

INFLUENCE OF CSR ACTIVITY, SERVICE QUALITY AND BRAND ATTITUDE TO CUSTOMER'S RE-VISIT INTENTION IN HOTEL INDUSTRY

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Abstract: Hotels are a key component of tourism industry and tourism industry is strongly reliant on them. The tourism industry and the hotel sector are most closely related. Corporate social responsibility is a key strategic



resource in the hospitality sector. This study intends to investigate probable causes of guests' favorable opinions of hotel. The suggested approach covers environmental CSR, charitable CSR, physical quality, employee behavior, customer satisfaction, brand attitude, and revisit intention. Using samples of domestic and international hotel guests who visited Bali, Indonesia, the model is put to the test. Testing of the model made in this study resulted in customers satisfaction and revisit intention positively influenced by CSR philanthropy. According to hypothesis testing, Environmental and Philanthropy CSR are more important to hotel guests' satisfaction and revisit intention than service quality and brand attitude. **Purpose** - CSR is regarded as a valuable resource, especially in the service industry. Only a few research have looked at the combined effects of brand attitude and service quality, in contrast to earlier research that concentrated on CSR activities and service quality. Therefore, the goal of this study is to investigate the possible reasons for hotel customers' positive perceptions of the establishment. **Design/methodology/approach** - The suggested model considers CSR efforts, service encounters, customer happiness, brand attitude, and intention to return. Samples of Indonesian and foreign hotel clients are used to test the model. In tests of the proposed model, path coefficients from CSR activities (environmental and philanthropic), but not from physical quality, staff behavior, and brand attitude provide meaningful results. **Findings** - According to hypothesis testing, perceived environmental and philanthropy CSR support are more important to customer satisfaction and intent to return than physical quality, employee behavior, and brand attitude. From these findings, it shows that hotels need to make better CSR strategies, especially in CSR philanthropy. CSR can be a good marketing tool to "attract customers" to the hotel industry. **Research limitations/implications** - The findings have crucial significance for researchers studying the impact of CSR initiatives on customer behavior to effectively manage customers' pleasant experiences with amenities and workers, as well as hotel brand sentiment. This research also has an impact on the hotel industry in deciding a better CSR strategy considering its positive effect on customer satisfaction and customer revisit intention.



Originality/value – CSR is a topic that is frequently brought up by the hospitality sector, particularly hotels. By highlighting the essential elements of hotel patron behavior, current CSR literature supported by this study.

Keywords: *Corporate Social Responsibility (CSR), Customer Satisfaction, Revisit Intention, Environmental CSR, Philanthropic CSR, Staff Behaviour, Brand Attitude*

INTRODUCTION

Financial success of a business, not only determined by new customers, but also determined by how they provide service to customers to encourage customers to come back¹. When customer satisfaction is met², customers tend to repeat orders and suggest purchases to friends, family, and others.³ Therefore, loyalty to customers must be increased to maintain long-term business existence in an increasingly challenging and competitive hotel industry⁴.

Corporate social responsibility (CSR) is synonymous with activities that prioritize the welfare of the community above the company's personal⁵ interests⁶ found that the impact of CSR can be greater and beneficial during

¹ Jinsoo Hwang, Insin Kim, and Muhammad Awais Gulzar, 'Understanding the Eco-Friendly Role of Drone Food Delivery Services: Deepening the Theory of Planned Behavior', *Sustainability*, 12.4 (2020), 1440.

² John T Bowen and Stowe Shoemaker, 'Loyalty: A Strategic Commitment', *The Cornell Hotel and Restaurant Administration Quarterly*, 44.5-6 (2003), 31-46.

³ Noppadol Manosuthi, Jin-Soo Lee, and Heesup Han, 'Predicting the Revisit Intention of Volunteer Tourists Using the Merged Model between the Theory of Planned Behavior and Norm Activation Model', *Journal of Travel & Tourism Marketing*, 37.4 (2020), 510-32.

⁴ HakJun Song, So Young Bae, and Heesup Han, 'Emotional Comprehension of a Name-Brand Coffee Shop: Focus on Lovemarks Theory', *International Journal of Contemporary Hospitality Management*, 2019.

⁵ Heesup Han and others, 'Impact of Corporate Social Responsibilities on Customer Responses and Brand Choices', *Journal of Travel & Tourism Marketing*, 37.3 (2020), 302-16.

