

RESEARCH ARTICLE

Innovativeness in the Chinese Hotel Industry as Affected by Social Networking Site Behavior and Customer Orientation

Nuntasaree Sukato¹ and Sid Terason^{2*}

¹Navamindradhiraj University, Bangkok, Thailand

²Kasetsart University, Bangkok, Thailand

*fsssid@ku.ac.th

Abstract: The study explored the hypothesized role of social networking site behavior in mediating the effect of customer orientation on innovation among hotel employees. The survey was conducted on a sample of 392 managers from some selected foreign chain hotels in Beijing and Shanghai, China. The participants were recruited using the multistage sampling method. Structural equation modeling was performed to assess the direct and mediating relationships. The measures were adapted from previous research and assessed for language accuracy through back-translation. The measures were found to have adequate internal consistency, reliability, and construct validity. Social networking site behavior was found to significantly mediate the relationship between customer orientation and innovation as hypothesized. The configured model appeared to represent an adequate fit to the data. The findings benefit the upscale hotel industry as hotel management will have a better understanding of the manager's social networking site behavior and customer demand while promoting innovation creation in the hotel environment.

Keywords: social networking site behavior, customer orientation, innovation, conservation of resources theory

摘要

本研究旨在探讨社交网站行为在中介顾客导向对酒店员工创新的影响。该调查对来自北京和上海的一些外国连锁酒店的392名经理进行了抽样调查。参与者采用多阶段抽样的方法。采用结构方程模型来评估直接关系和中介关系。这些方法参考了前人研究，并通过反向翻译来评估语言的准确性。研究结果表明，该方法具有良好的内部一致性、信度和结构效度。研究发现，社交网站行为在客户导向和创新之间的关系中起到了显著的中介作用。所配置的模型似乎与数据高度吻合。调查结果有利于高端酒店行业。酒店的管理层会更好的了解管理者的社交网站行为以及客户的需求，同时促进酒店环境中的创新创造。

关键词:社交网站行为, 顾客导向, 创新, 资源节约理论

The hotel industry in China has an important role in fostering the nation's economic growth. Given that the tourism and hospitality sectors have experienced spectacular growth over the past 10 years, the country's economy has flourished and left behind some other Asian countries that were once ranked top in world tourism rankings (Mackenzie et al., 2009). The Chinese State Council emphasized the importance of the tourism and hospitality sectors as pillar industries in its 12th Five-year Plan decreed by the Chinese central government (Noordzy et al., 2016).

The hotel industry in China is regarded as an influential component that can foster tourism in terms of economic industry outputs, job creation, and business opportunity that contributes to local economic development. In particular, the foreign chain hotels are now looking for ways to stay ahead of the competition during the high turbulence and fluctuation experienced in external and internal environments (Tang, 2014). One approach is a specific policy, namely, the "Eight Provisions and Six Bans," issued by China's Central Committee in 2012. This policy aims to eliminate corruption among Chinese government officials. Under this measure, their leisure or entertainment spending is closely monitored. As a result, the novel policy has greatly affected the revenue of the foreign chain hotels in China, particularly in metropolises such as Beijing and Shanghai.

The foreign chain hotels have been confronted with business difficulties as a consequence of a sharp drop in room reservations, tough low-budget accommodation competition, and rising food prices (Wu & Yang, 2018). Consequently, the management of foreign chain hotels is urgently addressing these challenges to enhance customer satisfaction and win customer loyalty to the company while striving for sustainable achievement and gaining a strong competitive edge (Sin et al., 2005; Zhou et al., 2007); therefore, customer orientation and innovativeness have become a managerial focus to keep existing customers and win new ones.

In past research, customer orientation was studied at either the corporate level or the individual level. Customer orientation at the corporate level ensures that the beliefs of customer priority are embedded in organizational culture, whereas that at the individual level suggests that individual staff have a service mind and attempt to respond to a customer's needs and preferences (Lee et al., 2016).

Based on the conservation of resources theory, customer orientation denotes the individual job resources demanded by the foreign chain hotel industry, which management and employees are obliged to use sustainably for long-term organizational profitability. Generally, customer-oriented staff is innovative because they often offer new services of high quality; thus, they can comply with the changing requirements of potential customers (Chen et al., 2009).

Innovativeness is an ability that is essential for foreign chain hotel management to maintain popularity and keep up with fashion. The conservation of resources theory maintains that innovativeness is defined by job resources at the individual level and is a requirement for employees to perform their jobs effectively and efficiently; therefore, innovativeness also strengthens the competitiveness of a foreign chain hotel. In the era of digital technology, foreign chain hotel management must remain innovative regarding digital marketing tools such as social networking sites to gather information from the changing business ecology.

Hotel managers use social networking sites as a resource investment to reinforce their innovativeness. Consumers' preferences have become identical due to the dynamics of globalization and the power of customization. Global consumers enjoy similar products and services. The advance of modern technology has changed how business is conducted on digital platforms, and social networking sites have grown to be a strategic tool for customer-oriented companies in the hospitality industry (Herrero et al., 2018) because social networking sites enable foreign chain hotel management to develop online customer relationships where consumers are likely to share their experience with others by posting photos, video clips, and comments. Foreign chain hotel managers use social networking sites to capture the hot topics or popular issues people are actively interested in or passionately engaged in; subsequently, the managers create proactive marketing strategies to attract regular and potential customers. For example, Detective Conan Café is now licensed to operate their business in Bangkok due to the worldwide popularity of the Japanese cartoon character called Detective Conan, who was well-known on social networking sites.

Conservation of resources theory aims to explain the motivation that pushes humans to keep their existing resources and look for new resources (Hobfoll, 2011).

The theory was used as a theoretical background in this study to explain how foreign chain hotel managers use customer orientation for innovativeness to satisfy customer demands and preferences. Conservation of resources theory was applied to explain customer orientation and social networking sites as individual job resources, which were previously scarce in the literature. Among the studies focusing on the adoption of social networking sites by individuals or consumers, only a few have explored social networking site behavior in organizations. Our study initially explores the linkages of customer orientation and innovativeness by using social networking site behavior as a mediating variable. Therefore, this study can make theoretical and managerial contributions to social networking site behavior and customer orientation in the hotel industry.

