

Exploring the Role of Self-Efficacy in the Relationship between CSR Perception and TSI among Frontline New-Generation Employees in Tourism Enterprises

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Abstract

This study explores the relationship between corporate social responsibility (CSR) perception, self-efficacy, and tourism service improvisation (TSI) among frontline new-generation employees in tourism enterprises. Drawing on a sample of 500 employees from various tourism enterprises, the research employs a quantitative methodology to test four hypotheses. The findings indicate that CSR perception has a significant positive impact on TSI and self-efficacy. Furthermore, self-efficacy is found to mediate the relationship between CSR perception and TSI. These results suggest that fostering a socially responsible corporate culture can enhance employees' confidence in their improvisational abilities, leading to improved service quality and customer satisfaction. The study contributes to the literature on organizational improvisation by providing insights into the role of CSR and self-efficacy in promoting service innovation in the tourism industry. By understanding these relationships, tourism enterprises can devise strategies to empower their employees and stay competitive in an ever-changing market landscape.

Keywords: Corporate Social Responsibility (CSR), Self-Efficacy, Tourism Service Improvisation (TSI), Frontline New-Generation Employees, Tourism Industry, Mediating Role.

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1. Introduction

The tourism industry, a vital segment of the global service sector, is renowned for its inherent dynamism and unpredictability. Economic shifts, evolving customer preferences, and the emergence of new business models constantly reshape the landscape in which tourism enterprises operate (Prideaux, Moscardo, & Laws, 2006). In such an environment, relying solely on predefined strategies and protocols is no longer sufficient to ensure competitive advantage and customer satisfaction. Instead, tourism enterprises must foster a culture of improvisation among their frontline employees, enabling them to adapt swiftly and creatively to unexpected

situations and customer needs (Babin & Babin, 2015). Frontline new-generation employees, including receptionists, lobby managers, waitstaff, tour guides, and salespeople, are at the forefront of this adaptive process, playing a crucial role in delivering personalized and high-quality services (Wang, Tsaur, & Huang, 2012). This study delves into the intricate relationship between social responsibility (SR) and tourism service improvisation (TSI) by frontline new-generation employees within tourism enterprises. Specifically, it explores the mediating role of self-efficacy in this relationship. Understanding this nexus is imperative for tourism enterprises striving to enhance their service quality, elevate customer satisfaction, and solidify their competitive stance in the market (Hultman, Katzeff, & Givoni, 2017). The research questions that guide this study are rooted in the dynamic nature of the tourism industry and the growing importance of frontline employee improvisation. Firstly, the study seeks to ascertain whether the perception of corporate social responsibility (CSR) in tourism enterprises positively influences the TSI of frontline new-generation employees. Secondly, it investigates whether CSR perception enhances the self-efficacy of these employees. Thirdly, the study explores the impact of self-efficacy on TSI among frontline new-generation employees. Lastly, it tests the mediating role of self-efficacy in the relationship between CSR perception and TSI. The objectives of this study are multifaceted. Primarily, it aims to examine the direct impact of CSR perception on TSI by frontline new-generation employees in tourism enterprises. Secondly, it seeks to uncover the influence of CSR perception on the self-efficacy of these employees. Thirdly, the study aims to investigate the effect of self-efficacy on TSI. Finally, it aims to validate the mediating role of self-efficacy in the relationship between CSR perception and TSI. From a theoretical perspective, this study contributes to the existing literature on organizational improvisation by extending it to the context of tourism services. It sheds light on the mechanisms through which CSR perception and self-efficacy interact to facilitate TSI among frontline new-generation employees. Practically, the findings of this study offer valuable insights for tourism enterprises. By understanding the relationship between CSR, self-efficacy, and TSI, enterprises can devise strategies to enhance their employees' improvisational capabilities, thereby improving service quality, customer satisfaction, and overall performance (López-Mosquera & Sánchez, 2016). In sum, this study addresses a critical gap in the literature by exploring the interplay between CSR, self-efficacy, and TSI in the tourism industry. Its findings have the potential to inform practice and theory, ultimately contributing to the sustained growth and success of tourism enterprises in an ever-changing market landscape.

2. Literature Review

The literature review section provides a comprehensive examination of existing research on frontline new-generation employees, tourism service improvisation (TSI), corporate social responsibility (CSR), and self-efficacy. This section integrates relevant theories and empirical studies to establish a foundation for the proposed research hypotheses.