⁶ D Ha, 'The Effect of Foodservice Company's Corporate Social Responsibility (CSR) Activities on Value through Customer Satisfaction', *Korean Journal of Hospitality and Tourism*, 26.6 (2017), 103-22.



the product/service differentiation phase.⁷ In addition, great corporate CSR initiatives can attract the attention of both current and future customers⁸. Therefore, various businesses are making efforts to optimize CSR activities, to retain existing customers and build a good public image for the company⁹.

It is essential to consider factors that affect post-purchase behavior, particularly in the fiercely competitive hotel industry. The academic social science literature illustrates how brand attitude, service quality, customer happiness, and corporate CSR activities are crucial factors in consumer decision-making and post-purchase behavior¹⁰. Previous research by ¹¹ have emphasized the significance of brand views in consumers' decisions to repurchase products. Additionally, several studies have demonstrated that brand attitude and service quality are the primary influences on customer satisfaction scores and retention. Customer satisfaction is significant in consumers' cognitive and emotive experiences and significantly affects their post-purchase behavior, according to prior empirical. Another intriguing finding from earlier studies is that CSR has a significant impact on post-purchase consumer decisions and behaviors.

Claiming CSR is important to consumer behaviour in the context of tourism, the topic is less well-appointed¹². However, research on CO2 emissions has largely disregarded the hotel industry, and the process of

⁷ Eun Mi Lee, Seong-Yeon Park, and Hyun Jung Lee, 'Employee Perception of CSR Activities: Its Antecedents and Consequences', *Journal of Business Research*, 66.10 (2013), 1716–24.

⁸ Sang Yeal Lee, Ji Young Lee, and Yong-Suk Cho, 'Framing Corporate Social Responsibility for a Controversial Product', *Journal of Travel & Tourism Marketing*, 35.8 (2018), 988–99.

⁹ Heesup Han, Jongsik Yu, and Wansoo Kim, 'Environmental Corporate Social Responsibility and the Strategy to Boost the Airline's Image and Customer Loyalty Intentions', *Journal of Travel & Tourism Marketing*, 36.3 (2019), 371–83.

¹⁰ Thorsten Hennig-Thurau, 'Customer Orientation of Service Employees: Its Impact on Customer Satisfaction, Commitment, and Retention', *International Journal of Service Industry Management*, 2004.

¹¹ Pantea Foroudi, 'Influence of Brand Signature, Brand Awareness, Brand Attitude, Brand Reputation on Hotel Industry's Brand Performance', *International Journal of Hospitality Management*, 76 (2019), 271–85.

¹² Mark Camilleri, 'Advancing the Sustainable Tourism Agenda through Strategic CSR Perspectives', *Tourism Planning & Development*, 11.1 (2014), 42–56.



greening up hotel operations has been excruciatingly sluggish for a long time. Hotel operators frequently fail to address environmental problems from the standpoint of the hospitality industry. Even if hotel operators have a "green management" mindset, it is possible for them to overlook the CO2 emissions problems caused by the various phases and types of hotel investments. As a result, less effort has been placed into developing environmental policies and energy use.

Therefore, this study aims to frame the relationships that lead to customer satisfaction and customer retention and to gain a deeper understanding of brand attitudes and service quality in a hotel ¹³. Determining the CSR approach is very important in the highly competitive hotel sector ¹⁴. Few empirical studies have been conducted to examine the relationship between hotel CSR and customer satisfaction, brand attitudes, and service quality.

It is acknowledged that both the Tourism and the hotel business are economically vulnerable to market fluctuations ¹⁵. These fluctuations are the direct outcome of everyday changes in individual consumers' preferences ¹⁶. Because of environmentally conscious purchasing and corporate policies, the tourist industry sees a steady growth in the number of passengers who prefer to engage in ecologically responsible purchase ¹⁷. Consequently, a large fraction of tourist facilities in the hotel business all over the world want to use such a profitable operating method. The green economy is defined by quality, energy efficiency, the absence of dangerous elements,

¹³ Andrea Ettinger, Sonja Grabner-Kräuter, and Ralf Terlutter, 'Online CSR Communication in the Hotel Industry: Evidence from Small Hotels', *International Journal of Hospitality Management*, 68 (2018), 94–104.