Recently, the theory was applied to the hotel industry to explain the relationship between customer orientation, emotional labor, and job burnout with reference to the luxury hotel workforce in China (Wu & Shie, 2017). The study was based on the fundamental notion that individuals would try to avoid the minimization of their resources. Specifically, individuals with greater resources will be more likely to avoid stress from resource loss than those with fewer resources (Alarcon et al., 2011). Accordingly, they will try their best to acquire, maintain, promote, and safeguard the resources in their possession.

Resources are things that have internal or external value and can be categorized into several types such as object resources, condition resources, energy resources, and individual resources (Hobfoll, 2011). Object resources refer to physical items of value due to their utility, scarcity, or symbolism, such as cars, property, and wealth. Individual resources represent traits that help with stress resilience, including hardiness and self-esteem, and job-specific skills, such as customer orientation and innovativeness. Condition resources are defined as positions that have value caused by their common desirabilities, such as job, seniority, and social status. Thus, in principle, people with greater resources are more likely to gain additional resources and to experience resource losses than those with fewer resources. Initial resource loss will be followed by subsequent resource loss. Initial resource gains will be conducive to subsequent resource gains. Individuals with low resources tend to make constant efforts to safeguard their remaining resources.

Conservation of resources theory addresses the primacy of resource loss by emphasizing the power of resource loss instead of that of resource gain. Individuals who experience resource loss can either push themselves to boost their resources or succumb to it and display negative behavior, which might lead to further damage (Halbesleben et al., 2014; Wu & Shie, 2017). The theory also focuses on resource investment by emphasizing the accumulation of resources to help minimize future resource loss and to regain lost resources. In this respect, low resource investment may bring about further losses (Alarcon et al., 2011).

The present study focuses on individual resources, considering that individuals have differences in professional skills that are valued (Park et al., 2014). To obtain, maintain, foster, and protect their skills in today's competitive digital economy, foreign chain hotel managers tend to use individual resources to display innovativeness and customer orientation. Social networking site behavior is considered to be resource investment through which foreign chain hotel managers protect and recover individual resources, namely, customer orientation and innovativeness, to improve their job performance in the work environment.

Customer Orientation

Customer orientation is a set of principles that prioritize the customer's interest while disregarding that of all other stakeholders, such as owners, managers, and employees, in an effort to enhance the continuing profitability of an enterprise (Deshpande, 2013). In fact, customer orientation stems from the market orientation concept (Tsiotsou, 2010) because it helps a firm design the most appropriate marketing activities to create greater value for buyers and thus promote constant and greater performance for the business (Narver & Slater, 1990). The concept of market orientation has been looked at from a behavioral perspective (Kohli & Jaworski, 1990) and a cultural perspective (Narver & Slater, 1990).

Kohli and Jaworski (1990) categorized market orientation associated with organizational employee behavior into three elements: intelligence generation, intelligence dissemination, and responsiveness. In contrast, Narver and Slater (1990) proposed different components of market orientation associated

with organizational culture, namely, customer orientation, competitor orientation, and inter-functional coordination. Market orientation was viewed as a factor similar to customer orientation. This point was substantiated by Heiens (2000), who argued that customer orientation is parallel to market orientation in as much as customers have long been regarded as the central point in market orientation. Actually, customer orientation is perhaps the most crucial element of market orientation (Han et al., 1998; Sorensen, 2009). A customer-oriented company is likely to strive for sustainable business success. When consumer purchasing power is compromised, the company should stress customer needs (Heiens, 2000). Customer orientation is a predictor of business success in the service sector, specifically hotels (Appiah & Singh, 1998). For this reason, the current study focuses solely on the customer orientation aspect of market orientation and excludes the others.

In practice, customer orientation drives an organization to continuously identify and fulfill its customers' needs so that company management can obtain sufficient information and boost desirable value for their customers (Kam et al., 2012). Research on customer orientation is conducted at the corporate level and the individual level. Corporate-level customer orientation is considered a culture (Brockman et al., 2012; Hanzaee & Mirvaisi, 2011) positively correlated with organizational success (Hanzaee & Mirvaisi, 2011). However, individual-level customer orientation is conceptualized as an attitude (Kelley, 1992), a learned behavior (Saxe & Weitz, 1982), a combination of both attitude and behavior (Stock & Hoyer, 2005), and a personality trait (Brown et al., 2002; Donovan et al., 2004).

The current examines customer orientation at an individual level considering it as a personality trait. It is in the nature of staff to provide impressive service to address customer needs with enthusiasm (Donovan et al., 2004). As stated by conservation of resources theory, foreign chain hotel managers use customer orientation to protect resources from being lost and to simultaneously meet organizational requirements. Customer orientation is critical because customer-oriented staff show confidence and take comfort in responding to a customer's request and handling problems, with such action contributing to organizational success and profitability (Wu & Shie, 2017).

Social Networking Site Behavior

Social networking sites are virtual communities that allow users to reciprocally communicate, participate in various societal and entertaining events, and to a lesser extent, locate wanted or coveted information (Wang et al., 2015). In other words, social networking sites enable people to develop and maintain social relations despite geographic obstacles by serving as a platform for sharing content generated by participants or a third party. Therefore, foreign chain hotel managers might use social networking sites as a mechanism to search for relevant marketing intelligence about their regular and potential hotel customers as suggested by conservation of resources theory.

Nowadays, consumers are engaged in such social networking site activities as viewing and posting opinions and information through the connectivity provided by the locally available networking platform (Pagani et al., 2011). Some examples of social networking sites in China include Weibo, Nice, Douyin, Qzone, and WeChat. These social media applications are achieving worldwide acceptance. Chinese consumers spend approximately two hours per day on Qzone to interact with other people, get updated on the news, play games, and share thoughts as well as pictures (Wang et al., 2015). In the same way, a foreign chain hotel manager can use social networking sites to build customer engagement on behalf of their chain on a personal and social basis by actions including participating in conversations embedded in social networking sites related to comments on products or services, posing questions, and providing information about marketing activities to online customers. As a result, the manager may collectively build an active virtual community that reinforces consumer engagement with the hotel (Tsai & Men, 2014).

