

# Transformational leadership, corporate social responsibility and service innovation among catering enterprises in China: Basis for sustainable catering service strategy

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## ***Abstract***

This study aims to explore the relationship between enterprise transformation leadership, employee service innovation, and corporate social responsibility in order to develop strategies to strengthen service innovation in catering enterprises. In this study, a self-made questionnaire was used as a tool for data collection. The participants in the study were 300 employees who came to Quan Jude enterprises in Guangzhou, Shanghai, Xi'an and Beijing. Weighted averages and grades are used to describe transformational leadership in charisma support, vision motivation, intellectual development, personalized care; evaluate employee innovation in vision, ability, personal achievement, and identify social responsibility practices through economic, social, and environmental perspectives. Spearman Ojo was used to test for significance relationships as part of a non-parametric test. All the analyses were performed using the SPSS version 28. The study showed that respondents were very consistent about their transformational leadership, corporate social responsibility, and employee innovation. They agreed to the transformational leadership qualities that enterprise managers have in charisma, vision motivation, intellectual development, and personalized care. They also agreed on the economic, social, and environmental CSR perspectives of the companies. Transformational leadership to employee service innovation behavior has significant positive influence, transformational leadership has significant positive influence on corporate social responsibility, corporate social responsibility and employee service innovation behavior has significant positive influence, corporate social responsibility in transformational leadership and employee service innovation behavior relationship intermediary role, formulated the strategic plan of sustainable development of the enterprise.

**Keywords:** transformative leadership, corporate social responsibility, service innovation, catering enterprises, catering service; strategy

## **Transformational leadership, corporate social responsibility and service innovation among catering enterprises in China: Basis for sustainable catering service strategy**

### **1. Introduction**

With the continuous adjustment of China's industrial economic structure, the tertiary industry has gradually become an important driving force and source of China's economic development. The catering industry has become one of the fastest growing industries in the national economy, with the overall growth rate exceeding the GDP growth rate. The role of private catering enterprises is particularly prominent. In the process of economic structure adjustment and enterprise transformation and upgrading, the tertiary industry has gradually become an important driving force for economic development, and the catering industry plays a particularly prominent role in the service industry. Statistics from the China Cuisine Association in 2022 show that in the past 30 years, the average annual growth rate of China's catering industry was 18.6%, exceeding the growth rate of GDP and becoming a new force driving consumption. "2022 Annual Report on China's Catering Industry" shows that the scale of China's catering industry continues to expand, the leading attitude of brand enterprises is obvious, and the major lists show the advantages of private catering enterprises in each regions. Therefore, the sustainable development of catering enterprises should be paid attention to.

How to become a transformative leader, enhance the social responsibility, and improve the service innovation ability of employees to promote the sustainable development of catering enterprises has become an important issue in the academic circle. Currently, many online and online red restaurants are popular, with long lines at the entrance to the restaurant. These phenomena not only reflect the improvement of residents' living standards, but also reflect customers' pursuit of more personalized and thoughtful service in the dining process. Restaurants need to provide customers with humanized service environment and novel experience, which has also become an important condition for catering enterprises to achieve customer loyalty. With the rapid development of the Internet, any comment from customers on catering enterprises can be quickly spread and shared on the Internet. In order to get more praise, the development trend of the catering industry is to constantly innovate according to the needs of customers. The fundamental factor that determines the improvement of the innovation ability of catering enterprises is the characteristics of the transformative leadership style of "the service innovation ability of employees". It can set an example for employees with the good moral quality of employees, give them personalized care, encourage their innovative wisdom, and strive to achieve the goals of individuals and organizations. Of course, the operation of catering enterprises is largely dependent on both the natural environment and the social environment. In order to obtain long-term competitive advantage and realize sustainable development, the responsibility of building a "harmonious society" must be incorporated into the enterprise development strategy.

