
Successful Digital Transformation through Corporate Digital Responsibility (CDR): Enhancing Perceived Justice and Organizational Outcomes

Abstract

To address the growing public concerns regarding ethics, fairness, and the protective nature of digital transformation practices, hospitality organizations are incorporating corporate digital responsibility (CDR) practices, including enhanced data security measures. This study draws upon the deontic model of justice to examine the impact of CDR practices directed toward customers on employees' perceived organizational justice and subsequent work-related outcomes. A total of 281 responses from U.S. hospitality employees were collected using a time-lagged design with a two-wave data collection approach. The proposed model is tested using PLS-SEM in SmartPLS 4.0. Findings indicate that CDR practices related to digital ethics and data privacy and protection positively affect employees' perceived organizational justice. Similarly, perceived organizational justice positively influences job satisfaction, perceived job performance, and organizational trust. The study highlights the critical role of CDR practices in enhancing employees' perceptions and influencing their attitudes and behaviors in the workplace.

Keywords: *Corporate Digital Responsibility, Digital Ethics, Data Privacy and Protection, Digital Service Fairness, Digital Transformation, Hospitality Management*

Track: *Ethically Driven Innovations*

Focus of Paper: *Theoretical/Academic*

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Introduction

The implementation of digital technologies and the leverage of data (i.e., digital transformation) have brought significant benefits to hospitality organizations, including enhanced employee productivity (Lee et al., 2024), firm performance (Hernandez & Lee, 2025), and customer satisfaction (Park et al., 2023). However, the challenges associated with the reliance on digital technologies and data cannot be overlooked. Growing public concerns regarding the ethicality of digital practices as well as data security threats have negatively impacted the success of digital transformation (Dogru et al., 2025). In particular, companies that do not adhere to established social norms or moral principles in their digital practices may face backlash from customers and key internal stakeholders, such as employees. This was the case of Google in 2018, when a group of employees resigned in protest over concerns regarding the company's unethical use of artificial intelligence (Forbes, 2018). While current hospitality digital practices are not strictly illegal, their employees may deem them morally reprehensible (Dogru et al., 2025), triggering adverse reactions that jeopardize the organization's longevity (Vial, 2019).

Employees are recognized as the organization's most expensive and valuable resource and are pivotal for competitive advantage and sustained performance over time (D'Annunzio Green & Ramdhony, 2019; Madera et al., 2017). Within hospitality, employees are responsible for the human touch that characterizes hospitality services and are a key asset in successful digital transformation (Van Der Schaft et al., 2024). Typically, employees engage directly with the organization's digital technologies and data, allowing them to evaluate firsthand the company's digital practices regarding ethics and data protection (Wirtz et al., 2023). Based on the deontic model of justice, employees evaluate how other organization stakeholders are treated (Priesemuth & Schminke, 2019; Cropanzano et al., 2003). This model's key assumption is that employees follow principles of morality in their interpersonal conduct and expect their organization to do the same (Folger et al., 2001). This is particularly relevant since employees' evaluations of their organizations' justice significantly influence their attitudes and behaviors in the workplace (Cropanzano et al., 2001).

Previous literature on digital transformation at the employee level has focused on digital competencies (Ye & Chen, 2024) and technology adaptation (El Hajal & Yeoman, 2024). Similarly, studies have explored employees' perceptions of digital transformation (Van Der Schaft et al., 2024) and their interactions with service robots and AI-driven services (Mejia et al., 2024; Liu et al., 2024). Research has also examined new pressures introduced by digital transformation, including employee technostress, alienation (Wu et al., 2022) and negative perceptions stemming from job replacement and job insecurity threats (Bakir et al., 2025). While these studies offer valuable insights, little attention has been given to employees' views regarding organizations' efforts to address the growing privacy and ethical concerns associated with digital practices. These efforts are encompassed within corporate digital responsibility (CDR).

CDR has recently emerged as a new concept aimed at guiding organizations' responsible management of digital technologies and data (Wirtz et al., 2023). It has gained importance among academic scholars (e.g., Shin et al., 2025; Wang, 2025), governments (e.g., the Code of CDR in Germany), and industry practitioners (e.g., HFTP Hospitality Code of Digital Responsibility). CDR refers to the organization's values, norms, and commitments to deal with digital technologies and data-related issues (Lobschat et al., 2021). As internal stakeholders of the organization, employees engage with, contribute to, and respond to the evolving ethical practices of the organization, particularly those related to CDR (Kunz & Wirtz, 2023; Rupp et al., 2006). However, how organizations' CDR practices toward customers shape employees' perceived organizational justice and their subsequent work-related outcomes remains unexplored.