Undeniably, social networking site behavior is now becoming an essential resource investment for foreign chain hotel managers who have innovative attitudes and behavior related to digital marketing management (Hoffman & Novak, 2012). For these reasons, understanding consumer behavior via social networking site behavior is now essential for foreign chain hotel management to create up-to-date marketing designs and strategies (for example, product or service development, marketing campaign introduction, and implementation) in line with customer tastes and preferences. To conserve resource investment following conservation of resources theory, foreign

chain hotel managers should continually integrate social networking site behavior into their job resources.

Innovativeness

Innovativeness refers to the process of creating, acquiring, and adopting a new element, concept, or behavior (Damanpour, 1991). The concept of innovativeness is composed of two dimensions: innovativeness as an attitude (Matsuo, 2006) and innovativeness as a behavior. Innovativeness as an attitude signifies the organizational culture that encourages the introduction of new services, products, or ideas (Matsuo, 2006), whereas innovativeness as a behavior suggests the extent to which an innovation is applied within various parts of an organization (Grissemann et al., 2013; Mackenzie et al., 2009). Both dimensions have received substantial interest in management and marketing research (Grissemann et al., 2013; Tajeddini, 2010).

Innovativeness plays a vital role in organizational success, so it has been studied at the sector, regional, corporate, and project levels (Verhees & Meulenbergh, 2004). At the corporate level, the study concerns organizational structure, culture, and management and its role in success, while some consumer researchers explain innovativeness as a normal trait at an individual level (Pagani et al., 2011). In this regard, innovativeness refers to the extent to which individuals are likely to welcome fresh ideas and to their choices without other people's involvement (Pagani et al., 2011). Innovative behavior is described as all of the individual actions targeted at the creation, institution, and use of favorable novelty at the organizational level (Grissemann et al., 2013; Kleysen & Street, 2001). In brief, innovativeness is a company's orientation towards innovation adoption, whereas innovative behavior refers to the number of innovative products and services launched by the company (Grissemann et al., 2013).

Within the hotel context, innovativeness can come in various forms, such as devising new strategies, encouraging employees to propose novel ideas, or simply bringing about change (Tajeddini, 2010). The effect of innovativeness on a hotel's innovative behavior is evidenced when employees are given a reward, and innovative behavior and willingness to take risks increase (Chen, 2011). A hotel's innovative activities

are dependent on its management's willingness to change (Mackenzie et al., 2009). Grisseman et al. (2013) suggested that hotel management should create a supportive atmosphere for innovativeness, encourage staff to think differently, and reward them for the creation of new ideas. Thus, the hotel's management must accentuate the importance of innovativeness by fostering a supportive environment for innovativeness within a hotel enterprise (Grissemann et al., 2013). In this study, we investigate both innovativeness as an attitude and innovative behavior as a behavior.

Relationship Between Customer Orientation and Innovativeness

It has been noted that customer orientation creates a firm basis for innovativeness in an organization and that customer orientation plays a substantial role in keeping service firms innovative (Deshpande et al., 2013; Sanchez & Miranda, 2011). This is because service firms usually face some difficulties in protecting their offers while trying to create a favorable customer experience and engagement in the delivery process. Only when a hotel understands the need of existing customers and can predict customer demand can they deliver memorable, innovative services. Management can satisfy customer needs through constant product innovations using this strategy (Tang, 2014; Zhou et al., 2009). Customer orientation has an influence on innovativeness in hotel managers through both innovativeness and innovative behavior (Tajeddini, 2010), confirming a connection between customer orientation and innovativeness (Grissemann et al., 2013).

Therefore, foreign chain hotel managers need to adopt customer orientation to continually innovate, and as a result, they will gain a long-term competitive edge. Foreign chain hotel management uses an individual's job resources to promote professional skills and to maintain job performance. Customer-oriented employees are properly trained for creating innovativeness (Chang et al., 2011). In some circumstances, customer-oriented management with innovative traits can help hotel managers to develop new product offerings by focusing on customers' needs and customer satisfaction. The interaction between foreign chain hotel management and its customers paves the way to increasing innovative behavior that caters to customer needs for

a product request. The current study proposes that customer orientation would determine the level of innovativeness in a foreign chain hotel.

In conclusion, our study addresses two research questions. The first question is related to the degree of customer orientation toward innovativeness, and the second question is related to the nature of social networking site behavior as a mediator, which determines the relationship between customer orientation and innovativeness. Therefore, it is hypothesized (H1) that the level of customer orientation exhibited by a foreign chain hotel manager will positively impact the level of innovativeness. In other words, customer orientation would vary with innovativeness in such a way that when hotel staff focuses more on customer needs, innovativeness would, in turn, increase.

Relationship Between Customer Orientation and Social Networking Site Behavior

Deshpande et al. (2013) maintained that understanding the target customers' present and future values leads to the design of products or services that matches customers' preferences, sustains the customer relationship, and maximizes organizational performance. In today's digital age, social networking site use is essential to hotel business efforts in building and retaining a sustainable relationship with the customers. With social networking sites as a strategic innovativeness tool, foreign chain hotel managers can adequately collect current marketing information and knowledge, such as current and controversial issues, in which current customers and prospects are engaged. As a result, hotel managers can conduct the right tactics and formulate sensible plans and pragmatic marketing strategies to gain customer attention, especially when they face difficulties in handling various tasks related to continuing customer satisfaction while maintaining profitable customer relations.

Conservation of resources theory holds firmly to the belief that customer orientation is an individual resource. Thus, foreign chain hotel managers who have a great deal of customer orientation resources will actively absorb resource investment. In this regard, social networking site behavior is the result of customer orientation adopted by the foreign chain hotel industry. Therefore, it is hypothesized (H2) that a higher level of

customer orientation is associated with a higher level of social networking site behavior on the part of hotel managers. In other words, customer orientation would impact social networking site behavior.