In this context, this paper takes China Quanjude Company as an example, and systematically reviews the concept of corporate social responsibility, employee innovation and its impact on the sustainable development of enterprises. Wood (2018) believes that the four aspects of corporate social responsibility proposed by Carroll are the decision-making of corporate leaders, and the basic tendency of leaders to assume these responsibilities represents the orientation of corporate social responsibility. In a study of service enterprises, Kim et al., (2019) surveyed casino employees and found that employees increased their organizational commitment and reduced their willingness to leave by supporting CSR activities. Based on the existing research, this study believes that the service innovation behavior of employees of catering enterprises is based on the premise that the employees of employees of catering enterprises can better meet the diversified needs of customers. In order to improve the service quality and work efficiency, the psychological understanding, evaluation, cognitive process and behavior of service innovation reflect the results.

Through sorting out the existing literature, it is found that there are few studies on transformative leadership,

social responsibility and employee service innovation in catering enterprises. Therefore, the managers, social responsibility and employees of catering enterprises as the research objects are also highly innovative in the service industry. Research, scholars often from the perspective of leader social responsibility orientation and employee perception of social responsibility, few researchers more explore the Chinese catering enterprise change leadership, social responsibility and the relationship between staff service innovation behavior, based on this paper improved the basic principle of the study, abundant discusses the relationship between catering enterprise transformative leadership and staff service innovation behavior, and how the leadership style affects the employee service innovation behavior, verify the transformative leadership on employee service innovation behavior. Exploring the influence of the intermediary variable — social responsibility between transformational leadership and employee service innovation behavior. From the perspective of social responsibility of catering enterprises, it explains the influence mechanism of transformational leaders on employees' service innovation behavior, and complements the research on external factors affecting employees' service innovation behavior. It enriches the academic research content on the leading variables of service innovation behavior of employees in catering enterprises.

**Objectives of the Study** - This study aims to explore transformational leadership, corporate social responsibility, and service innovation, and lay the foundation for developing a sustainable catering service strategic framework. Specifically, it described the transformational leadership as charismatic leadership, personalized care, and talent motivation; determined corporate social responsibility from an economic, social, and environmental perspective; described the service innovation in terms of employee willingness, ability, and personal achievement and tested the important relationship between transformational leadership, corporate social responsibility, and service innovation, and developed a strategic framework for sustainable catering services.

## **2. Methods**

**Research Design** - Descriptive research design was used in this study for an adequate and precise interpretation of the findings. According to study of Rahi (2017), descriptive method of research is a type of research which obtains relevant facts, data and information at present state, providing a precise outline of situations, people or events. Polit and Beck (2019) also shared that descriptive research seeks to study and monitor an arising sensation which cannot be recognized by an impartial factor. The researcher seeks to gather information from the respondents through providing survey questionnaires and distributing these to them. This descriptive kind of research was helpful in collecting the respondents' data efficiently.

**Participants of the Study** - The respondents of this study are 300 front-line employees and managers at all levels from 10 stores of China Quanjude (Group) Co., Ltd., who are required to work in Quanjude for no less than six months. Sufficient work experience can help employees better understand the leader's behavior style and corporate cultural atmosphere. The questionnaire is answered anonymously, which ensures the authenticity and effectiveness of employees' evaluation of leaders to a certain extent. The formal survey was conducted in January 2022. The online questionnaire was distributed to senior managers with the help of tutors, and the paper questionnaire was used for front-line employees and middle managers. The questionnaires were distributed on the spot, but due to the impact of the epidemic situation, the number of offline questionnaires was limited, so finally A total of 326 questionnaires were collected for each questionnaire, and the incomplete and unqualified questionnaires were removed. There were 300 valid questionnaires, and the overall effective recovery rate was 92%. The limitation encountered in the study was the rejection of some prospective respondents to participate in the study. However, the researcher did her best to cover the reasonable scope to improve the study.