¹⁴ Muhammad Yasir and others, 'Participation of Hotel Managers in CSR Activities in Developing Countries: A Defining Role of CSR Orientation, CSR Competencies, and CSR Commitment', *Corporate Social Responsibility and Environmental Management*, 28.1 (2021), 239–50.

¹⁵ Igor Trišić and others, 'Perspectives on Sustainable Tourism Development in the Hotel Industry – A Case Study from Southern Europe', *Sustainability*, 13.10 (2021), 5563.

¹⁶ Hatem R I Radwan, Eleri Jones, and Dino Minoli, 'Solid Waste Management in Small Hotels: A Comparison of Green and Non-Green Small Hotels in Wales', *Journal of Sustainable Tourism*, 20.4 (2012), 533–50.

¹⁷ Nelson A Barber, 'Profiling the Potential "Green" Hotel Guest: Who Are They and What Do They Want?', *Journal of Hospitality & Tourism Research*, 38.3 (2014), 361–87.



recycling, a substantial usage of organic goods, ecologically friendly products and labelling systems, financing through "green" and "eco" funds, the use of renewable energy and raw materials, and so on . The growing concern for environmental protection and pollution reduction, as well as the desire of businesses to gain a competitive advantage, have all contributed to the desire of businesses to incorporate sustainable and environmentally responsible behaviours as well as environmentally friendly technology ¹⁸

It is argued that tourism and hospitality are two of the most important economic drivers in any country. This can be seen through the fact that tourism is becoming an increasingly significant contributor to global economic growth and is assisting in the creation of job opportunities. Nonetheless, since it relies so heavily on natural resources, any plans for its future growth must take that into account if it is to maintain its competitive edge and continue to grow ¹⁹.

REVIEW OF LITERATURE

1. Corporate Social Responsibility (CSR)

The theoretical framework on Corporate Social Responsibility was originally developed in the United States in the second half of the 20th century. Then the European Union has been dealing with this issue since the 1990s, with the Paper "Promoting a European Corporate Social Responsibility Framework" published by the European Commission in July 2001.

The aim is to initiate a discussion of CSR and the opportunities for its development, measurement, and assessment. This document provides the first general definition of CSR. In short, it offers a more detailed understanding of CSR itself, what its domain is, as well as contacts in the sector. However, it does not introduce any special laws. The International

¹⁸ Zahid Yousaf and others, 'Harmonization of Green Motives and Green Business Strategies towards Sustainable Development of Hospitality and Tourism Industry: Green Environmental Policies', *Sustainability*, 13.12 (2021), 6592.

¹⁹ Yaiza Armas Cruzei and Esperanza Gil Sotoii, 'Research Model of the Environmental Management in Hotel Firms', *Pasos, Revista de Turismo y Patrimonio Cultural*, 8.4 (2010), 479.



Labor Organization (ILO) and the Organization for Economic Cooperation and Development (OECD) have suggestions on the topic of CSR (OECD).

CSR considers the interests of the various stakeholders associated with the company – individuals, groups, or organizations that are impacted by the business it does. Companies can no longer ignore the interests of their stakeholders in today's interconnected economy. With the existence of communication tools and social media, more and more customers and clients share information about the impact of various products on the environment, human health and well-being, family life, and society. They can also express their opinion about the quality of goods and services provided by businesses, as well as their social initiatives²⁰.

Entrepreneurs that are socially conscious aim to balance the social and environmental implications of their business practices with the traditional economic goals of maximization of profits. This is demonstrated in practice, for instance, by (1) avoiding corruption and acting ethically, (2) attempting to minimize the negative effects of their work performance on the environment, (3) respecting human rights at work, (4) fostering an environment where employees can balance their work and personal lives, and (5) providing financial and non-financial support to the community in which the business operates²¹.

2. CSR Activities in Hotel Industry

CSR is a corporate contribution that aims to support a philanthropic, activist, or benevolent social cause²². This is done through involvement in or support of various morally motivated activities. CSR is crucial to the hotel sector because it motivates businesses to give back to society while also enhancing their bottom line. The advantages of CSR initiatives in company span the social, economic, and environmental spectrums.

²⁰ Godfrey Baldacchino, 'Seizing History: Development and Non-Climate Change in Small Island Developing States', *International Journal of Climate Change Strategies and Management*, 2017.