Relationship Between Social Networking Site Behavior and Innovativeness

Social networking sites are perceived by consumers as innovative because consumers are likely to share their experiences (such as images, videos, and comments) with others through a virtually new technological platform that has changed business practices from a conventional to modern approach (Chiang, 2013). The conservation of resources theory holds that social networking site behavior is considered an investment in resources, which can assist hotel management to gather more information and relevant knowledge about trendy issues and hot topics. Knowledge is also an individual job resource. The more information hotel managers gain by social networking site behavior, the better and more innovative they are in creating marketing strategies against other competitors.

In conclusion, social networking site behavior results in innovativeness in foreign chain hotel managers. Thus, we hypothesized (H3) that the level of social networking site behavior would vary with the level of innovativeness. Hotel managers would be highly innovative when they are involved with social networking sites. On the contrary, they would be less innovative when they showed less of such behavior. Moreover, consistent with the aforementioned analysis, this study posits (H4) that social networking site behavior mediates the relationship between customer orientation and innovativeness. That is, it is a mediated relationship that operates by way of social networking site behavior.

Methods

Sample

We used foreign chain hotels in some selected metropolises in China as the study context. The hotels were randomly chosen from around 50 foreign chain hotels operating in Beijing and Shanghai, where the hotels were mostly affected by the government's "Eight Provisions and Six Bans" policy. The sample

consisted of managers in five departments of the hotel, namely, front office, housekeeping, food and beverage, fitness and spa, and sales. The self-administered questionnaire was distributed online to a sample of 422 managerial employees in the selected hotels based on the multistage sampling method. It took us about three months before the target respondents completed the survey. However, only 392 questionnaires were completed in their entirety, and these were used for subsequent analysis. Because the model being tested is less complex, the current study complies with the criteria of an adequate sample size of more than 200, as suggested by MacCallum et al. (1996).

The sample characteristics are shown in detail in Table 1. The sample of 392 respondents mostly consisted of males (80%). The highest number of respondents (46%) was between 41 and 50 years of age ($M = 39.02$, $SD = 10.99$). Most respondents (80%) held a college degree at a minimum; the high school graduates formed the smallest group (19%). The participants represented the departmental managers selected from the chosen hotel establishments. They worked predominantly in housekeeping ($n = 152$). On average, they had 4.2 years of experience on the job in their present hotel ($SD = 2.8$).

Table 1
Sociodemographic Characteristics of Participants

Characteristic	n	%
Sex		
Male	314	80
Female	78	20
Age (years)		
>30	22	6
31–40	142	36
41–50	181	46
50+	47	12
Highest education level		
High school	75	19
Undergraduate	251	64
Graduate	66	17
Department		
Front office	50	13
Housekeeping	152	39
Food & beverage	70	18
Fitness & spa	43	11
Sales	77	20
Tenure (years)		
0–5	100	26
6–10	201	51
11+	91	23

Note. $N = 392$.

Procedure

Prior to undertaking the study, we sought ethical approval from the institutional review board of the university. To collect data, we contacted the human resource managers of the selected hotels by phone and social media to secure permission for online data collection. After obtaining the consent of the management, a multistage sampling of managers employed in those hotels was then conducted. Informed consent was obtained by describing the nature of the study before each person in the sample was exposed to the survey questions on a voluntary basis, and no rewards were provided.

Instrument

The study tapped into three constructs: customer orientation, social networking site behavior, and innovativeness. Each of the scales was made up of seven-point rating scales ranging from 1 (= strongly disagree) to 7 (= strongly agree). The customer orientation scale was characterized by a four-item scale adapted from Herrero et al. (2018). Social networking site behavior as the mediator in the relationship was measured using a three-item scale adapted from Venkatesh et al. (2012). Innovativeness was measured using a six-item scale adapted from Appiah and Singh (1998). All the measures were translated into Chinese and then back to English to check for conceptual and cultural correspondence by back translation before being used. Table 2 shows the questionnaire items.

Reliability analysis was assessed to measure whether several items proposed to measure the same general construct produce similar scores by examining the correlations between different items on the same questionnaire (Cronbach, 1951). The results reflected adequate reliability with coefficient alphas of .70, .68, and .79 for customer orientation, social networking site behavior, and innovativeness, respectively.

The content validity was assessed by a panel of expert judges recognized in the field of hotel and hospitality management. They sorted each item into one of three groups (clearly representative, moderately representative, and unrepresentative) of the specified constructs. The ratings reflected adequate content validity for the three constructs. The indexes of item-objective congruence were satisfactory.

A screening question was included in the survey to judge the suitability of an individual for this study. The participants were asked if they frequently used social networking sites in performing their work. If an affirmative answer was given, the respondent was then asked to complete the rest of the survey.

Data analysis

Structural equation modeling was applied to the analysis with the aid of IBM SPSS Amos v.23 (Arbuckle, 1997). A descriptive statistical analysis aimed to give an overview of the sociodemographic

Table 2

Questionnaire Items

Construct	Item
Customer orientation	<ol style="list-style-type: none"> 1. My hotel emphasizes the importance of customer-oriented service. 2. I tend to assess customer satisfaction on a regular basis. 3. I try to find out and deliver what a customer wants. 4. I bend over backward to create value for our hotel customers.
Social Networking Site behavior	<ol style="list-style-type: none"> 1. I use social networking sites to solve problems at work. 2. I update contents on social networking sites for work purposes. 3. I communicate with colleagues on social networking sites.
Innovativeness	<ol style="list-style-type: none"> 1. I place a lot of importance on new business development. 2. I constantly develop and refine existing offers. 3. I give suggestions on my hotel's service providing process. 4. I like to try many different ways to finish my work. 5. I take a challenge more at this hotel than at other hotels. 6. I generally like to initiate new projects at work.

characteristics of the sample in terms of mean, standard deviation, percentage, and frequency distribution. An alpha level of .05 was used for all statistical analyses. Reliability analysis was conducted to assess the internal consistency of the observed variables, as evidenced by Cronbach α values. Content validity was assessed to measure whether the indicators truly measured the latent constructs using factor analysis.