**Data Gathering Instrument** - The study used three sets of questionnaire as the major mechanism in collecting the necessary data. It consists of four parts. The first part is the Transformation Leadership Scale, the second part is CSR, the third part is the Employee Service Innovation Behavior Scale, and the fourth part is the basic beliefs and interests of the respondents. Based on result of reliability test, the Transformational Leadership, Corporate Social Responsibility, and Employee Innovation Instrument has an excellent consistency as exhibited by the Cronbach's

Alpha value of (.982). This was validated by the Excellent remarks from Transformational Leadership (.960); it was confirmed by the Good results from Talent Motivation (.868), Charm Inspired (.862), Personalized Care (.856) and Intellectual Excitation (.847). Also, it was validated by the Excellent remark for Corporate Social Responsibility (.959); it was confirmed by the Excellent remarks from Social Perspective (.936) and Good remarks from Economic Perspective (.864), and Environmental Perspective (.897). Moreover, this was further validated by Employee Innovation (.951), it was confirmed by the results from Employee Willingness (.900), Employee Ability (.980), and Good remarks from Personal Achievement of Employee (.861) which shows that the instrument at hand passed the reliability index test. Thus, the researcher can now proceed to the actual survey using the aforementioned instrument.

**Data Gathering Procedure** - First, through the literature review, we summarize the research background and current situation of transformational leadership, social responsibility and employee innovation, find the practical problems, and study the existing problems. Proponents of this study used research articles, books, and published papers related to the study variables. These were all used to construct the questionnaires and to interpret and analyze the data. After the subject was approved, the study asked experts to verify the content of the questionnaire. After this, the questionnaire was pilot tested to determine the consistency of the indicators for the three variables. This data was used to test for its reliability. After passing the reliability test, the data collection process will be completed by mail, online and face-to-face, with the supporter requesting permission from the organization leader so that she can conduct data collection from their employees.

**Ethical Considerations** - Before the actual conduct of the survey, the researcher sent a consent letter to the respondents to inform the purpose and intent of the study. Also, they were assured that information obtained will be kept extremely confidential and will only be used for academic research purposes. Other respondents provided the non-disclosure agreement for confidentiality reasons.

**Data Analysis** - Weighted mean and rank were used to describe transformational leadership as charismatic leadership, personalized care and talent motivation; to determine corporate social responsibility from the perspective of economy, society and environment; and to describe employees' willingness, ability, and personal achievements in service innovation. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

### 3. Results and Discussion

**Table 1**

*Transformational Leadership*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Talent Motivation	3.34	Agree	2.5
Charismatic Leadership	3.35	Agree	1
Personalized Care	3.33	Agree	4
Intellectual Excitation	3.34	Agree	2.5
Composite Mean	3.34	Agree	

Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree

Table 1 shows the overall results of transformational leadership ability, with a comprehensive average of 3.34, indicating strong recognition in the comprehensive evaluation. All respondents moderately agree with the characteristics of transformational leadership, believing that transformational leadership has a high moral value and influences employees' behavior through personal values and personality charm. In work, it points out the development path for employees, creates a work environment of mutual trust, unity and cooperation, provides personalized care to employees in life, stimulates their wisdom, and encourages them to immerse themselves in work, ultimately achieving personal and organizational goals, A leader who guides and influences others. In the proposed indicators, charismatic leadership has an average score of 3.35, ranking first. The company's

management and employees not only show high agreement with the work of the company's leaders, but also show high agreement with their work methods and measures. For example, leaders strive to promote teamwork among employees, and the company's leaders not only need to use language, but also lead by example, indicating that in transformational leadership abilities, charming leadership has high influence and attractiveness in the eyes of employees, which can stimulate their enthusiasm and motivation. As Wernerfelt (2020) studied, charismatic leadership is a leadership style based on personal charm and attractiveness. A charismatic leader influences and motivates others through personal charm, emotional appeal, and persuasiveness.

