05	> 0.05	Not Supported
Ethical Responsibility (CDR) → Satisfaction with a CDR-implementing hotel → Advocacy Behavior	0.05	1.89	0.01	0.10	> 0.05	Not Supported
Philanthropic Responsibility (CDR) → Satisfaction with a CDR-implementing hotel → Advocacy Behavior	0.11	3.13	0.05	0.19	< 0.01**	Supported
Economic Responsibility (CDR) → Organizational Pride → Advocacy Behavior	0.16	3.45	0.08	0.26	< 0.001***	Supported
Legal Responsibility (CDR) → Organizational Pride → Advocacy Behavior	-0.01	0.21	-0.11	0.08	> 0.05	Not Supported
Ethical Responsibility (CDR) → Organizational Pride → Advocacy Behavior	0.06	1.21	-0.03	0.17	> 0.05	Not Supported
Philanthropic Responsibility (CDR) → Organizational Pride → Advocacy Behavior	0.26	5.57	0.18	0.36	< 0.001***	Supported

Source: Developed by authors

Figure 1. Research Framework



Source: Developed by authors

Appendix

Appendix A. Respondents' Profiles

Sociodemographic Information (N = 386)		n	%
Gender			
Male		165	42.7%
Female		218	56.5%
Non-binary/Third gender		5	1.3%
Age			
18 - 24 years old		82	21.2%
25 - 34 years old		171	44.3%
35 - 44 years old		76	19.7%
45 - 54 years old		30	7.8%
55 - 64 years old		23	6.0%
65 years old or over		4	1.0%
Education			
Highschool diploma		130	33.7%
Associate degree		37	9.6%
Bachelor's degree		158	40.9%
Master's degree		49	12.7%
Ph.D. degree		3	0.8%
Others		9	2.3%
Ethnic Group			
Caucasian		274	71.0%
African American		37	9.6%
Hispanic		22	5.7%
Asian		11	2.8%
Multi-racial		14	3.6%
Others		27	7.0%
Hierarchical Position			
Entry level worker		184	47.7%
Assistant manager		74	19.2%
Middle manager		82	21.2%
Senior manager		21	5.4%
Director		7	1.8%
Executives		3	0.8%
CEO		2	0.5%
Others		13	3.4%
Department			
Front Office and Concierge		125	32.4%
Housekeeping		40	10.4%
Food and Beverage (F&B)		104	26.9%

Human Resources (HR)	19	4.9%
Sales and Marketing	38	9.8%
Security and Maintenance	7	1.8%
Finance and Accounting	9	2.3%
Leadership/Executive Positions	16	4.1%
Others	28	7.3%

Source: Developed by authors