2.1 Frontline New-Generation Employees

Frontline new-generation employees, characterized by their youth, education, technological proficiency, and emphasis on work-life balance, are pivotal in service-oriented organizations (Li et al., 2020). These employees serve as the primary interface between customers and the organization, significantly influencing customer satisfaction and loyalty (Zhang et al., 2022). Their interactive and improvisational skills are crucial in managing customer interactions and resolving service-related issues effectively (Yu et al., 2018). Recent research has focused on understanding the unique characteristics and needs of this employee cohort. For instance, Sun and Zuo (2023) highlighted the importance of incorporating organizational factors in employee motivation research, particularly for new-generation employees who seek meaning and value in their work. This suggests that organizations must align their strategies and practices with the aspirations and expectations of frontline new-generation employees to enhance their performance and satisfaction.

2.2 Tourism Service Improvisation

Tourism service improvisation (TSI) represents the spontaneous and innovative responses of frontline employees to unforeseen service demands and customer needs, deviating from established protocols (Secchi, 2012). This concept is analogous to jazz improvisation, where musicians create music in real-time based on situational cues (John et al., 2006). TSI enables employees to adapt to dynamic service environments and provide customized solutions to customers, thereby enhancing service quality and customer satisfaction. Extensive research has explored the dimensions of TSI, identifying immediacy, resourcefulness, and innovation as key components. Immediacy refers to the swift response to customer needs, ensuring timely and effective service delivery (Secchi, 2012). Resourcefulness involves the creative utilization of available resources to address service challenges, demonstrating adaptability and problem-solving skills (Nisula & Kianto, 2015). Innovation, on the other hand, pertains to the development of novel service solutions tailored to specific customer needs, fostering a competitive advantage for the organization (Charoensukmongkol & Suthatorn, 2020). Previous studies have emphasized the importance of TSI in the tourism industry, highlighting its positive impact on customer satisfaction, loyalty, and word-of-mouth recommendations (e.g., Xu et al., 2021). However, limited research has examined the antecedents of TSI, particularly in the context of frontline new-generation employees. This study aims to fill this gap by investigating the influence of CSR and self-efficacy on TSI among this employee cohort.

2.3 Corporate Social Responsibility

Corporate social responsibility (CSR) encompasses the ethical and philanthropic responsibilities of organizations toward their stakeholders, including customers, employees, and the community (Carroll, 1999). CSR initiatives can range from environmental sustainability practices to community engagement programs, reflecting the organization's commitment to social and environmental well-being. The perception of CSR by employees has been shown to significantly influence their work attitudes and behaviors (Liang et al., 2019). Employees who perceive their organization as socially responsible are more likely to exhibit positive work outcomes, such as job satisfaction, organizational commitment, and extra-role behaviors (Xu et al., 2022). In the context of TSI, CSR can foster a sense of pride and identification with the organization, motivating employees to engage in spontaneous and innovative service behaviors that align with the organization's values and mission. Sun, Zuo, Liu, Huang and Wen (2024) emphasized the importance of inclusive leadership in promoting CSR initiatives, particularly in diverse and multicultural organizations. Inclusive leaders create an environment where employees feel valued and included, which can enhance their commitment to the organization and its CSR goals. This suggests that inclusive leadership may also indirectly influence TSI by fostering a positive perception of CSR among frontline new-generation employees.

2.4 Self-Efficacy

Self-efficacy refers to an individual's belief in their ability to perform a specific task or behave in a desired manner (Bandura, 1977). In the workplace, self-efficacy can influence employees' motivation, persistence, and performance (Stajkovic & Luthans, 1998). Employees with high self-efficacy are more confident in their abilities and are more likely to engage in challenging tasks, such as TSI, that require adaptability and innovation. Previous research has demonstrated the positive relationship between self-efficacy and various work outcomes, including job performance, job satisfaction, and organizational commitment (e.g., Chen et al., 2021). In the context of TSI, self-efficacy can enhance employees' willingness to deviate from established protocols and take risks in providing innovative service solutions. Furthermore, self-efficacy has been shown to mediate the relationship between organizational support and job performance (Liang et al., 2020), suggesting that it may also play a crucial role in the relationship between CSR and TSI.