The average value of talent motivation and intellectual stimulation is 3.34, and respondents unanimously believe that talent motivation and intellectual stimulation are important leadership abilities that can stimulate employees' innovation and provide new perspectives and methods. These results indicate that business leaders should focus on developing their charismatic leadership abilities, and attach importance to talent motivation and intellectual stimulation to improve employee job satisfaction and performance levels. As studied by Shangkun and Yang (2019), talent motivation and intellectual stimulation are one of the key factors for leader success. By motivating employees' potential and stimulating their intelligence, companies can establish an efficient, innovative, and dynamic team.

The commitment level of personalized care is the lowest, with an average of 3.33, which means that in the eyes of employees, the commitment level of leaders in personalized care is relatively low. Some managers of enterprises may not have enough time and energy to pay attention to the personal needs and benefits of employees while busy with business and management tasks. This may lead to employees feeling neglected and undervalued, affecting their work motivation and satisfaction. These results indicate that leaders in transformational leadership need to pay more attention and value personalized care to improve employee job satisfaction and performance levels. As Feng (2021) emphasized, leaders should recognize the importance of personal care for employees. They can express their concern for employees through regular communication, providing support and assistance, and encouraging their personal development. This can establish better employee relationships, improve employee job satisfaction and performance levels.

**Table 2**

*Corporate Social Responsibility*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Economy	3.33	Agree	1
Society	3.32	Agree	2
Environment	3.30	Agree	3
Composite Mean	3.32	Agree	

Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree

Table 2 shows the overall results for CSR, with a composite mean of 3.32, verbally interpreted as consistent. In the quoted indicators cited, the weighted average of social responsibility is 3.33, ranking first, indicating that enterprises are well responsible for society at the economic level and show a strong sense of social responsibility. It is one of the primary tasks of enterprises to actively create profits. Profit is the basis for the survival and development of enterprises, and also the premise for enterprises to fulfill their social responsibilities. By creating profits, enterprises can provide returns to shareholders, attract investment, promote economic growth, create jobs, provide products and services, meet the needs of the society, and contribute to the society. By actively creating profits, enterprises can achieve their own sustainable development, and contribute to the prosperity of the society.

In terms of social perspective, the average value is 3.32, ranking second, indicating that enterprises have a strong sense of responsibility at the social level. Enterprises not only exist in the pursuit of profits, but also should assume social responsibilities and make contributions to the society. The enterprise has a strong sense of responsibility at the social level, which not only contributes to the long-term development of the enterprise, but also obtains the recognition and support of the society and establish a good corporate image

For the environmental perspective, social responsibility had the lowest weighted mean of 3.30, with consistent verbal interpretation for all indicators. This can only show that environmental protection plays a positive role in promoting the overall development of enterprises, and the importance of corporate environmental responsibility cannot be ignored. By actively fulfilling environmental responsibility, enterprises can establish a good corporate image and reputation, and win the recognition and trust of consumers and the society. The performance of corporate environmental responsibility can enhance the sense of belonging and pride of employees, improve their morale and cohesion, and thus improve the performance and competitiveness of the enterprise.

In general, enterprises perform well at the economic and social levels, but there is still some room for improvement at the environmental level. While pursuing profits, enterprises should also operate in legal and compliance, abide by relevant laws and regulations, assume social responsibilities, and promote the sustainable development of economy, environment and society.

Like Jixin (2018) research, the corporate social responsibility is crucial for the catering industry development, should not only meet the development in the process of the reasonable needs of the interest groups and individuals, and to protect the environment and culture, should coordinate human with nature, fairness and charity into the ethical principles of the enterprise, assume the corresponding social responsibility.