²¹ Ramona Rupeika-Apoga and Irina Solovjova, 'Access to Finance for Latvian SMEs', 2017.

²² Hakseung Shin and others, 'The Impact of Hotel CSR for Strategic Philanthropy on Booking Behavior and Hotel Performance during the COVID-19 Pandemic', *Tourism Management*, 85 (2021), 104322.



Since corporate social responsibility benefits society, it also benefits the business owners and organizations that adopt it in a variety of ways. These P. Cech, I. Jindrichovska, and J. Neubauer⁶³ are frequently categorized as non-financial advantages, and their effects may not always become apparent or noticeable right once. Examples of the beneficial effects of CSR include its capacity to draw in top talent and reduce staff churn, enhance the company's brand, encourage innovation, and boost revenues through greater consumer loyalty²³. The importance of standing out from the crowd is growing given the intense competition in the hotel sector. The client can then use a concern for the environment or the state of society as a competitive advantage in the market for social value. There are both favorable and negative attitudes about CSR among hotel managers as it relates to them²⁴.

However, it is attainable to assert that CSR needs to be a fundamental component of the majority of hotels' development strategies right now. Managers should be aware that while CSR activities do not always yield immediate results, they do lay the groundwork for a company to have a favorable reputation in society, which in turn influences stakeholders' perceptions of the company²⁵. Even within the hospitality industry, there is need to reinforce the idea to maximizing short-term earnings is insufficient for long-term economic success that can be sustained, increasing a company's worth for its shareholders²⁶. Long term CSR plan can enable the company's long-term goals.

In any industry, including the hotel industry, the managers should be conscious of the fact that the social and environmental components or their employment is also a cornerstone of business, besides directing the firm toward economic growth²⁷. Consequently, the majority of newly

²³ Morteza Akbari and others, 'How Corporate Social Responsibility Contributes to Strengthening Brand Loyalty, Hotel Positioning and Intention to Revisit?', *Current Issues in Tourism*, 24.13 (2021), 1897–1917.

²⁴ Yasir and others.

²⁵ David Daniel Peña-Miranda, Jesús Arteaga-Ortiz, and José Ramón-Cardona, 'Determinants of CSR Application in the Hotel Industry of the Colombian Caribbean', *Sustainability*, 11.18 (2019), 5045.

²⁶ Yousaf and others.

²⁷ Yasir and others.



established businesses in the hospitality sector prioritize providing high-quality services that are pertinent to their roles and would satisfy their target audiences' needs—their clients. Managers of these businesses are confident that their organization can better meet the unique needs of clients than other businesses operating in a certain industry. The management of a firm typically does not evaluate its social duty right after the company is founded because at that time, it is primarily focused on achieving other immediate and short-term goals²⁸

Companies in the hospitality sector should pay more attention to CSR as they go forward in their business life cycles, expand, and mature. Then they start assisting staff members in charitable endeavors or giving financial support, for instance. They can begin actively influencing their chosen area if they realize that their contributions will result in favorable society responses²⁹

3. Customer's satisfaction and revisit intention

Managers in the service industry place a high importance on satisfied customers since word-of-mouth marketing encourages brand loyalty among current and potential customers. Internal (such as quality of service) and external (such as reputation) factors both have an impact on customer satisfaction in the service sector. The firms can enhance their reputation by taking on social obligations. For example, numerous CSR concerns can boost businesses' brand equity. Businesses can promote the growth of their local communities by employing local workers and funding philanthropic endeavors. Environmental challenges play a significant role in corporate social responsibility, and businesses could achieve their social obligations by decreasing pollution and safeguarding the environment. Customer

²⁸ Yousaf and others.

²⁹ Svetlana Saksonova and Svetlana Savina, 'Financial Management as a Tool for Achieving Stable Firm Growth', *Economics and Business*, 29.1 (2016), 49–55.



satisfaction may rise if a company has a solid track record of CSR, according to ³⁰

Additionally, if customers feel that the level of service meets or surpasses their expectations, then satisfaction will rise and have a favorable impact on constructive behavior. High-quality service providers are more likely to meet the demands and expectations of their clients. Therefore, the authors of this study hypothesized that customer satisfaction in a hotel context is influenced by both CSR and service experiences.