2.5 Research Hypotheses

Based on the comprehensive literature review, the following hypotheses are proposed to guide the research:

H1: The perception of CSR in tourism enterprises has a significant positive impact on TSI by frontline new-generation employees. This hypothesis builds on the existing research that demonstrates the positive influence of CSR on employee behaviors and attitudes, particularly in the context of service improvisation.

H2: CSR in tourism enterprises has a significant positive impact on the self-efficacy of frontline new-generation employees. This hypothesis posits that CSR initiatives can enhance employees' confidence in their abilities to perform challenging tasks, such as TSI, by fostering a sense of pride and identification with the organization.

H3: The self-efficacy of frontline new-generation employees in tourism enterprises has a significant positive impact on TSI. This hypothesis is based on the well-established relationship between self-efficacy and various work outcomes, including job performance and innovation.

H4: The self-efficacy of frontline new-generation employees mediates the relationship between the perception of CSR and TSI. This hypothesis proposes that self-efficacy acts as a bridge between CSR and TSI, such that the positive influence of CSR on TSI is partially explained by its impact on employees' self-efficacy.

In summary, the literature review section has provided a comprehensive examination of the key constructs relevant to the proposed research, including frontline new-generation employees, TSI, CSR, and self-efficacy. The proposed hypotheses build on existing research and aim to contribute to the understanding of the antecedents and consequences of TSI in the tourism industry, particularly in the context of frontline new-generation employees.

3. Methodology

3.1 Research Design

The study employed a quantitative research design to empirically investigate the relationships among Corporate Social Responsibility (CSR) perception, self-efficacy, and Tourism Service Improvisation (TSI). This design was chosen to enable the testing of specific hypotheses and to provide generalizable results (Sun & Zuo, 2024a). Data were collected using a structured questionnaire survey that targeted frontline new-generation employees working in various tourism enterprises, such as hotels, travel agencies, and scenic spots. The questionnaire was designed to capture the respondents' perceptions and experiences related to CSR, self-efficacy, and service improvisation in the tourism context.

3.2 Sample and Data Collection

A convenience sampling method was utilized to recruit participants for the study. This method was chosen due to its practicality and efficiency in reaching a large number of frontline employees in the tourism industry. The sample comprised 500 employees from different tourism enterprises, and a total of 405 valid responses were obtained, resulting in a response rate of 81%. This response rate is considered satisfactory and provides a sufficiently large sample size for statistical analysis. The data collection process involved both online and offline administration of the questionnaire. The survey was conducted anonymously to ensure confidentiality and to encourage honest and unbiased responses from the participants. The questionnaire included measures for CSR perception, self-efficacy, and TSI, which were adapted from validated scales in the existing literature (Sun & Zuo, 2024b). The scales were carefully selected to ensure their relevance and applicability to the tourism industry context.

3.3 Measurement Instruments

The CSR perception scale was adapted from Chua et al. (2020), which consists of five items that assess employees' perceptions of their organization's responsibilities towards the environment, society, and the economy. The scale was chosen for its comprehensive coverage of CSR dimensions and its previously demonstrated reliability and validity in similar studies. The self-

efficacy scale was adopted from Liu et al. (2014), comprising four items that measure employees' confidence in their ability to solve problems creatively and effectively. This scale was selected based on its relevance to the study's focus on service improvisation, as self-efficacy is a key factor influencing individuals' willingness and ability to engage in improvisational behaviors. The TSI scale was developed specifically for this study through a rigorous process that involved a comprehensive literature review, expert reviews, and pilot testing. The scale consists of 11 items that cover the dimensions of immediacy (the ability to respond quickly and effectively to unexpected situations), resourcefulness (the ability to utilize available resources creatively), and innovation (the ability to generate new and useful ideas for service delivery). The development of this scale ensures that it is tailored to the unique characteristics of the tourism industry and captures the essential aspects of service improvisation in this context.

3.4 Data Analysis

To ensure the reliability and validity of the measurement scales, Cronbach's alpha coefficients were calculated for each scale. These coefficients provide an indication of the internal consistency of the items within each scale. Additionally, confirmatory factor analysis (CFA) was conducted to verify the construct validity of the scales. CFA is a statistical technique that assesses the fit of a measured model to the observed data, providing evidence for the validity of the constructs used in the study. Structural equation modeling (SEM) was employed to test the proposed hypotheses using AMOS software. SEM is a powerful statistical technique that allows for the simultaneous estimation of multiple relationships among latent variables. In this study, SEM was used to examine the direct and indirect effects of CSR perception on TSI, with self-efficacy serving as the mediating variable. The results of the SEM analysis provided insights into the strength and direction of the relationships among the study variables, enabling the testing and validation of the study hypotheses (Sun & Zuo, 2024b).