Figure 1 shows the structural equation model configured for the present study, based on the data from the 392 participants. The model predicted a hotel manager's innovativeness as a function of customer orientation as an explanatory variable and social networking site behavior as the mediating variable. Correlation analysis of this study was performed to analyze the inter-item and inter-factor relationships. Regression analysis was applied to investigate any causal relationship.

In addition to the main constructs in the hypotheses, we controlled for educational qualification as well as job tenure, given that these characteristics were thought to give rise to social media behavior (Pagani et al., 2011; Tsai & Men, 2014). The former was measured by the level of education, whereas the latter was determined by the number of years participants had worked for their hotel.

Results

We assessed convergent and discriminant validity as suggested by Hair et al. (2010) by relying on estimates

such as composite reliability (CR), average variance extracted (AVE), maximum shared variance (MSV), and average shared variance (ASV), as shown in Table 3. The convergent validity assessed by average variance extracted appeared to be greater than .50 for all constructs. The average variance extracted from all constructs ranged from .75 to .86, which reflected that most of the variance was explained by the constructs (Hair et al., 2010). All composite reliability coefficients from all constructs ranged from .79 to .88, which reflected that the proposed model had adequate internal consistency (Hair et al., 2010). The constructs demonstrated acceptable discriminant validity, given that the square roots of average variance extracted estimates were greater than inter-construct correlations. This showed the items had more in common with the construct they are associated with than with the other constructs.

We tested the fit of the structural model by adding hypothesized relationships between latent variables. The model showed a goodness of fit (SRMR = .04, GFI = .96, AGFI = .94, NFI = .95, IFI = .98, CFI = .98, RMSEA = .04). The indices met the criteria set by Hu and Bentler (1999). The average variance extracted is a measure of the amount of variance that is captured by a construct in relation to the amount of variance due to measurement error. The AVE estimates of the constructs were .81 (for customer orientation), .75 (for social networking site behavior), and .86 (for innovativeness). Composite reliability, also known as construct reliability, is a measure of the internal consistency in scale items and thought of as being

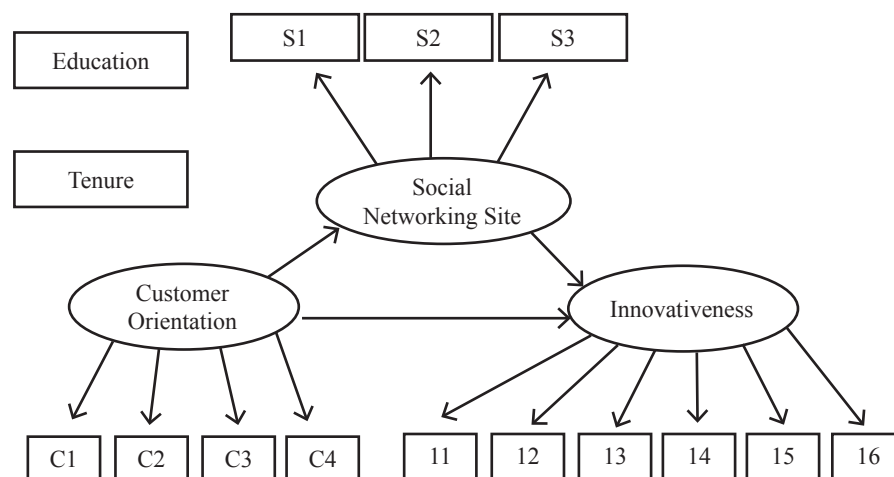


Figure 1. Conceptual Framework

Table 3*Convergent Validity, Discriminant Validity, and Inter-Construct Correlations*

Construct	CR	AVE	MSV	ASV	1	2	3
1. CO	.85	.81	.02	.01	–		
2. SB	.79	.75	.01	.01	.71	–	
3. IN	.88	.86	.04	.02	.76	.72	–

Note. CO = customer orientation; SB = social networking site behavior; IN = innovativeness. CR = composite reliability; AVE = average variance extracted; MSV = maximum shared variance; ASV = average shared variance.

Table 4*Regression Results for Innovativeness*

Model	Path	<i>B</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>	<i>r</i>	<i>R</i> ²
1	CO → SB	.02	.06	.22	1.23	< .01	.62	.38
2	CO → IN	.40	.09	.18	4.25	< .01	.65	.42
3	SB → IN	.32	.87	.12	3.23	< .01	.79	.56
	CO → IN	.12	.08	.31	2.02	< .01	.70	

Note. CO = customer orientation; SB = social networking site behavior; IN = innovativeness. *B* = unstandardized coefficient; *SE* = standard error; β = standardized coefficient; *t* = *t* value; *p* = significance level; *r* = correlation coefficient; *R*² = coefficient of determination

equal to the total amount of true score variance relative to the total scale score variance (Brunner & Süß, 2005).

The results of testing the hypothesized relationships are shown in Table 4. Customer orientation significantly predicted social networking site behavior ($F = 7.282$, $p < .001$; $\beta = .22$, $p < .001$) and innovativeness ($F = 25.496$, $p < .001$; $\beta = .18$, $p < .001$). Social networking site behavior significantly predicted innovativeness ($F = 40.030$, $p < .001$; $\beta = .12$, $p < .001$). Customer orientation significantly predicted social networking site behavior ($F = 22.557$, $p < .001$; $\beta = .31$, $p < .001$).

The bootstrapping method was applied to our analysis (Hayes, 2013) based on the assumption that this approach, rather than relying on a single sample statistic to estimate a standard error, utilizes the sample at hand as a substitute population from which repeated samples with replacement are drawn. In this case, it tested whether statistically significant results existed for the mediation role by social networking

site behavior for the effect of customer orientation on innovativeness.