4. Environmental CSR

The term “CSR” refers to an organization's voluntary involvement in social and environmental issues, which supports sustainable development goals. According to³¹, the closer social issues are to the company's core business, the greater the opportunity for companies to use their competence resources to help society. The tourism and hospitality sector are highly dependent on socio-cultural and natural resources.

In addition to consuming natural resources like electricity, water, and food, the growth of the hotel and tourism industries also pollutes the air, water, soil, and sound environment. CSR initiatives can contribute to overall efforts needed to attain destination sustainability in addition to being a source of innovation and advantage³². Social responsibility will certainly rise as the hotel industry's impact in the area continues to grow. CSR differs depending on industry traits. Unlike other forms of transportation, the hotel industry's global character has a significant impact

³⁰ Chitra Bhanu Bhattacharya and Sankar Sen, ‘Doing Better at Doing Good: When, Why, and How Consumers Respond to Corporate Social Initiatives’, *California Management Review*, 47.1 (2004), 9–24.

³¹ Camilleri.

³² Ram Nidumolu, Coimbatore K Prahalad, and Madhavan R Rangaswami, ‘Why Sustainability Is Now the Key Driver of Innovation’, *Harvard Business Review*, 87.9 (2009), 56–64.



on several rising and less-developed countries that are seen to be exploitable³³

Companies in the hotel and tourist sectors can successfully incorporate environmental practices into their strategy in the present decade by acting more enthusiastically and proactively. The hotel industry may benefit greatly from green objectives in terms of their instrumental, relational, and moral motivations. Due to their ingrained motives, stakeholders in the hotel business are eager to take part in green initiatives. Therefore, considerable focus on green practices is necessary to maintain stakeholder motivation for attaining sustainable growth. Leading hotels throughout the world are becoming more dedicated to sustainability and incorporating it into their business plans³⁴.

Therefore, one of the major considerations in evaluating consumer experience is environmental preservation. Attention to environmental issues because of the sustainable initiative began to have an impact on increasing the number of customers. According to CSR research, customer attitudes and behavior are positively correlated with perceived CSR. Previous studies have revealed that environmental CSR and customer perceptions and intentions are related³⁵.

As a result, these hypotheses are advanced: (a) H1a. Environmental CSR influences customers' satisfaction; (b) H1b. Environmental CSR influences customers' revisit intention.

5. Philanthropic CSR

One of the key components of the definition of CSR has always been corporate philanthropy. It refers to all types of company giving, including those that are voluntary or discretionary and are typically anticipated by corporations in today's world. The public also expects firms to engage in corporate philanthropy. Because charitable CSR activities are neither

³³ Ataur Rahman Belal and Mahmood Momin, 'Corporate Social Reporting (CSR) in Emerging Economies: A Review and Future Direction', *Accounting in Emerging Economies*, 2009.

³⁴ Yousaf and others.

³⁵ Michel Laroche, Jasmin Bergeron, and Guido Barbaro-Forleo, 'Targeting Consumers Who Are Willing to Pay More for Environmentally Friendly Products', *Journal of Consumer Marketing*, 2001.



required by law nor morally expected the desire of businesses to engage in social activities has a direct impact on how they are carried out. Companies that participate in charitable endeavors offer the impression that they "give back," which satisfies the "expectation" component of responsibility. The agreement between businesses and society also demonstrates that, like with individuals, citizens expect businesses to be decent corporate citizens. Corporate reports utilize the political science-derived phrase "corporate citizen" to describe how firms give back to society.

Philanthropic CSR initiatives can demonstrate to the public a high level of civic awareness. Low-level charitable endeavors, such as modest community service, may be used to accuse a firm of being unethical. Businesses that actively participate in charitable endeavors, on the other hand, are typically seen by the public as being excellent corporate citizens. Hotel corporations have created CSR programs in conjunction with their charitable endeavors to strengthen their competitive climate and enhance their reputation among customers. The CP actions of hotels, including as sponsorship, contributions, charitable giving, employee volunteerism, support of NGOs, involvement in communities, and project assistance, can enhance brand reputation, which generates a high level of favorable feedback from customers.

As a result, these hypotheses are advanced: (a) H2a. Philanthropic CSR influences customers' satisfaction; (b) H2b. Philanthropic CSR influences customers' revisit intention.