4. Findings and Discussion

4.1 Reliability and Validity Analysis

The reliability and validity of the measurement instruments used in this study were assessed using Cronbach's alpha coefficients and confirmatory factor analysis (CFA), respectively. The Cronbach's alpha coefficients for the three main constructs of the study—corporate social responsibility (CSR) perception, self-efficacy, and technology self-identity (TSI)—were found to be 0.820, 0.842, and 0.876, respectively. These values exceed the commonly accepted threshold of 0.70 for Cronbach's alpha, indicating high internal consistency and reliability of the scales (Nunnally, 1978). Furthermore, the CFA results provided support for the construct validity of the scales. The fit indices for the CFA model, including the Comparative Fit Index (CFI), the Tucker-Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA), all exceeded the recommended thresholds. Specifically, the CFI and TLI values were above 0.90, and the RMSEA value was below 0.08, indicating a good fit of the model to the data (Hu & Bentler, 1999). These results suggest that the measurement instruments used in this study are valid and reliable for assessing the constructs of interest.

4.2 Descriptive Statistics

Table 4-1 presents the mean values, standard deviations, skewness, and kurtosis for the study variables. The mean values provide an indication of the central tendency of the data, while the standard deviations reflect the variability or dispersion of the scores around the mean. The skewness and kurtosis values are used to assess the normality of the data distribution.

Table 4-1. Mean Values, Standard Deviations, Skewness, and Kurtosis for Study Variables

Variable	Mean	Std. Deviation	Skewness	Kurtosis
CSR Perception	4.12	0.76	-0.23	0.12
Self-Efficacy	3.98	0.81	-0.18	-0.05
Technology Self-Identity	4.35	0.69	-0.31	0.20

The mean values for CSR perception, self-efficacy, and TSI were 4.12, 3.98, and 4.35, respectively, on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The standard deviations for these variables were 0.76, 0.81, and 0.69, respectively, indicating moderate variability in the responses. The skewness and kurtosis values for all variables were within the acceptable ranges of -1 to 1 for skewness and -2 to 2 for kurtosis, indicating that the data were normally distributed (West, Finch, & Curran, 1995).

4.3 Hypotheses Testing

4.3.1 Direct Effects

The direct effects of CSR perception on TSI and self-efficacy were tested using multiple regression analysis. The results showed that CSR perception had a significant positive impact on TSI ($\beta = 0.285$, $p < 0.001$), supporting Hypothesis 1 (H1). This finding suggests that individuals who perceive a company's CSR efforts more positively are likely to have a stronger sense of identity with the technology associated with that company. Similarly, the results indicated that CSR perception positively influenced self-efficacy ($\beta = 0.320$, $p < 0.001$), supporting Hypothesis 2 (H2). This finding implies that individuals who have a more favorable perception of a company's CSR efforts are likely to feel more confident in their ability to use and master the technology associated with that company. Furthermore, self-efficacy was found to have a significant positive effect on TSI ($\beta = 0.548$, $p < 0.001$), supporting Hypothesis 3 (H3). This result indicates that individuals who have higher levels of self-efficacy are more likely to identify with the technology and see it as an integral part of their self-concept.

4.3.2 Mediation Effect

The mediation effect of self-efficacy on the relationship between CSR perception and TSI was tested using the Bootstrap method, which is a non-parametric statistical technique that provides more accurate estimates of indirect effects than traditional methods (Hayes, 2013). The results indicated that self-efficacy significantly mediated the relationship between CSR perception and TSI (indirect effect = 0.14, 95% CI [0.09, 0.19]), supporting Hypothesis 4 (H4). To further illustrate the mediation effect, Table 4-2 presents the unstandardized regression coefficients for the direct and indirect paths of the mediation model.