This study aims to fulfill this critical literature gap with following the objectives (1) to examine the impact of hospitality CDR practices related to digital ethics, data privacy and protection, and digital service fairness on employees' perceived organizational justice and (2) the effect of perceived organizational justice

on job satisfaction, organizational trust, and perceived job performance. The alignment of the organization's CDR practices with the values and principles of their employees is paramount to addressing the ethical and privacy challenges that can hinder successful digital transformation in the hospitality industry (Vial, 2019; Wirtz et al., 2023).

Background Information

The Deontic Model of Justice

The deontic model of justice suggests that individuals' responses to injustice are driven by a priori moral standards of what is perceived as right or wrong (Cropanzano et al., 2003; Folger et al., 2001). The main assumption of the deontic model is that people base their own interpersonal conduct and others' conduct on principles of moral accountability (Folger et al., 2001). When people witness the unfair treatment of others, they feel a moral discomfort that drives them to respond to the injustice in various ways in order to restore justice (Ambrose et al., 2015). These responses stem from a moral sense that considers both the interests and welfare of others and oneself (Folger et al., 2001). Hence, from a deontic perspective, perceived organizational justice can be understood as a psychological state triggered by a perceived adherence to moral norms of interpersonal conduct (Folger et al., 2001).

Past hospitality literature has used the deontic model of justice to examine customers' reactions after witnessing abusive supervision (Jin et al., 2020) and customer incivility (Hwang et al., 2022). Similarly, studies have explored employees' attitudes and behaviors toward customers who are victims of organizational injustice (Gong et al., 2021) and their reactions to customer mistreatment of supervisors (Jiang et al., 2023). Employees witnessing organizational injustice toward customers react to establish fairness by adopting customer-oriented constructive deviance (Gong et al., 2022), seeking to repair the injustice by providing extra service, offering unofficial discounts, or even waiving service charges despite going against the organization's policies and procedures (Gong et al., 2022). However, there is a lack of research using a deontic perspective to examine how ethical, protective, and fair digital practices directed toward customers affect employees' perceived organizational justice and subsequent work-related outcomes.

Impacts of Corporate Digital Responsibility (CDR) on Hospitality Management

CDR seeks to guide the deployment of digital technologies and the use of data while keeping the interests of all stakeholders in mind (e.g., suppliers, customers, employees, society) (Dörr, 2021). This aligns with corporate social responsibility (CSR), which is concerned with the organizations' responsibilities that go beyond the economic interests to foster positive interactions with internal (e.g., employees) and external (e.g., customers, communities, suppliers) stakeholders (Freeman, 1984; Rhou et al., 2016). From a service context perspective, CDR is defined as "the principles underpinning a service firm's ethical, fair, and protective use of data and technology when engaging with customers within their digital service ecosystem" (Wirtz et al., 2023, p. 173). CDR is particularly salient in the hospitality industry, which relies more and more on digital technologies and customer data to offer personalized service experiences (Wirtz et al., 2023; Dogru et al., 2025). By engaging in CDR practices, hospitality organizations can mitigate legal, reputational, and financial risks (Lobschat et al., 2021), gain a competitive advantage (Bleier et al., 2020), and develop a positive reputation among internal stakeholders (Kunz & Wirtz, 2023).

CDR has three dimensions: digital ethics, data privacy and protection, and digital service fairness (Wirtz et al., 2023). Digital ethics refers to the guidelines for moral decisions and practices concerning digital technologies and data (Moriarty, 2016; Murphy, 1988). Examples of digital ethics practices are the establishment of committees to oversee the implementation of new digital technologies and transparency

in data-related practice (Shin et al., 2025). Data privacy and protection represent the firm mechanisms established to ensure and safeguard consumers' autonomy and control over their data collection, storage, and use (Beke et al., 2018). This dimension involves implementing enhanced data security measures to avoid data breaches and the mechanisms to guarantee consumers complete control of their data. Lastly, the digital service fairness dimension deals with the equitable treatment of individuals in their interactions with the company's digital ecosystem (Wirtz et al., 2023). This dimension relates to the use of AI-based technologies for decision-making. Practices in this realm include initiatives to ensure algorithmic transparency and reduce bias in these technologies.