6. Physical quality

The service sector typically applies external elements to physical services to enhance the client experience and satisfaction of the experience. The physical quality is a manifestation of external variables; it typically relates to the standard of the tools and the environment that businesses may offer their clients. Previous research has demonstrated a beneficial relationship between service facilities and customer happiness³⁶. Companies with top-notch facilities tend to have higher customer satisfaction. Customers' views

³⁶ Matthew Tucker and Michael Pitt, 'Customer Performance Measurement in Facilities Management: A Strategic Approach', *International Journal of Productivity and Performance Management*, 2009.



and opinions of the services they receive can be influenced by physical ambient variables including colour, smell, sound, and texture, according to³⁷ research. For instance, it has been demonstrated that ambient music and soft lighting can significantly raise client satisfaction³⁸.

The physical superiority of a service business becomes a separate assessment for the customer. Perceived value, according to³⁹ has a direct effect on consumer behaviour and the results of perceived service excellence. Based on economic value and consumer behaviour theory⁴⁰ define consumer perceived value as indirect value generated under external influences. Thus, physical qualities contribute to the customer's perception of value. Perceived value can increase customer satisfaction and the desire to repurchase, according to research⁴¹. According to⁴², good results are also produced when people perceive physical attributes well.

As a result, these hypotheses are advanced: (a) H3a. Physical quality influences customers' satisfaction; (b) H3b. Physical quality influences customers' revisit intention.

7. Staff behaviour

Customers and service providers often play certain roles in service interactions that are socially produced and molded by respective societal expectations to establish effective connections. Customers are directly impacted by the behaviors of employees who play a direct part in delivering

³⁷ Eileen A Wall and Leonard L Berry, 'The Combined Effects of the Physical Environment and Employee Behavior on Customer Perception of Restaurant Service Quality', *Cornell Hotel and Restaurant Administration Quarterly*, 48.1 (2007), 59–69.

³⁸ Julie Baker and Michaelle Cameron, 'The Effects of the Service Environment on Affect and Consumer Perception of Waiting Time: An Integrative Review and Research Propositions', *Journal of the Academy of Marketing Science*, 24.4 (1996), 338–49.

³⁹ Valarie A Zeithaml, 'How Consumer Evaluation Processes Differ between Goods and Services', *Marketing of Services*, 9.1 (1981), 25–32.

⁴⁰ Rama K Jayanti and Amit K Ghosh, 'Service Value Determination: An Integrative Perspective', *Journal of Hospitality & Leisure Marketing*, 3.4 (1996), 5–25.

⁴¹ Gordon H G McDougall and Terrence Levesque, 'Customer Satisfaction with Services: Putting Perceived Value into the Equation', *Journal of Services Marketing*, 2000.

⁴² J Joseph Cronin Jr, Michael K Brady, and G Tomas M Hult, 'Assessing the Effects of Quality, Value, and Customer Satisfaction on Consumer Behavioral Intentions in Service Environments', *Journal of Retailing*, 76.2 (2000), 193–218.



customer service. According to theory, good service interactions lead to the spread of positive word-of-mouth, whereas bad service interactions lead to the spread of negative word-of-mouth.

Customers' needs extend beyond merely welcoming and assisting guests to include the "warmth" and "sincerity" of the welcome as well as the "all-out" character of the assistance provided. Building relationships with customers is how service industry marketers work to give customers a positive experience and make sure they are happy. Relationship engagement is linked to a customer's loyalty and satisfaction. Service employees must sustain client relationships; as a result, employee behavior and customer happiness are tightly tied. The link between staff behavior and customer satisfaction. Employee conduct matters in the hotel industry because it affects how customers and workers interact, which results in a favorable assessment.

As a result, these hypotheses are advanced: (a) H4a. Staff behavior influences customers' satisfaction; (b) H4b. Staff behavior influences customers' revisit intention.

8. Brand attitude

In the highly competitive hotel business, aspects that influence post-purchase behavior are considered important. According to social science literature, several key aspects of consumer decision-making and post-purchase behavior are brand attitude, service quality, customer satisfaction and corporate CSR initiatives⁴³

were previous research that provided evidence for the importance of brand relationship attitude regarding consumer repurchase choice. Additionally, numerous studies have shown how key factors in determining customer happiness and retention are brand attitude and service quality features⁴⁴. In the future, recent empirical studies showed how customer satisfaction plays a crucial role in customers' cognitive and emotive experiences, significantly influencing their post-purchase behavior.

