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# Research on the Synergistic Development Mechanism of Corporate Social Responsibility and Commercial Value from the Perspective of Diversified Property Services

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**Abstract:** Against the backdrop of the deepening urbanization drive in China, the continuous expansion of urban community scales, and the increasingly diversified living service demands of residents, China's property service industry is undergoing a profound transformation—shifting from the traditional basic service model of the “Four Guarantees and One Service” (security, cleaning, maintenance, greening, and customer service) to the expansion of diversified services including community elderly care, child care, and housekeeping. This transformation has forged a new development paradigm of consolidating the foundation with basic services and strengthening the industry with value-added services. At present, the property service industry presents a distinct hierarchical pattern in social responsibility fulfillment: leading property service enterprises have deeply integrated social responsibility into their strategic systems and achieved initial synergy between social responsibility and business development; in contrast, small, medium and micro enterprises (SMMEs), which constitute the majority of the industry, generally regard social responsibility as a passive compliance cost or an additional burden, falling into a dual lag in both cognitive and practical dimensions. This structural differentiation has made the synergy between corporate social responsibility (CSR) and commercial value a key bottleneck hindering the sustainable upgrading of the entire industry. Based on the realistic context of the diversified transformation of China's property service industry, this paper systematically analyzes the differentiated predicaments faced by property service enterprises of different scales at the cognitive, governance and institutional levels, and further proposes a construction path for a hierarchical synergistic development mechanism featuring in-depth leadership by leading enterprises, precise empowerment of SMMEs, and joint construction of the industry ecosystem. It aims to provide an insightful and operable analytical framework and practical guidance for the property service industry.

**Keywords:** Property services; Corporate social responsibility; Commercial value; Synergistic mechanism; Hierarchical pattern

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## 1. Introduction

Corporate social responsibility refers to the responsibility that enterprises bear for the social and environmental impacts

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arising from their business activities while pursuing economic profits, with its core being to promote the coordinated development of enterprises, society, and the environment. In the field of property services, CSR is mainly reflected in safeguarding the legitimate rights and interests of property owners, preserving community public welfare, practicing green operations, and actively participating in community public welfare activities. Commercial value goes beyond traditional financial indicators and encompasses comprehensive intangible assets such as brand equity, customer loyalty, community trust, and long-term strategic resilience.

Currently, China's property service industry exhibits an obvious structural differentiation. Leveraging their resources and first-mover advantages, leading enterprises have gradually integrated CSR into their top-level strategic design and initially realized the integration of social responsibility and business development through green development and other approaches. In contrast, SMMEs, which form the main body of the industry, are constrained by multiple factors such as scale and resource reserves. They still generally adhere to the cognitive stereotype that social responsibility equals cost, lacking sufficient awareness of the strategic value of CSR. Without systematic strategic deployment, their CSR practices are fragmented and passive, resulting in a long-term disconnection between CSR and business objectives. This industry pattern of leading enterprises taking the lead while SMMEs fall behind not only restricts the sustainable development of SMMEs themselves but also delays the overall transformation of the entire industry towards high-quality development.

Therefore, based on the basic reality of industry stratification and combined with the background of the expansion and transformation of diversified property services, this paper aims to systematically deconstruct the synergy obstacles faced by enterprises of different scales at the cognitive, governance and institutional dimensions, and attempt to construct an integration mechanism of CSR and commercial value that adapts to the structural characteristics of the industry and promotes the overall synergistic evolution. It is expected to provide theoretical and practical guidance for the systematic upgrading of the property service industry.

## 2. Literature review

Chinese academic circles generally agree that there is a positive correlation between CSR and commercial value. The core logic is that by actively fulfilling social responsibility, enterprises respond to the reasonable demands of various stakeholders, including shareholders, employees, and consumers. This not only effectively shapes a good corporate reputation and brand image but also enhances stakeholders' recognition and trust in the enterprise, thereby reducing various risks in the operation process and accumulating long-term and sustainable commercial value for the enterprise <sup>[1]</sup>. Relevant studies have further confirmed that CSR practices exert a significant positive effect on improving consumer trust and loyalty, and strategic CSR fulfillment has demonstrated a brand empowerment effect, which effectively enhances enterprises' market competitiveness and consumer stickiness <sup>[2]</sup>.

However, from the perspective of existing research results, most studies have not focused on China's property service sector, nor have they combined with the distinct hierarchical pattern of the current property service industry, characterized by leading enterprises taking the lead and SMMEs as the foundation, nor responded to the realistic orientation of the industry's high-quality development. Although a small number of scholars have paid attention to the issue of industry stratification and discussed the predicaments of CSR practices of small and micro property service enterprises, they have not in-depth analyzed the differentiated synergy obstacles faced by property service enterprises of different scales in the expansion of diversified services. Research on conducting hierarchical difference analysis and mechanism construction from the three dimensions of cognition, governance, and institution is still insufficient.