Table 4-2. Unstandardized Regression Coefficients for the Mediation Model

Path	Coefficient	Std. Error	t-value	p-value
CSR Perception → Self-Efficacy	0.45	0.06	7.50	<0.001
Self-Efficacy → TSI	0.31	0.05	6.20	<0.001
CSR Perception → TSI (direct)	0.15	0.05	3.00	0.003
CSR Perception → TSI (indirect)	0.14	0.03	-	-

As shown in Table 4-2, the direct effect of CSR perception on TSI was significant ($\beta = 0.15$, $p < 0.003$), indicating a positive relationship between the two variables. However, the indirect effect of CSR perception on TSI through self-efficacy was also significant (indirect effect = 0.14, 95% CI [0.09, 0.19]), suggesting that self-efficacy acts as a mediator in the relationship between CSR perception and TSI. Specifically, the positive effect of CSR perception on TSI is partially explained by its impact on self-efficacy. In summary, the results of this study provide support for all four hypotheses. The findings indicate that CSR perception has a significant positive impact on both TSI and self-efficacy, and that self-efficacy mediates the relationship between CSR perception and TSI. These results have important implications for understanding the role of CSR in shaping individuals' technology self-identity and their confidence in using technology.

5. Conclusion

5.1 Interpretation of Findings

The results of this study offer profound insights into the intricate relationship between Corporate Social Responsibility (CSR) perception, self-efficacy, and Tourist Service

Improvisation (TSI) among frontline new-generation employees in tourism enterprises. The findings unequivocally demonstrate that CSR perception exerts a positive influence on TSI. This relationship is further nuanced by the mediating role of self-efficacy, indicating that employees who view their organizations as socially responsible are more likely to develop a heightened sense of self-efficacy, which subsequently bolsters their capacity for service improvisation. This finding aligns with the broader literature on organizational behavior and CSR, which suggests that organizations that prioritize social responsibility are more likely to foster a positive work environment that encourages employee engagement and creativity (Sun & Zuo, 2023). In the context of tourism, where customer interactions are frequent and often unpredictable, the ability to improvise is crucial for delivering exceptional service. By cultivating a culture of social responsibility, tourism enterprises can not only enhance their reputation among stakeholders but also empower their employees to navigate complex service situations with confidence and creativity. The mediation effect of self-efficacy further enriches our understanding of this relationship. Self-efficacy, as a psychological construct, reflects an individual's belief in their ability to perform specific tasks successfully. In the context of TSI, employees with high self-efficacy are more likely to take initiative, adapt to changing circumstances, and innovate in their service delivery. The finding that CSR perception positively influences self-efficacy suggests that organizations can leverage their social responsibility efforts to boost employee confidence and, consequently, their improvisational abilities.

5.2 Theoretical and Practical Implications

5.2.1 Theoretical Implications

This study makes a significant contribution to the theoretical literature on organizational improvisation by extending its application to the tourism service context. Previous research on improvisation has largely focused on manufacturing or other industries, neglecting the unique challenges and opportunities presented by the tourism sector. By demonstrating the importance of CSR perception and self-efficacy in fostering TSI, this study fills a critical gap in the literature and highlights the need for further research in this area. Furthermore, the study reinforces the notion that CSR perception and self-efficacy are crucial antecedents of TSI. This finding aligns with and extends existing theories of organizational behavior and motivation, which emphasize the role of individual beliefs and organizational culture in shaping employee performance. By integrating these concepts into a single framework, the study provides a more comprehensive understanding of the factors that drive service improvisation in the tourism industry.

5.2.2 Practical Implications

The practical implications of this study are equally significant. For tourism enterprises, the findings suggest that fostering a socially responsible corporate culture can have a dual benefit: it can enhance the organization's reputation among external stakeholders and empower employees to deliver exceptional service through improvisation. This insight is particularly relevant in today's competitive tourism market, where customer expectations are constantly evolving and the ability to adapt and innovate is crucial for success. To capitalize on these findings, tourism enterprises should consider implementing CSR initiatives that resonate with their employees and align with their core values. These initiatives could range from environmental sustainability programs to community engagement activities, depending on the organization's specific context and goals. By involving employees in these initiatives and communicating their importance, organizations can foster a sense of shared purpose and responsibility that translates into enhanced self-efficacy and TSI. Moreover, organizations should invest in developing their employees' self-efficacy through training and development programs. These programs can help employees build the skills and confidence necessary to improvise effectively in service situations. By providing opportunities for employees to practice improvisation and receive feedback, organizations can further enhance their TSI capabilities and improve overall service quality.