According to the principles of the deontic model of justice, employees evaluate their organizations' CDR practices directed toward customers based on their own moral compass of what is wrong and right (Folger et al., 2001). While employees are not direct beneficiaries, CDR practices directed toward customers may potentially influence employees' perceived organizational justice, similar to CSR initiatives (Rupp et al., 2006). Therefore, organizations' CDR practices regarding digital ethics, data privacy and protection, and digital service fairness are critical in shaping employees' perceptions in the digital transformation context. First, digital ethics practices such as committees and audits help the organization to align its moral principles with those of their employees, strengthening their relationship and enhancing employees' perceptions of organizational justice. Similarly, adequate data privacy and protection practices can improve the company's image (Bulgurcu et al., 2010). Particularly, employees may hold their organization accountable for protecting customer data and view implementing such practices as the right thing to do. Subsequently, initiatives in this domain can be expected to enhance employees' perceived organizational justice. Lastly, organizations' practices regarding digital service fairness, such as monitoring AI-based digital technologies to mitigate discriminatory processes and outcomes, can also enhance perceptions of the organization's overall fairness (Dogru et al., 2025). Thus, the following hypotheses are proposed:

H1: CDR practices are positively related to perceived organizational justice.

H1a: CDR practices regarding digital ethics are positively associated with perceived organizational justice.

H1b: CDR practices regarding digital data privacy and protection are positively associated with perceived organizational justice.

H1c: CDR practices regarding digital service fairness are positively associated with perceived organizational justice.

Past research suggests that perceptions of justice are crucial in shaping employees' attitudes and behaviors toward their organizations (Cropanzano et al., 2001). Specifically, perceived organizational justice is strongly associated with beneficial effects on job satisfaction, organizational commitment, organizational citizenship, trust, and job performance (Colquitt et al., 2001). Job satisfaction refers to a general perception of work or attitudes regarding different aspects of the job (Spector, 1997). The alignment of the organization's values with those of its employees fosters positive feelings. These feelings can, in turn, positively influence their attitude towards their job. Hence, the following hypothesis is proposed:

H2: Perceived organizational justice is positively associated with job satisfaction.

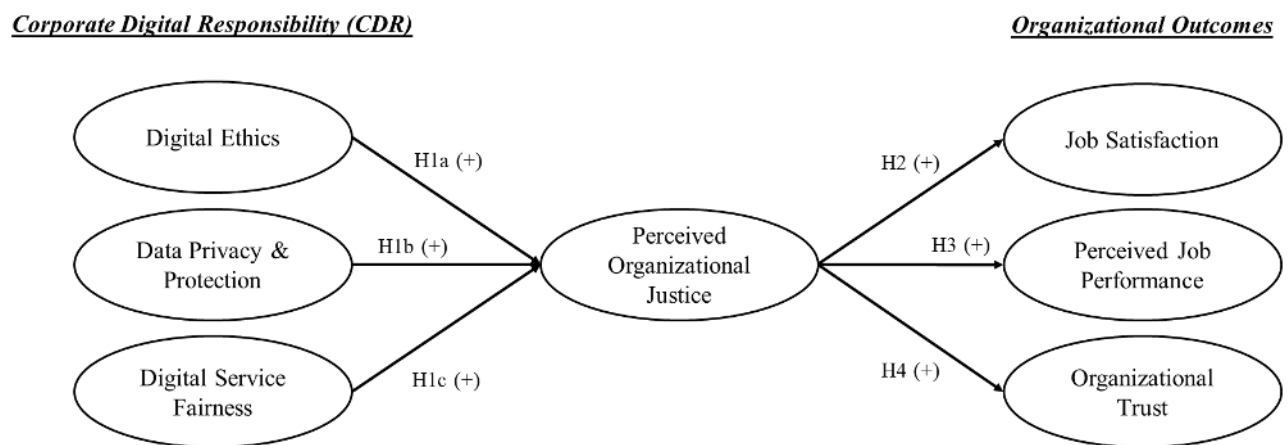
Job performance encompasses employees' behaviors and outcomes that help achieve the organization's goals and align with the duties and responsibilities detailed in the job description. (Aguar-Quintana et al., 2021). When employees believe their organization is fair, it positively impacts their motivation, engagement, and overall productivity. Overall, having compatible moral principles in their interactions with other stakeholders, such as customers, would encourage employees to perform better (Zoghbi-Manrique-de-Lara & Ting-Ding, 2017). Therefore, the following hypothesis is proposed:

H3: Perceived organizational justice is positively associated with perceived job performance.