As shown in Table 5, the mediation was significant. The bias-corrected percentile bootstrap method showed that the indirect effect of customer orientation via social networking site behavior on innovativeness was significant, 95% CI = [0.028, 0.385], and the direct effect of customer orientation on innovativeness was significant, 95% CI = [0.170, 0.323]. Apparently, social networking site behavior significantly mediated the effect of customer orientation on innovativeness. The mediating effect accounted for 54.3% of the total effect.

Discussion

The results indicated that education qualification was significantly and positively related to innovativeness. These findings were supported by several previous studies, including Lee et al. (2016) and Sharma

Table 5*Mediation Analysis Results*

Effect	β	SE	<i>t</i>	<i>p</i>	95% CI	
					LL	UL
Total effect	.312	0.037	8.345	<.001	0.238	0.385
Direct effect	.246	0.039	6.322	<.001	0.170	0.323
Indirect effect	.065	0.0220	2.955	.003	0.028	0.112

Note. β = standardized coefficients; SE = standard error; CI = confidence interval; LL = lower limit; UL = upper limit.

et al. (2016). In addition, the results showed that education qualification was significant and positively related to social networking site behavior. These findings supported the argument by Huang (2018) that individuals with a high education level were more likely to use social networking sites. In this study, the conservation of resources theory was applied to an integrated model which aimed to predict innovativeness.

As an individual resource, customer orientation was an important inner driver for managers to meet their job demands. Customer orientation would help managers make up for the resource loss caused by job demands, which require innovativeness, and the findings supported previous studies (Grissemann et al., 2013; Tang, 2014; Yeh, 2016). Consistent with Herrero (2018), customer orientation resources would push managers to obtain more information about their customers by using social networking site behavior. Furthermore, this study found that social networking site behavior acted as a partial mediator in the effect of customer orientation on innovativeness.

This study has extended the current understanding of conservation of resources theory with reference to the process of how customer orientation resources in hotel managers play a role in their innovativeness. More specifically, in line with conservation of resources theory, as an individual resource, managers with high customer orientation are inclined to actively maintain innovative attitudes and behavior to respond to the demands of customers (Chang et al., 2011; Chen, 2011).

Although some research has examined customer orientation and its relationships with innovativeness, only a few studies have investigated the implications

of applying conservation of resources theory to organizational management. The results of the current study fill the theoretical gap and expand the research foundation of customer orientation and innovativeness. Specifically, this study is the first to examine the mediating effect of social networking site behavior between customer orientation and innovativeness. Managers with a high level of customer orientation are inclined to obtain more knowledge and information out of social networking site use. This behavior will facilitate their learning of consumer preferences and thus contribute to a service-oriented attitude toward customers. Thus, this study has expanded the existing body of knowledge on social networking site behavior in the hotel industry.

The results of this study suggest some meaningful, practical implications. First, the recruitment and selection of managers should incorporate an assessment of the customer orientation level. The results of this study show that managers with a high level of customer orientation are more likely to use social networking sites and consequently have a higher level of innovativeness. The study also suggests that hotels can greatly benefit from hiring individuals with a higher customer orientation for manager positions because customer orientation indicates a better job resource. Second, this study suggests certain practical implications for hotel operators by generating new ideas about social networking site marketing. From the operational perspective of hotel marketing, it has become vital to gain an understanding of what consumers are currently most interested in by using social networking sites. By using social networking sites to obtain information about customers' preferences, hotel managers can design targeted advertisements or make corresponding

promotions that may produce significant effects. For example, hotel managers can offer themed spaces that appeal to customer interest.

Several limitations and opportunities for future research are noted. Customer orientation was divided into the corporate level and the individual level. Customer orientation at the corporate level is regarded as job demand, whereas customer orientation at the individual level is believed to be a job resource (Brown et al., 2002). Our study was directed only at the individual level, so future studies could examine the effect of the corporate level on innovativeness which might yield a different result.

As our study was conducted in some foreign chain hotels in China, the selection of only one defined hotel classification may make it difficult to generalize the findings outside this particular context. Hence, future research may consider exploring this issue in different organizational settings to gain a broader understanding of the concepts.

The perceptual self-reported measures used in this study might yield an overstatement of variable relationships. Given that the data for this study were collected via a self-report questionnaire, common-method variance (CMV), which is the spurious variance caused by the measurement method rather than by the constructs meant to be measured (Podsakoff et al., 2003), is almost unavoidable. Nevertheless, to reduce this bias, future research needs to adopt a less subjective assessment approach, such as by targeting hotel non-managerial staff or their customers.

Acknowledgments

The authors appreciate Dr. Xue Wu for her contribution to the ethical approval and data collection efforts under this project. The authors also thank Navamindrathiraj University's Institute of Metropolitan Development and Kasetsart University's Faculty of Sport Sciences, respectively, for their support.

Declaration of ownership:

This report is our original work.

Conflict of interest:

None.

Ethical clearance:

This study was approved by our institutions.