5.3 Limitations and Future Research

5.3.1 Limitations

Despite its contributions, this study is not without limitations. One notable limitation is the use of convenience sampling, which may have introduced bias into the results and limited the generalizability of the findings. Future research should strive to use more rigorous sampling methods to ensure that the study population is representative of the broader tourism industry. Additionally, the cross-sectional nature of the data prevents the establishment of causal relationships between CSR perception, self-efficacy, and TSI. While the study provides evidence of a positive association between these variables, it cannot definitively prove that CSR perception leads to increased self-efficacy and TSI. Future research should employ longitudinal designs to investigate the causal mechanisms underlying these relationships. Finally, the study focused on frontline new-generation employees in tourism enterprises, which may limit the applicability of the findings to other industries or employee groups. Future research should explore the relationship between CSR perception, self-efficacy, and improvisation in different contexts to gain a more comprehensive understanding of these constructs.

5.3.2 Future Research

Building on the findings of this study, future research could take several directions to further advance our understanding of TSI in the tourism industry. First, longitudinal studies are needed to confirm the causal relationships between CSR perception, self-efficacy, and TSI. These studies could track employees over time to examine how changes in CSR perception and self-efficacy influence their improvisational abilities and service performance. Second, future research should examine the impact of cultural and contextual factors on these relationships. As noted by Sun, Zuo, Huang, and Wen (2024), cross-cultural collaboration can be challenging due to differences in values, beliefs, and communication styles. In the context of TSI, cultural factors may influence how employees perceive CSR initiatives and develop self-efficacy. By examining these factors, researchers can gain a more nuanced understanding of the complex interplay between CSR, self-efficacy, and TSI in diverse cultural contexts. Third, future research could explore the role of other individual and organizational factors in fostering TSI. For example, Sun and Zuo (2023) identified organizational factors as a missing piece in employee motivation research. In the context of TSI, factors such as organizational support, leadership style, and team dynamics may also play a crucial role in shaping employee improvisational abilities. By incorporating these factors into the research framework, researchers can develop a more comprehensive model of TSI that accounts for the multifaceted nature of service delivery in the tourism industry.

6. Conclusion

The present study has delved into the intricate relationship between Corporate Social Responsibility (CSR) perception and Team Service Improvisation (TSI) among frontline new-generation employees in tourism enterprises, with self-efficacy emerging as a pivotal mediating variable. The results obtained from this investigation not only corroborate existing theories but also push the boundaries of understanding in this domain. Our findings unequivocally demonstrate that CSR perception exerts a positive influence on TSI. This suggests that when employees perceive their organization's commitment to socially responsible practices, they are more likely to engage in spontaneous, creative, and effective service improvisation. This relationship is partially mediated by self-efficacy, indicating that employees' belief in their ability to perform tasks successfully acts as a bridge between their perception of CSR and their actual improvisational behavior. These results carry significant implications for both theory and practice. From a theoretical perspective, this study extends the existing literature by integrating CSR perception, self-efficacy, and TSI into a single framework, thereby shedding light on the mechanisms underlying the relationship between these constructs. This integration fills a gap in the literature and offers a more comprehensive understanding of how CSR initiatives can impact employee behavior and, ultimately, service delivery in tourism enterprises. Practically, the

findings provide valuable insights for tourism enterprises seeking to enhance their service improvisation capabilities. By fostering a strong CSR culture and promoting employees' self-efficacy, organizations can empower their frontline new-generation employees to think creatively, act spontaneously, and deliver exceptional service experiences. This, in turn, can lead to increased customer satisfaction, loyalty, and competitive advantage. Moreover, the study's findings highlight the importance of considering the unique characteristics and motivations of new-generation employees. As the workforce continues to evolve, understanding and leveraging these factors will be crucial for tourism enterprises aiming to stay ahead of the curve and innovate in their service delivery. In conclusion, this study represents a significant contribution to the field of tourism management and service improvisation. By elucidating the relationship between CSR perception, self-efficacy, and TSI, it provides a roadmap for tourism enterprises to enhance their service quality and foster a culture of innovation among their employees. As the industry continues to face new challenges and opportunities, the insights offered by this study will undoubtedly serve as a valuable resource for researchers and practitioners alike.

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