Lastly, organizational trust refers to “the extent to which employees trust their organization” (Guzzo et al., 2021, p. 3). It is characterized by the essential role of vulnerability in the employee-employer relationship (Gustafsson et al., 2020). Moreover, organizational trust serves as a key antecedent to various organizational attitudes, including turnover intentions, organizational commitment, employee engagement, and organizational citizenship behaviors (Guzzo et al., 2021). Research indicates that employees’ trust in their organization is vital for success and that their perceptions of overall fairness in organizational practices (i.e., perceived organizational justice) significantly influence their trust level (DeConinck, 2010). Therefore, the following hypothesis is proposed:

H4: Perceived organizational justice is positively associated with organizational trust.

Figure 1. Research Model



Methodological Justification and Results

Sample and Procedures

The current study used a time-lagged design with a two-wave survey (Dhir et al., 2025). Research suggests that using time-lagged data collection effectively minimizes the likelihood of common method bias and addresses common method variance issues (Podsakoff et al., 2012). Multiple-wave data collection allows researchers to establish the temporal order of constructs, enhancing the ability to make sound, meaningful inferences (Kline, 2011; So et al., 2023). Therefore, this study collects data for independent and dependent variables at different points in time using two waves separated by a 7-day interval (Podsakoff et al., 2012). We used Prolific Academic to collect data from individuals 18 years old or older working in the hospitality industry in the US. A total of 374 complete responses were collected at Wave 1. For Wave 2, we collected 295 responses with an attrition rate of 21.12%. Fourteen responses were removed due to failure to attention checks. Therefore, the final sample consisted of 281 completed responses. Table 1 displays demographic information.

The proposed model is examined using measurement model testing and partial least squares structural equation modeling (PLS-SEM) in SmartPLS4.1.1.1. PLS-SEM uses a variance-based approach to assess measurement and structural models with nonparametric criteria and procedures (Chin, 1998). Extensive literature acknowledges the reliability of PLS-SEM for the analysis of complex models to synthesize and extend established theories (Hair et al., 2022). This aligns with the study’s goal of developing a new theoretical framework and focusing on predicting and explaining key target constructs (Hair et al., 2022).

Table 1. Sample's Demographic Characteristics

Description	Total	
	n (281)	(%)
Gender		
Male	108	38.4
Female	170	60.5
Other	3	1.1
Age		
18-29	79	28.1
30-39	81	28.8
40-49	74	26.3
50-59	36	12.8
60 or older	11	3.9
Education		
High school degree or equivalent	104	37.0
Associate degree or equivalent	56	19.9
Bachelor degree or equivalent	92	32.7
Master degree or equivalent	18	6.4
Doctoral degree or equivalent	2	0.7
Professional degrees (e.g., MD, JD, DDS)	3	1.1
Other	6	2.1
Income		
\$50,000 or less	104	37.0
\$50,001 - \$100,000	129	45.9
\$100,001 - \$150,000	28	10.0
\$150,001 - \$200,000	12	4.3
Over \$200,000	8	2.8
Ethnicity		
Caucasian	195	69.4
Black/African American	31	11.0
Asian	20	7.1
Hispanic	23	8.2
Other	12	4.3

Measurement Model Testing

The measurement model was first checked following the procedures of Hair et al. (2022). All individual and measurement constructs presented sufficient reliability, convergent validity, and discriminant validity (Hair et al., 2022; Fornell & Larcker, 1981; Henseler et al., 2015; Kline, 2011). Tables 2, 3, and 4 display detailed results.