References

- Alarcon, G. M., Edwards, J. M., & Menke, L. E. (2011). Student burnout and engagement: A test of the conservation of resources theory. *Journal of Psychology*, 145(3), 211–227. <https://doi.org/10.1080/00223980.2011.555432>
- Appiah, K., & Singh, S. (1998). Customer orientation and performance: A study of SMEs. *Management Decision*, 36(6), 385–394. <https://doi.org/10.1108/00251749810223592>
- Arbuckle, J. L. (1997). *Amos user's guide*. SmallWaters.
- Brockman, B. K., Jones, M. A., & Becherer, R. C. (2012). Customer orientation and performance in small firms: Examining the moderating influence of risk-taking, innovativeness, and opportunity focus. *Journal of Small Business Management*, 50(3), 429–446. <https://doi.org/10.1111/j.1540-627X.2012.00361.x>
- Brown, T. J., Mowen, J. C., Donavan, D. T., & Licata, J. W. (2002). The customer orientation of service workers: Personality trait effects on self- and supervisor performance ratings. *Journal of Marketing Research*, 39(1), 110–119. <https://doi.org/10.1509/jmkr.39.1.110.18928>
- Brunner, M., & Süß, H. M. (2005). Analyzing the reliability of multidimensional measures: An example from intelligence research. *Educational and Psychological Measurement*, 65(2), 227–240. <https://doi.org/10.1177/0013164404268669>
- Chang, S., Gong, Y., & Shum, C. (2011). Promoting innovation in hospitality companies through human resource management practices. *International Journal of Hospitality Management*, 30(4), 812–818. <https://doi.org/10.1016/j.ijhm.2011.01.001>
- Chen, J. S., Tsou, H. T., & Huang, A. Y. H. (2009). Service delivery innovation: Antecedents and impact on firm performance. *Journal of Service Research*, 12(1), 36–55. <https://doi.org/10.1177/1094670509338619>
- Chen, W. J. (2011). Innovation in hotel services: Culture and personality. *International Journal of Hospitality Management*, 30(1), 64–72. <https://doi.org/10.1016/j.ijhm.2010.07.006>
- Chiang, H. S. (2013). Continuous usage of social networking sites: The effect of innovation and gratification attributes. *Online Information Review*, 37(6), 851–871. <https://doi.org/10.1108/OIR-08-2012-0133>
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16, 297–334. <https://doi.org/10.1007/BF02310555>

- Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, 34(3), 555–590. <https://doi.org/10.2307/256406>
- Deshpande, R., & Farley, J. U. (1996). *Understanding market orientation: A prospectively designed meta-analysis of three market orientation scales*. Marketing Science Institute.
- Deshpande, R., Farley, J. U., & Webster, F. E. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadrad analysis. *Journal of Marketing*, 57(1), 23–37. <https://doi.org/10.1177/002224299305700102>
- Deshpande, R., Grinstein, A., Kim, S. H., & Ofek, E. (2013). Achievement motivation, strategic orientations and business performance in entrepreneurial firms: How different are Japanese and American founders. *International Marketing Review*, 30(3), 231–252. <https://doi.org/10.1108/02651331311321981>
- Donavan, D. T., Brown, T. J., & Mowen, J. C. (2004). Internal benefits of service-worker customer orientation: Job satisfaction, commitment, and organizational citizenship behaviors. *Journal of Marketing*, 68(1), 128–146. <https://doi.org/10.1509/jmkg.68.1.128.24034>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Grissemann, U., Plank, A., & Brunner, A. (2013). Enhancing business performance of hotels: The role of innovation and customer orientation. *International Journal of Hospitality Management*, 33, 347–356. <https://doi.org/10.1016/j.ijhm.2012.10.005>
- Halbesleben, J. R. B., Neveu, J. P., Paustian S. C., & Westman, M. (2014). Getting to the “COR”: Understanding the role of resources in the conservation of resources theory. *Journal of Management*, 40(5), 1334–1364. <https://doi.org/10.1177/0149206314527130>
- Han, J. K., Kim, N., & Srivastava, R. K. (1998). Market orientation and organizational performance: Is innovation a missing link. *Journal of Marketing*, 62(4), 30–45. <https://doi.org/10.1177/002224299806200403>
- Hanzaee, K. H., & Mirvaisi, M. (2011). Customer orientation of service employees: A case study of Iranian Islamic banking based on COSE model. *International Journal of Marketing Studies*, 3(4), 130–145. <http://dx.doi.org/10.5539/ijms.v3n4p130>
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford Press.
- Heiens, R. A. (2000). Market orientation: Toward an integrated framework. *Academy of Marketing Science Review*, 4(1), 1–4. <https://doi.org/10.1080/0965254x.2013.804857>
- Herrero, A., San Martin, H., & Collado, J. (2018). Market orientation and SNS adoption for marketing purposes in hospitality microenterprises. *Journal of Hospitality and Tourism Management*, 34, 30–40. <https://doi.org/10.1016/j.jhtm.2017.11.005>
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116–122. <https://doi.org/10.1111/j.2044-8325.2010.02016.x>
- Hoffman, D. L., & Novak, T. P. (2018). The path of emergent experience in the consumer IoT: From early adoption to radical changes in consumers’ lives. *Marketing Intelligence Review*, 10(2), 10–17. <https://doi.org/10.2478/gfkmir-2018-0012>
- Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- Huang, C. (2018). Social network site use and academic achievement: A meta-analysis. *Computers & Education*, 119, 76–83. <https://doi.org/10.1016/j.compedu.2017.12.010>
- Kam, S. W. S., & Tong, C. (2012). The influence of market orientation on new product success. *European Journal of Innovation Management*, 15(1), 99–121. <https://doi.org/10.1108/14601061211192852>
- Kelley, S. W. (1992). Developing customer orientation among service employees. *Journal of the Academy of Marketing Science*, 20(1), 27–36. <https://doi.org/10.1177/009207039202000103>
- Kleysen, R. F., & Street, C. T. (2001). Toward a multi-dimensional measure of individual innovative behavior. *Journal of Intellectual Capital*, 2(3), 284–296. <https://doi.org/10.1108/EUM0000000005660>
- Kohli, A., K., & Jaworski, B., J (1990). Market orientation: The construct, research propositions, and managerial implications. *Journal of Marketing*, 54(2), 1–18. <https://doi.org/10.1177/002224299005400201>
- Lee, C., Hallak, R., & Sardeshmukh, S. R. (2016). Innovation, entrepreneurship, and restaurant performance: A higher-order structural model. *Tourism Management*, 53, 215–228. <http://dx.doi.org/10.1016/j.tourman.2015.09.017>
- Lee, J., Ok, C., & Hwang, J. (2016). An emotional labor perspective on the relationship between customer orientation and job satisfaction. *International Journal of Hospitality Management*, 54, 139–150. <https://doi.org/10.1016/j.ijhm.2016.01.008>
- MacCallum, R. C., Browne, M. W., & Sugawara, H. M. (1996). Power analysis and determination of sample size for covariance structure modeling. *Psychological Methods*, 1(2), 130–149. <http://dx.doi.org/10.1037/1082-989X.1.2.130>
- MacKenzie, S. B., Lutz, R. J., Martinez, E., & Orfila, F. (2009). Innovation activity in the hotel industry.