**Table 3**

*Service Innovation*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
Willingness	3.31	Agree	3
Ability	3.35	Agree	2
Personal Achievements	3.33	Agree	1
Composite Mean	3.33	Agree	

Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree

The results of table 3 shows the overall results of service innovation with a composite average of 3.33. Verbal interpretation as agreement. Among the indicators cited here, employees had the highest competence weighted average of 3.35, indicating that employees have high knowledge, skills and experience in service innovation. This means that employees can more skillfully and efficiently use relevant capabilities when implementing service innovation, so as to provide better innovative services. This also shows that the enterprise has made certain achievements in staff training and development, and provides opportunities and resources for employees to improve their abilities. This is a positive result, indicating that the enterprise has a highly capable staff team in service innovation, which will bring more innovation and competitive advantages to the enterprise. Ability is the skill experience and ability that a person has in the practical work. Ability includes professional knowledge, technical ability, communication skills, and problem-solving ability, which play a vital role in a person's performance and achievement in the work. In practice, ability is the key factor that determines whether a person is competent for a job. A person who lacks practical ability may encounter various problems and challenges in his work, unable to effectively solve and deal with them.

Among the indicators cited, the weighted average of employees' ability was the highest at 3.35, followed by personal achievement (3.33), and employee willingness (3.31) with consistent verbal explanations. The impact of personal achievement on the enterprise was multifaceted, including performance improvement, motivating other employees, increasing corporate reputation and cultivating leadership. Enterprises should value and encourage the individual achievements of their employees to promote the development and success of the organization. Cultivating employee personal achievements can improve employee satisfaction and loyalty: When employees feel that their personal achievements are valued and cultivated, they will be more satisfied and loyal to the company, thus reducing the employee turnover rate. Not only that, the employee's personal achievement is closely related to performance and work quality. By cultivating employees' personal achievements, companies can improve their performance and work quality, thus improving their overall performance. Enhance corporate

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 reputation and competitiveness: employees' personal achievements can enhance the reputation and competitiveness of an enterprise.

When employees make important achievements in the industry, the enterprise will also be recognized and praised, thus attracting more talent and customers. Meeting the personal willingness of the employees is very important for the enterprise. Improve employee satisfaction and loyalty: Employees are more likely to maintain a positive work attitude and commitment when they feel their personal wishes are respected and satisfied. Enhance employee motivation and motivation: When employees feel that their personal intentions are noticed and supported, they are more motivated to pursue their personal goals and achievements. When employees feel their personal will are satisfied, they are more motivated to fully leverage their abilities and talents.

**Table 4**

*Relationship Between Transformational Leadership and Corporate Social Responsibility*

Variables	rho-value	p-value	Interpretation
<b>Talent Motivation</b>			
Economy	0.798**	0.000	Highly Significant
Society	0.787**	0.000	Highly Significant
Environment	0.715**	0.000	Highly Significant
<b>Charismatic Leadership</b>			
Economy	0.867**	0.000	Highly Significant
Society	0.832**	0.000	Highly Significant
Environment	0.778**	0.000	Highly Significant
<b>Personalized Care</b>			
Economy	0.860**	0.000	Highly Significant
Society	0.833**	0.000	Highly Significant
Environment	0.815**	0.000	Highly Significant
<b>Intellectual Excitation</b>			
Economy	0.876**	0.000	Highly Significant
Society	0.864**	0.000	Highly Significant
Environment	0.829**	0.000	Highly Significant

Legend: \*\*. Correlation is significant at the 0.01 level

As seen in the table, the computed rho-values ranging from 0.715 to 0.876 indicate a strong to very strong direct relationship among the sub variables of transformational leadership and corporate social responsibility. There was a statistically significant relationship between transformational leadership and corporate social responsibility because the obtained p-values were less than 0.01. It should be pointed out that although the correlation value is at the medium level, the strength of the relationship between the variables is very significant, which means that the enterprise managers with the transformative leadership style will take the initiative to assume the corporate social responsibilities, and the transformative leaders can promote the enterprise to actively fulfill their social responsibilities and achieve sustainable development. Transformational leadership has a significant positive impact on CSR.