Table 2. Measurement Model Results

Construct and Measurement Item	Mean (S.D.)	Factor Loading
<i>1. Perceived Job Performance (Adapted from Williams & Anderson, 1991; Composite Reliability = 0.915; Cronbach α = 0.911; AVE = 0.790)</i>		
JP1. I adequately complete my assigned duties.	6.42 (0.74)	0.871
JP2. I fulfill the responsibilities specified in my job description.	6.45 (0.70)	0.917
JP3. I perform the tasks that are expected of me.	6.50 (0.67)	0.926
JP4. I meet the formal performance requirements for the job.	6.44 (0.67)	0.838
<i>2. Organizational Trust (Adapted from Robinson & Rousseau, 1994; Composite Reliability = 0.955; Cronbach α = 0.961; AVE = 0.829)</i>		
OT1. I fully trust my employer.	4.56 (1.80)	0.909
OT2. My employer is open and upfront with me.	4.79 (1.71)	0.901
OT3. I believe my employer has high integrity.	4.89 (1.57)	0.946
OT4. In general, I believe my employer's motives and intentions are good.	5.11 (1.53)	0.925
OT5. I think my employer treats me fairly.	5.16 (1.60)	0.930
OT6. I can expect my employer to treat me in a consistent and predictable fashion.	5.28 (1.43)	0.847
<i>3. Job Satisfaction (Adapted from Childers et al., 1980; Composite Reliability = 0.961; Cronbach α = 0.943; AVE = 0.811)</i>		
JS1. My work gives me a sense of accomplishment.	5.06 (1.51)	0.923
JS2. My work is satisfying.	4.94 (1.60)	0.923
JS3. My job is interesting.	5.05 (1.65)	0.892
JS4. I'm really doing something worthwhile in my job.	4.51 (1.71)	0.897
JS5. My job is exciting.	4.59 (1.66)	0.869
<i>4. Perceived Organizational Justice (Adapted from Ambrose & Schminke, 2009; Composite Reliability = 0.912; Cronbach α = 0.906; AVE = 0.732)</i>		
OJ1. Overall, customers are treated fairly by my organization.	5.96 (1.02)	0.883
OJ2. In general, I can count on my organization to be fair.	5.61 (1.23)	0.883
OJ3. In general, the treatment customers receive around here is fair.	6.00 (0.95)	0.909
OJ4. Usually, the way things work in my organization is not fair.	5.34 (1.53)	0.717
OJ5. For the most part, my organization treats its customers fairly.	6.03 (0.89)	0.873
<i>5. CDR-Digital Service Fairness (Adapted from Carr, 2007; Composite Reliability = 0.957; Cronbach α = 0.955; AVE = 0.760)</i>		
SF1. My company's app, website, and digital channels help all customers achieve their desired outcomes without favoring any group.	6.03 (1.10)	0.843
SF2. My company's app, website, and digital channels produce desired results for all customers without bias of any kind.	6.04 (1.07)	0.860
SF3. My company's app, website, and digital channels deliver good outcomes for all customers, regardless of who they are.	6.04 (1.04)	0.890
SF4. In general, my company's app, website, and digital channels deliver reasonable results for all customers.	6.08 (0.97)	0.906

Construct and Measurement Item	Mean (S.D.)	Factor Loading
SF5. The process of working with my company's app, website, and digital channels is generally fair.	6.06 (0.98)	0.883
SF6. The activities of my company's app, website, and digital channels are conducted without bias.	6.14 (1.01)	0.909
SF7. My company's processes involving the app, website, and digital channels attempt to meet all customers' needs.	5.98 (1.10)	0.794
SF8. My company's procedures involving the app, website, and digital channels are consistent across customers.	6.13 (0.99)	0.882
<i>6. CDR-Data Privacy & Protection (Adapted from Roman, 2007; Composite Reliability = 0.906; Cronbach α = 0.904; AVE = 0.636)</i>		
DP1. My company's app, website, and digital channels clearly explain how user information is collected, used, and stored.	4.93 (1.47)	0.807
DP2. When using the company's app, website, and digital channels, only the personal information necessary for the transaction to be completed needs to be provided.	5.69 (1.21)	0.729
DP3. My company's privacy policies are clearly presented across the app, website, and digital channels.	5.09 (1.46)	0.836
DP4. My company's security policy is easy to understand across the app, website, and digital channels.	5.07 (1.43)	0.839
DP5. My company's terms and conditions for online transactions are displayed clearly before purchase on the app, website, and digital channels.	5.39 (1.36)	0.820
DP6. My company's app, website, and digital channels offer secure payment methods.	6.01 (1.16)	0.724
DP7. My company's app, website, and digital channels have adequate security features.	5.73 (1.20)	0.818
<i>7. CDR-Digital Ethics (Adapted from Morosan & Dursun-Cengizci, 2024; Composite Reliability = 0.936; Cronbach α = 0.932; AVE = 0.880)</i>		
DE1. I consider my company's management of technologies and customer data to be ethical.	5.72 (1.05)	0.923
DE2. I think my company's management of technologies and customer data follows a moral code.	5.72 (1.09)	0.935
DE3. I consider my company's management of technologies and customer data to be fair.	5.85 (1.01)	0.956