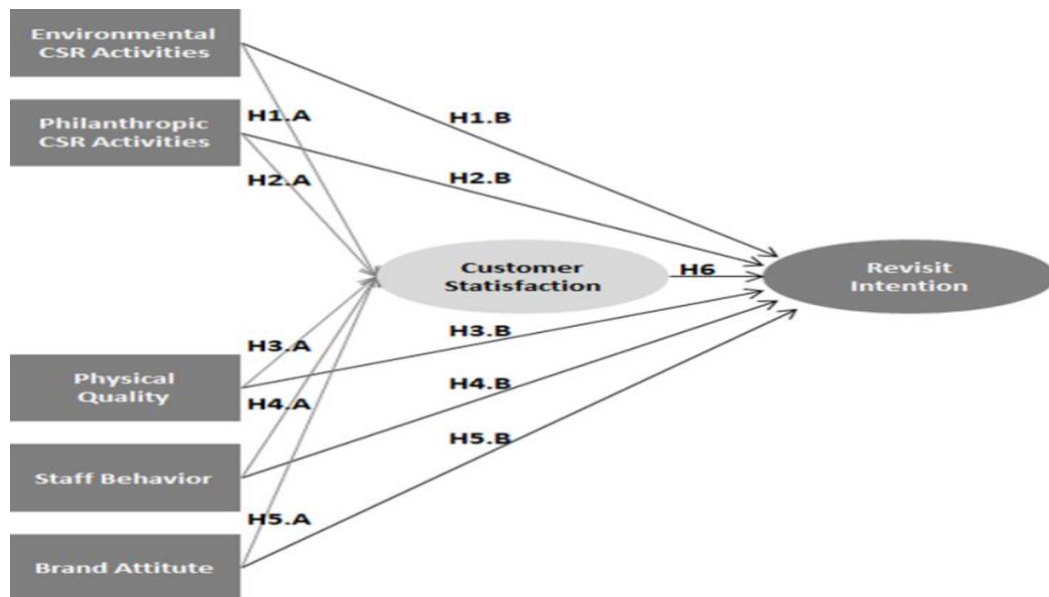
⁴³ Chua and others.

⁴⁴ Foroudi.



As a result, these hypotheses are advanced: (a) H5a. Brand attitude influences customers' satisfaction; (b) H5b. Brand attitude influences customers' revisit intention.

Figure 1: Research Model



METHODOLOGY

The method of random sampling was employed to obtain data from an online and offline survey site. In July 2022, standardized questions were used to collect data through the internet survey platform Google Form. To guarantee that participants had previously been in a hotel, the survey contains many screening questions concerning previous stay experiences, such as the frequency with which a hotel was used in the preceding year and the most recently used hotel name. The hotel brand name was then included throughout the questionnaire (e.g., Koa Surfer Hotel regularly makes donations to charity, Staff of Koa Hotel were helpful and friendly). Four hundred hotel guests in all answered the questionnaire. Due to incomplete responses from the participants, 13 surveys were ultimately removed.



The following empirical analysis used 387 reliable samples from the Google Form online survey platform; participants were split 47.03% male, 52.71 % female and 0.26% prefer not to say. Customers aged 19 to 28 consisting 7.75% of participants; 28 to 30 consisting 23.77% of participants; 31 to 35 consisting 32.82% of participants; 36 to 40 consisting 34.88% of participants, and over 40 were 0.78% of participants. A total of 205 participants (52.97%) received university degree, 81 participants (2.93%) received a college degree, 100 participants (25.84%) were high school graduates, and 1 participant (0.26%) were not received a high school degree. Meanwhile, 377 respondents (97.42%) are Indonesian, and 10 respondents (2.58%) are foreigners. 99 respondents (25.58%) have more than twice visited KOA Hotel; 43 people (11.11%) have visited KOA Hotel 2 times, and 245 respondents (63.31%) have only visited KOA Hotel once. (Table 1).