Mudrack (2007) through empirical research, it is found that an enterprise's attitude towards social responsibility will be influenced by the enterprise managers' concept, personality and way of thinking. Mumford et al. (2022) believe that transformative leaders with strong social responsibility will create an atmosphere that supports innovation and morality in the enterprise, and encourage their subordinates to try different ways to fulfill social responsibility. Lu and Huang (2018) takes leading agricultural enterprises as samples. The research shows that transformational leaders will pay more attention to fulfilling customer responsibility, community responsibility, environmental responsibility, charity responsibility and employee responsibility, take the initiative to undertake social responsibility, and promote the long-term development of the enterprise by actively establishing a good corporate image. Tang et al., (2019) found in his research on the catering industry that the performance of hotel social responsibility will be directly affected by the leaders' attitudes and decisions. The higher the tendency of leaders' social responsibility, the more attention will be paid to the humanized management of employees, and the stronger the ability to promote the innovation of hotel management.

As seen in the table 5, the computed rho-values ranging from 0.823 to 0.886 indicate a very strong direct relationship among the sub variables of corporate social responsibility and service innovation. There was a statistically significant relationship between corporate social responsibility and service innovation because the obtained p-values were less than 0.01.

Some studies have proved that the transformational leadership to employee service innovation behavior has significant positive influence, leaders' behavior attitude and manners will potentially affect the staff, leaders to employees' authorization, public support behavior will encourage employees to produce innovation behavior, different leadership style on the influence of employee innovation behavior is different.

Innovation is an interactive process between leadership, organization and employees. Scott and Bruce (2021) believes that employee innovation behavior is a function of leadership behavior, teamwork, individual characteristics and innovation atmosphere, and leadership behavior is one of the main factors affecting employees' innovation behavior. Song (2019) found that employees' innovative behavior is a highly constructive behavior for the organization, and the reason for this behavior is the employees' sense of responsibility. Therefore, it is crucial to stimulate employees' sense of innovative responsibility and promote employees' innovative behavior through leadership behavior.

**Table 5**

*Relationship Between Transformational Leadership and Service Innovation*

Variables	rho-value	p-value	Interpretation
<b>Talent Motivation</b>			
Willingness	0.736**	0.000	Highly Significant
Ability	0.734**	0.000	Highly Significant
Personal Achievements	0.738**	0.000	Highly Significant
<b>Charismatic Leadership</b>			
Willingness	0.763**	0.000	Highly Significant
Ability	0.778**	0.000	Highly Significant
Personal Achievements	0.782**	0.000	Highly Significant
<b>Personalized Care</b>			
Willingness	0.800**	0.000	Highly Significant
Ability	0.829**	0.000	Highly Significant
Personal Achievements	0.828**	0.000	Highly Significant
<b>Intellectual Excitation</b>			
Willingness	0.817**	0.000	Highly Significant
Ability	0.824**	0.000	Highly Significant
Personal Achievements	0.833**	0.000	Highly Significant

\*\**. Correlation is significant at the 0.01 level*

Transformational leadership styles can be divided into idealized influence, inspiring motivation, intellectual stimulation, and personalized care, and these behavioral traits have a positive impact on the service innovation behavior of employees. Herrmann and Felfe (2020) proves the positive impact of transformational leaders on employee creativity. First, transformational leaders set a common vision for all employees, which contributes to the establishment and development of the common goals of the enterprise. The clearer the team goals, the higher the level of employee creativity. Second, transformational leaders meet the promotion needs of employees through intellectual stimulation, such as learning opportunities, where they show employees new ways to study old problems, develop their followers' innovative ability, and increase the possibility of innovative solutions. Finally, inspiring motivation encouraged team members to task the task

As a challenge rather than an insurmountable threat, build up confidence in finding new solutions. The service innovation behavior of employees refers to a behavior of employees in service-oriented enterprises who timely apply the creativity of improving service work into practice and change the existing service work in the process of work.