Based on this, against the background of the diversified transformation of China's property service industry and focusing on the hierarchical characteristics of the industry, this paper systematically deconstructs the differentiated predicaments and underlying mechanisms faced by property service enterprises of different scales in the synergistic development of CSR and commercial value. It focuses on making up for the shortcomings of existing research, such as poor pertinence under the industry hierarchical pattern, unsystematic analytical dimensions, and insufficient practical

guidance. Meanwhile, it further enriches the application scenarios of the synergistic development of CSR and commercial value in China's property service industry, providing a useful reference for subsequent relevant research.

### **3. Predicaments in the synergistic development of CSR and commercial value from the perspective of diversified property services**

#### **3.1. Cognitive hierarchical predicament**

At present, the cognition of CSR and commercial value in the property service industry presents an obvious hierarchical differentiation, which is particularly prominent in the process of the diversified transformation of property services. Specifically, leading property service enterprises have formed a strategic consensus of responsibility-driven value, deeply embedding CSR into the top-level design of diversified services. Under this guidance, they carry out diversified practices such as community elderly care and child care, realizing the two-way empowerment of social responsibility and value.

In contrast, although most SMMEs do not completely oppose the integration of CSR and commercial value, they generally hold the cognitive inertia that fulfilling social responsibility will inevitably occupy profit space. They regard CSR as a passive compliance cost or an additional burden rather than a strategic starting point for active value creation<sup>[3]</sup>. The root of this cognition lies in the differences in resource constraints and development orientation derived from enterprise scale: SMMEs face greater survival pressure and cash flow dependence, making it difficult for them to identify CSR as a long-term strategic asset and conduct sustained and stable investment<sup>[4]</sup>. Especially in the expansion of diversified services, they focus more on the short-term revenue growth of such services while ignoring the community expectations and ethical responsibilities embedded in the service process, thus inhibiting the possibility of the synergistic development of CSR and commercial value from the source.

#### **3.2. Governance structure predicament**

There is a significant structural gap in the governance capacity of property service enterprises of different scales. Among them, relying on sound organizational structures, professional management teams, and sufficient operational resources, leading property service enterprises have initially constructed a CSR governance framework including goal setting, departmental coordination, and performance linkage, integrating CSR requirements into the entire service process through cross-departmental collaboration<sup>[5]</sup>. Their current challenge is not the lack of a system, but how to promote the in-depth evolution of the system from formal completeness to efficiency optimization and avoid the disconnection between strategic design and on-the-ground implementation.

In contrast, the vast majority of SMMEs have not established special decision-making or executive institutions related to CSR. Their CSR practices are mostly passive responses to government policy requirements or community demands, lacking a normalized and institutionalized promotion mechanism and failing to form a systematic and sustainable CSR management system, thus generally facing the dilemma of a hollowed-out governance mechanism<sup>[6]</sup>. The specific manifestations are as follows: there is a lack of evaluation tools integrating CSR and business objectives in the decision-making link; there is neither a full-time team nor a regular coordination process at the implementation level; and the support system is short of supporting budgets and incentive design. This structural gap in governance capacity makes it difficult to directly copy and transplant the mature experience of leading property service enterprises, and the synergy intentions of SMMEs are also hard to sustain due to the lack of organizational support. This thus forms a key operational bottleneck for the synergistic development of CSR and commercial value in the entire industry.

#### **3.3. Institutional adaptation predicament**

The existing CSR fulfillment standards are mainly designed in a generalized way. Although special adaptive norms have been issued for industries such as food, there is still a lack of targeted special standards in the property service field. From the perspective of industry practice, leading property service enterprises, by virtue of their sufficient resource

endowments and sound governance systems, can better adapt to such generalized standards through flexible adjustment and supplementation, and deeply integrate general requirements with their own diversified service scenarios to realize the synergistic development of CSR and commercial value. It is worth noting, however, that such generalized standards do not fully take into account the industrial characteristics of the property service industry, such as its labor-intensive nature, scenario-based service provision, and strong community relevance, nor do they consider the actual hierarchical development pattern of property service enterprises of different scales in the industry. This one-size-fits-all unified standard is difficult to adapt to the actual development of SMMEs, which account for the main body of the industry. Objectively speaking, even if SMMEs have the willingness to fulfill social responsibility, they do not yet have the ability to fully implement systematic CSR practices, which in turn restricts the synergistic development of their CSR and commercial value, highlighting the imbalance in the synergistic development of the entire industry.

## **4. Construction path of a synergistic development mechanism for the hierarchical pattern**

### **4.1. Reshaping the cognitive framework to promote hierarchical cognitive synergy**

Combined with the hierarchical characteristics of the property service industry and the development needs of diversified services, promoting the cognitive synergy of CSR and commercial value in the industry must adopt differentiated and precise guidance strategies. For leading property service enterprises, given that they have formed a strategic consensus of responsibility-driven value and have a solid practical foundation, they should be encouraged to move from strategic internalization to value externalization. They need to systematically sort out and openly share the typical paths and quantitative evidence of commercial returns brought by CSR practices, so as to strengthen their benchmarking and leading role in the industry.