Table 3. Correlation matrix and discriminant assessment (Fornell-Larcker Criterion)

	1	2	3	4	5	6	7
1. CDR-Digital Ethics	0.938						
2. CDR-Data Privacy & Protection	0.685	0.797					
3. CDR-Service Fairness	0.674	0.617	0.872				
4. Perceived Job Performance	0.266	0.226	0.457	0.889			
5. Job Satisfaction	0.286	0.259	0.169	0.148	0.901		
6. Perceived Organizational Justice	0.544	0.475	0.410	0.341	0.352	0.856	
7. Organizational Trust	0.481	0.382	0.336	0.167	0.547	0.714	0.910

Table 4. Heterotrait-Monotrait ratio (HTMT)

	1	2	3	4	5	6
1. CDR-Digital Ethics						
2. CDR-Data Privacy & Protection	0.736					
3. CDR-Service Fairness	0.711	0.648				
4. Perceived Job Performance	0.287	0.238	0.492			
5. Job Satisfaction	0.296	0.268	0.171	0.156		
6. Perceived Organizational Justice	0.589	0.517	0.433	0.375	0.362	
7. Organizational Trust	0.508	0.407	0.348	0.180	0.562	0.761

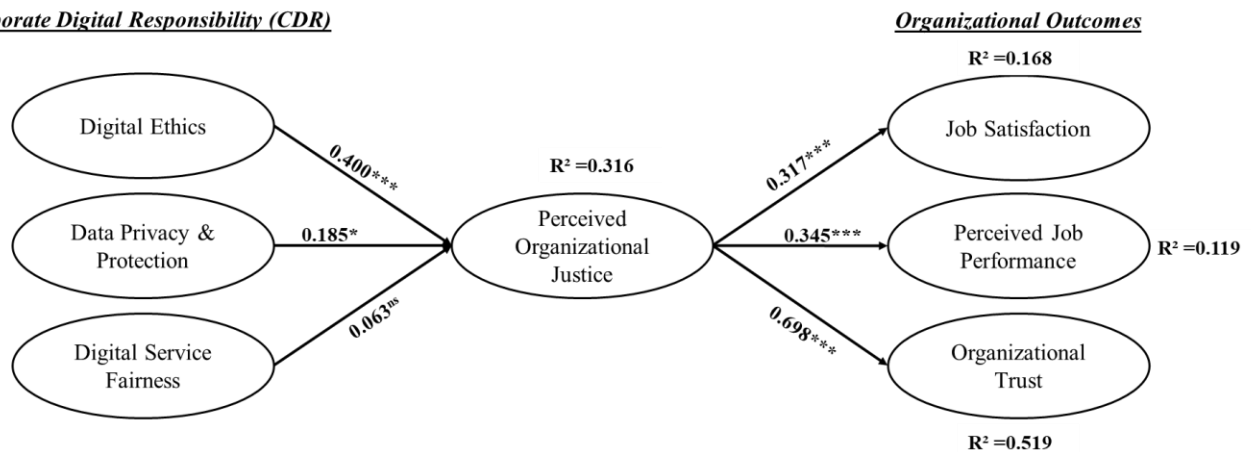
Structural Model and Hypotheses Testing

The hypothesized relationships were assessed based on the explained variance (R^2) of the dependent variables, path coefficients (β) (Hair *et al.*, 2022), and their levels of significance obtained from a 5000-subsample bootstrapping method (Chin, 1998). Table 5 shows the results of the hypothesis testing. Five hypotheses were supported. CDR practices related to digital ethics ($\beta = 0.400$, $t = 5.334$) and data privacy and protection ($\beta = 0.185$, $t = 2.076$) are both positively associated with employees' perceived organizational justice, supporting H1a and H1b. Conversely, CDR practices related to digital service fairness did not show a significant effect on employees' perceived organizational justice, resulting in the rejection of H1c ($\beta = 0.063$, $t = 1.379$). Additionally, the results show a significant effect of perceived organizational justice on job satisfaction ($\beta = 0.317$, $t = 5.896$), perceived job performance ($\beta = 0.345$, $t = 5.323$), and organizational trust ($\beta = 0.698$, $t = 17.035$). Hence, hypotheses 2, 3, and 4 are supported.