**Table 6**

*Relationship Between Social Responsibility and Service Innovation*

Variables	rho-value	p-value	Interpretation
<b>Economy</b>			
Willingness	0.823**	0.000	Highly Significant
Ability	0.836**	0.000	Highly Significant
Personal Achievements	0.824**	0.000	Highly Significant
Willingness	0.828**	0.000	Highly Significant
Ability	0.824**	0.000	Highly Significant
Personal Achievements	0.820**	0.000	Highly Significant
<b>Environment</b>			
Willingness	0.886**	0.000	Highly Significant
Ability	0.851**	0.000	Highly Significant
Personal Achievements	0.853**	0.000	Highly Significant

\*\* . Correlation is significant at the 0.01 level

As seen in the table, the computed rho-values ranging from 0.823 to 0.886 indicate a very strong direct relationship among the sub variables of corporate social responsibility and service innovation. There was a statistically significant relationship between corporate social responsibility and service innovation because the obtained p-values were less than 0.01. Variables the relationship between strength is very significant, transformational leadership to employee service innovation behavior has significant positive influence, transformational leadership behavior characteristics of catering enterprise employees service innovation behavior has a positive role, encourage employees to service innovation behavior, and improve staff's work performance, promote the innovation and development of the enterprise

Some studies also confirmed that the transformational leadership will promote employee innovation behavior, enterprise change leadership by stimulating employee's creativity and innovation ability, provide resources and support, establish a positive team atmosphere and provide incentive and reward mechanism, promote employee service innovation behavior, promote the innovation and development of the enterprise.

Scott and Bruce (2021) believes that employee innovation behavior is a function of leadership behavior, teamwork, individual characteristics and innovation atmosphere, and leadership behavior is one of the main factors affecting employees' innovation behavior. Song (2019) found that employees 'innovative behavior is a highly constructive behavior for the organization, and the reason for this behavior is the employees' sense of responsibility. Therefore, it is crucial to stimulate employees 'sense of innovative responsibility and promote employees' innovative behavior through leadership behavior.

The behavioral characteristics of the charm, vision motivation, intellectual stimulation and personalized care of the transformational leadership style have a positive impact on the service innovation behavior of employees. Herrmann & Felfe (2020) proves the positive impact of transformational leaders on employee creativity. First, transformational leaders set a common vision for all employees, which contributes to the establishment and development of the common goals of the enterprise. The clearer the team goals, the higher the level of employee creativity. Second, transformational leaders meet the promotion needs of employees through intellectual stimulation, such as learning opportunities, where they show employees new ways to study old problems, develop their followers' innovative ability, and increase the possibility of innovative solutions. Finally, inspiring motivation encouraged team members to task the task