- Technovation*, 29(9), 632–641. <https://doi.org/10.1016/j.tourman.2004.05.005>
- Matsuo, M. (2006). Customer orientation, conflict, and innovativeness in Japanese sales departments. *Journal of Business Research*, 59(2), 242–250. <https://doi.org/10.1016/j.jbusres.2005.06.002>
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing*, 54(4), 20–35. [https://doi.org/10.1016/S0148-2963\(98\)00077-0](https://doi.org/10.1016/S0148-2963(98)00077-0)
- Noordzy, G., Ricaurte, E., James, G., & Wu, M. (2016). Environmental implications of hotel growth in China: Integrating sustainability with hotel development. *Cornell Hospitality Reports*, 16(12), 3–9. <https://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1012&context=chrreports>
- Orfila, F., Crespi, R., & Martinez, E. (2005). Innovation activity in the hotel industry: Evidence from Balearic Islands. *Tourism Management*, 26(6), 851–865. <https://doi.org/10.1016/j.tourman.2004.05.005>
- Pagani, M., Hofacker, C. F., & Goldsmith, R. E. (2011). The influence of personality on active and passive use of social networking sites. *Psychology & Marketing*, 28(5), 441–456. <https://doi.org/10.1002/mar.20395>
- Park, H. I., Jacob, A. C., Wagner, S. H., & Baiden, M. (2014). Job control and burnout: A meta-analytic test of the conservation of resources model. *Applied Psychology*, 63, 607–642. <https://doi.org/10.1111/apps.12008>
- Peter, J. P. (1979). Reliability: A review of psychometric basics and recent marketing practices. *Journal of Marketing Research*, 16, 6–17. <https://doi.org/10.1177/002224377901600102>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Sanchez, M. I., & Miranda, F. J. (2011). Linking internal market orientation and new service performance. *European Journal of Innovation Management*, 14(2), 207–226. <https://doi.org/10.1108/14601061111124894>
- Saxe, R., & Weitz, B. A. (1982). The SOCO scale: A measure of the customer orientation of salespeople. *Journal of Marketing Research*, 19, 343–351. <http://dx.doi.org/10.2307/3151568>
- Sharma, S. K., Joshi, A., & Sharma, H. (2016). A multi-analytical approach to predict the Facebook usage in higher education. *Computers in Human Behavior*, 55, 340–353. <https://doi.org/10.1016/j.chb.2015.09.020>
- Sin, L. Y. M., Tse, A. C. B., Heung, V. C. S., & Yim, F. H. K. (2005). An analysis of the relationship between market orientation and business performance in the hotel industry. *International Journal of Hospitality Management*, 24(4), 555–577. <https://doi.org/10.1016/j.ijhm.2004.11>
- Sørensen, H. E. (2009). Why competitors matter for market orientation. *European Journal of Marketing*, 43(5), 735–761. <https://doi.org/10.1108/03090560910947025>
- Tajeddini, K. (2010). Effect of customer orientation and entrepreneurial orientation on innovativeness: Evidence from the hotel industry in Switzerland. *Tourism Management*, 31(2), 221–231. <https://doi.org/10.1016/j.tourman.2009.02.013>
- Tang, T. W. (2014). Becoming an ambidextrous hotel: The role of customer orientation. *International Journal of Hospitality Management*, 39, 1–10. <https://doi.org/10.1016/j.ijhm.2014.01.008>
- Tsai, W. H. S., & Men, L. R. (2014). Consumer engagement with brands on social network sites: A cross-cultural comparison of China and the USA. *Journal of Marketing Communications*, 23(1), 2–21. <https://doi.org/10.1080/13527266.2014.942678>
- Tsiotsou, R. H. (2010). Delineating the effect of market orientation on services performance: A component-wise approach. *The Service Industries Journal*, 30(3), 375–403. <https://doi.org/10.1080/02642060802236103>
- Venkatesh, V., Thong, J. Y. L., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *MIS Quarterly*, 36(1), 157–178. <https://doi.org/10.2307/41410412>
- Verhees, F. J. H. M., & Meulenbergh, M. T. G. (2004). Market orientation, innovativeness, product innovation, and performance in small firms. *Journal of Small Business Management*, 42(2), 134–154. <https://doi.org/10.1142/S1363919620500437>
- Wang, J. L., Jackson, L. A., Wang, H. Z., & Gaskin, J. (2015). Predicting social networking site (SNS) use: Personality, attitudes, motivation and Internet self-efficacy. *Personality and Individual Differences*, 80, 119–124. <https://doi.org/10.1016/j.paid.2015.02.016>
- Wu, B., & Yang, W. (2018). What do Chinese consumers want? A value framework for luxury hotels in China. *International Journal of Contemporary Hospitality Management*, 30(4), 2037–2055. <https://doi.org/10.1108/IJCHM-08-2016-0466>
- Wu, X., & Shie, A. J. (2017). The relationship between customer orientation, emotional labor, and job burnout. *Journal of Chinese Human Resources Management*, 8(2), 54–76. <https://doi.org/10.1108/JCHRM-03-2017-0005>
- Yeh, Y. P. (2016). Market orientation and service innovation on customer perceived value: The case of supermarket retailers. *Management Research Review*, 39(4), 449–467. <https://doi.org/10.1108/MRR-08-2014-0205>
- Zhou, K. Z., Brown, J. R., & Dev, C. S. (2009). Market orientation, competitive advantage, and performance:

A demand-based perspective. *Journal of Business Research*, 62(11), 1063–1070. <https://doi.org/10.1016/j.jbusres.2008.10.001>

Zhou, K. Z., Brown, J. R., Dev, C. S., & Agarwal, S. (2007). The effects of customer and competitor orientations on performance in global markets: A contingency analysis. *Journal of International Business Studies*, 38(2), 303–319. <https://doi.org/10.1057/palgrave.jibs.8400259>