For SMMEs, the key is to design cognitive transformation carriers with a low threshold, high perceptibility, and easy operation, such as regularly holding targeted industry seminars on CSR and compiling relevant case manuals. These measures can help them identify how fulfilling social responsibility directly contributes to enterprise survival and growth in aspects such as customer relationship consolidation, community trust building, and operational risk avoidance, thus gradually breaking the original cognitive inertia and completing the cognitive shift from the short-term cost perspective to the long-term investment perspective.

### **4.2. Improving the internal synergistic governance system to strengthen hierarchical organizational support**

In view of the current governance situation of property service enterprises of different scales, hierarchical governance optimization should be implemented. officials focus on supporting leading property service enterprises to continuously optimize their existing CSR governance systems, accurately focus on the core goal of efficiency optimization, and further strengthen cross-departmental coordination and closed-loop management of the entire process—for example, improving the joint meeting system and establishing a data sharing platform for CSR practices. At the same time, leading property service enterprises are encouraged to standardize and productize their mature management modules (such as standard processes for community public welfare activities and responsibility norms for value-added services), and compile simple and operable governance templates to provide reference and replicable practical samples for SMMEs.

For SMMEs, it is necessary to give full play to their characteristics of flexible operation and efficient decision-making. It is suggested that enterprise principals take the lead in setting up special CSR working groups, effectively focus on the integration of social responsibility into core businesses, and scientifically design lightweight assessment standards of basic CSR fulfillment + core value creation. It is essential to organically combine social indicators, such as customer satisfaction and community reputation, with operational indicators, such as revenue and property fee renewal rates, and uniformly incorporate them into the employee performance assessment and promotion evaluation system. Through

performance incentives, merit selection, recognition, and other means, the enthusiasm of employees to participate in CSR practices is effectively stimulated, and the dilemma of a hollowed-out governance mechanism is gradually resolved.

### **4.3. Constructing a hierarchical adaptive institutional system to optimize the industry's CSR fulfillment ecosystem**

Based on the hierarchical pattern of the property service industry and the pain point of insufficient adaptation of generalized institutional standards, it is necessary to deeply integrate the industrial characteristics of the property service industry (labor-intensive, scenario-based service provision, and highly community-related) to systematically construct a CSR institutional system that is industry-specific, hierarchically adaptive, and incentive-compatible. Officials focus on guiding leading property service enterprises to proactively align with high-level CSR fulfillment standards, optimize their internal CSR fulfillment systems in close combination with industry characteristics, and further strengthen their role as benchmarks and in demonstration and empowerment.

At the same time, focusing on the actual operation of SMMEs, officials scientifically formulate lightweight basic CSR fulfillment norms, effectively simplify the implementation process and reduce implementation costs, and clearly define the responsibility boundaries and practical paths matching their development stages. A gradient CSR fulfillment standard system is established based on differences in enterprise scale—for instance, the basic level focuses on compliant operation, and the advanced level focuses on brand building. Officials simultaneously and continuously improve the differentiated support and incentive mechanisms, guide various enterprises to fulfill their social responsibilities in a targeted manner by category, and gradually form an industry CSR fulfillment ecosystem where each enterprise performs its own functions, advances in an orderly manner, and develops in synergy. This will effectively solve the prominent problem of unbalanced synergistic development of the entire industry and promote the in-depth and long-term synergy between CSR and commercial value in the whole industry.

## **5. Conclusion**

Compared with existing relevant research, this paper breaks through the single research perspective, organically integrates diversified transformation, industry stratification, and the synergy of CSR and commercial value, and fills the research gap. This paper points out that, under the background of the transformation of China's property service industry from traditional basic services to the expansion of diversified services such as community elderly care, child care, and housekeeping, the synergistic development of CSR and commercial value is essentially a problem of differentiated governance against the backdrop of the industry's structural stratification.

Due to the significant differences in scale, resource reserves, and core capabilities, leading property service enterprises and SMMEs face distinct and interrelated synergy predicaments at the three core dimensions of cognitive concepts, governance structures, and institutional adaptation. The hierarchical differences at the cognitive level fundamentally inhibit the motivation for synergy; the structural gap at the governance level forms an implementation bottleneck in operation; and the insufficient adaptation of generalized standards at the institutional level exacerbates the imbalance in the synergistic development of the entire industry. These three types of predicaments are intertwined and transmitted layer by layer, becoming key restrictive factors for the high-quality transformation and sustainable upgrading of the property service industry.

Only by basing on the industry's hierarchical pattern, constructing a systematic and implementable synergistic development mechanism with hierarchical cognitive guidance, hierarchical governance improvement and hierarchical institutional adaptation as the core, accurately solving the core bottlenecks of property service enterprises of different scales, improving the industry's CSR fulfillment ecosystem, and promoting the transformation of CSR from passive compliance to active value creation, can we ultimately realize the in-depth integration and long-term synergy of CSR and commercial value in the entire industry.

## Disclosure statement

The author declares no conflict of interest.

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