### Proposed Enterprise Sustainable Development Strategic Framework

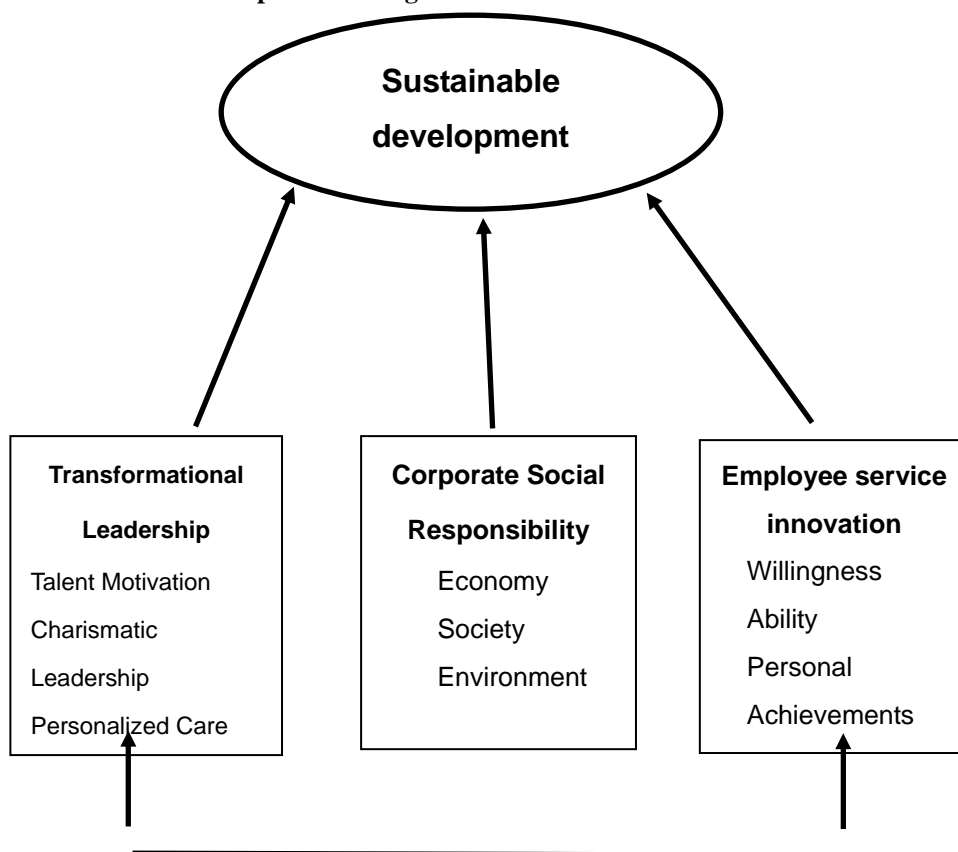


Figure 1. Proposed Framework for Sustainable Catering Service Strategy

In order to encourage every manager and employee to work more actively to promote the practice of sustainable development, we have established a proposed framework for sustainable development. In addition, this will also be a good measure to improve the development of the enterprise, and will also be a good tool to make the enterprise more competitive. This will bring more opportunities and benefits to enterprises, but also make positive contributions to the society and the environment.

As can be seen from the figure below, there is a positive correlation between the two variables of service innovation behavior of transformation leaders and employees. Transformational leaders have a positive impact on employees' service innovation behavior, while transformational leaders have a positive impact on corporate social responsibility. Corporate social responsibility positively affects employee service innovation behavior. Catering enterprise transformation leaders actively encourage employees to produce service innovation behavior; change leadership managers actively assume social responsibility; consciously promote the generation of service innovation behavior when employees feel substantial social responsibility; corporate social responsibility plays an intermediary role in the influence of change leaders on employee service innovation behavior.

#### 4. Conclusions and Recommendations

The respondents agreed that transformational leaderships moderately practiced in the company as to charismatic leadership, personalized care and talent motivation. The respondents moderately agreed that the company practiced the corporate social responsibility in the perspective of economy, society and environment. There is a moderate agreement on the service innovation in terms of employee's willingness, ability and personal achievement. There is a high significant relationship among transformational leadership, corporate social responsibility and service innovation. A framework for sustainable catering service strategy was developed.

Business leaders develop clear goals and strategies to encourage employees to achieve performance goals. They can more supporting and encouraging and let the employees know that leaders believe in them and that they are there to help them succeed. This will help them to feel valued and appreciated, which will motivate them to do their best work. The minimum indicator of social responsibility is the "The enterprise eliminates the use of disposable chopsticks", The researchers suggested that catering companies should reduce the use of disposable chopsticks, reduce environmental pollution, save resources, and improve their image and reputation. Enterprise managers may use more incentives, new trainings and promotion opportunities to motivate employees.

Leaders of catering enterprises may cultivate employees' innovative consciousness and behavior through their own charm, vision incentive and talent incentive, improve employees' salaries and various welfare benefits, provide sufficient personal development space for employees, and create new performance for the enterprise. Corporate managers can use the proposed strategic framework for sustainable catering services to improve the work performance of catering enterprises in terms of transformative leadership, social responsibility, and employee innovation. Future researchers may use other variables and dimensions to study catering business strategies. They can collaborate with other researchers which may involve practitioners and policy makers.

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