Table 5. Hypothesis Testing Results

Structural Paths	β	S.E.	t-value	p-value	Sig. Result
CDR-Digital Ethics \rightarrow Organizational Justice (H1a)	0.400	0.075	5.334	0.000	Yes
CDR-Data Privacy & Protection \rightarrow Organizational Justice (H1b)	0.185	0.089	2.076	0.038	Yes
CDR-Digital Service Fairness \rightarrow Organizational Justice (H1c)	0.063	0.046	1.379	0.168	No
Organizational Justice \rightarrow Job Satisfaction (H2)	0.317	0.054	5.896	0.000	Yes
Organizational Justice \rightarrow Job Performance (H3)	0.345	0.065	5.323	0.000	Yes
Organizational Justice \rightarrow Organizational Trust (H4)	0.698	0.041	17.035	0.000	Yes

Figure 2. Hypothesis testing results



Note: $***p < 0.001$, $**p < 0.01$, $*p < 0.05$, ns Not significant.

Discussion of Results

This study highlights the role of CDR practices, especially those related to digital ethics and data privacy and protection, on enhancing employees' perceived organizational justice. While employees are not the direct beneficiaries of these practices, the results of this study suggest that they hold their organizations accountable for the ethical and protective management of digital technologies and data in their interactions with customers. This is relevant since perceived organizational justice strongly influences work-related outcomes. In fact, the results of this study suggest that perceived organizational justice significantly affects job satisfaction, perceived job performance, and organizational trust. These findings emphasize the importance of aligning the organization's values with its employees' value system in the context of digital transformation (Vial, 2019). Furthermore, as key internal stakeholders, employees play a critical role in implementing CDR initiatives and identifying potential areas of improvement. By actively involving employees in CDR efforts, organizations can foster a culture of accountability, ethical decision-making, and sustainable innovation (Dogru et al., 2025).

Theoretical and Practical Implications for Hospitality

Theoretically, this study contributes to the limited CDR literature by empirically testing the effects of CDR practices on perceived organizational justice. Additionally, this study extends the application of the deontic model of justice to the context of hospitality digital practices. Hospitality organizations addressing issues related to digital ethics and data privacy and protection are perceived as fair or just. Moreover, our study provides evidence that the moral nature of justice evaluations sustained by the deontic model also holds significant implications for work-related outcomes such as job satisfaction, perceived job performance, and organizational trust. These outcomes are critical for an organization's longevity and long-term success (D'Annunzio Green & Ramdhony, 2019).

The study also has important implications for industry practitioners. As CDR practices were shown to strongly influence perceived organizational justice among employees. Organizations must work alongside employees to address any challenges emerging from digital transformation, including ethical and privacy concerns. Organizations must empower employees with relevant information, training, and open dialogue. Providing guidance on CDR practices helps employees prepare for opportunities and risks associated with emerging technologies, including security breaches (Bulgurcu et al., 2010). As the main users of the firm's digital assets,

employees must be frequently trained to follow, implement, and potentially improve data security protocols and other CDR practices (Gwebu & Barrows, 2020).

Limitations and Future Studies

This study also has some limitations. First, data was collected from US hospitality employees, limiting the generalizability of the findings. Future studies should investigate whether cultural differences influence the effect of CDR practices on perceived organizational effectiveness justice. Additionally, this study considered all sectors of hospitality as an aggregate. However, we understand that ethical, privacy, and fairness challenges might differ across specific sectors of the hospitality industry. Hence, future studies could explore differences across these sectors and determine which CDR practices are more relevant based on the nature of services offered. Lastly, regulations related to CDR practices are different across geographical markets. Potential moderators such as strong vs weak regulatory environment should be considered for future research.

(Word Count: 2,894/3,000)

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