TABLE 1 Sample Characteristics (n=387)		
Characteristics	n	Frequency
1 Nationality		
Indonesian	377	97,42%
Others	10	2,58%
2 Origin		
Jakarta	211	54,52%
Bali	46	11,89%
Sumatra Utara	18	4,65%
Riau	17	4,39%
Others	95	24,55%
3 Gender		
Female	204	52,71%
Male	182	47,03%
Not Say	1	0,26%
4 Age		
Under 28	30	7,75%
28 to 30	92	23,77%
31 to 35	127	32,82%
36 to 40	135	34,88%
Above 40	3	0,78%
5 Education		
S3	5	1,29%
S2	28	7,24%
S1	172	44,44%
Diploma	81	20,93%
Senior High	96	24,81%
Junior High	4	1,03%
Elementary	1	0,26%
6 Occupation		
Private Sector Employee	344	88,89%
Self Employed	13	3,36%
Student	10	2,58%
Others	20	5,17%
7 Work Exp.		
0 - 5 Years	27	6,98%
6 - 10 Years	58	14,99%
11 - 15 Years	114	29,46%
16 - 20 Years	142	36,69%
21 - 25 Years	45	11,63%
>25 Years	1	0,26%



TABLE 1 Sample Characteristics (n=387)		
Characteristics	n	Frequency
8 Monthly Revenues		
< Rp 5 Mil	15	3,88%
> Rp 5 Mil - Rp 10 Mil	151	39,02%
> Rp 10 Mil - 20 Mil	145	37,47%
> Rp 20 Mil - 30 Mil	38	9,82%
> Rp 30 Mil - 40 Mil	6	1,55%
> Rp 40 Mil - 50 Mil	1	0,26%
> Rp 50 Mil - 100 Mil	1	0,26%
> Rp 100 Mil	1	0,26%
Not Say	29	7,49%
9 Marital Status		
Married	206	53,23%
Single	175	45,22%
Prefer Not to Say	6	1,55%
10 Purpose of Stay		
Vacation	222	57,36%
Visiting Friends	68	17,57%
Business Trip	56	14,47%
Training	22	5,68%
Family Visit	19	4,91%
11 Visit Bali		
More Than Twice	268	69,25%
Twice	73	18,86%
Once	46	11,89%
12 Stay at Koa		
More Than Twice	99	25,58%
Twice	43	11,11%
Once	245	63,31%
13 Know Koa		
Online Hotel Booking	206	53,23%
Friends	111	28,68%
Word of Mouth	36	9,30%
Internet	23	5,94%
Magazines & Newspapers	7	1,81%
Radio	2	0,52%
Television	2	0,52%
14 Visit Koa is...		
Mostly Planned	331	85,53%
Mostly Spontaneous	56	14,47%

ANALYSIS OF RESULT

1. Measurement

Measurements for the two CSR support domain constructs were modified from Mohr and Webb's study (2005). The scale developed by Bihamta et al. was modified to measure customer perception of service quality (i.e., physical quality and staff behavior) (2017).

Measurements for customer satisfaction and propensity to return were adapted from Ahn and Back's study (2019). Ajzen's study served as the inspiration for brand attitude measurement (1991). Seven-point Likert scales with an anchor between "strongly disagree (1)" and "strongly agree (7)" were used to measure each scale item.

2. Result

The research model was evaluated using the SPSS software, a statistical software developed by IBM. Cronbach's values were higher than 0.80 (Table



2), indicating strong reliability, as recommended by Nunnally, ensuring reliability (1978). Every composite reliability rating exceeded 0.90, which satisfied the requirement for strong reliability (Chin & Gopal, 1995)).

Table 2 Descriptive statistics of study variables					
No	Variable	Mean	SD (Standard Deviation)	Cronbach alpha	CR (Composite Reliability)
1	Environmental CSR activities	6,818	3,599	0,925	0,953
2	Philanthropic CSR activities	6,356	6,640	0,968	0,979
3	Physical quality	6,767	3,809	0,900	0,938
4	Staff behavior	6,720	3,319	0,819	0,897
5	Brand Attitude	6,837	3,388	0,901	0,945
6	Satisfaction	6,736	4,576	0,932	0,967
7	Revisit intention	6,562	4,721	0,864	0,921

The average variance extracted (AVE) values of all constructs were above 0.60 and the loading values of all items were above 0.70. It was supporting convergent validity (Table 3) ((Fornell & Larcker, 1981). Because all AVE values were greater than the corresponding squared correlations among the latent constructs, discriminant validity was guaranteed (Fornell & Larcker, 1981))



Table 3. Constructs and factor loading	
Construct Items	Factor loading
Environmental CSR activities:	
This hotel brand makes every effort to reduce pollution from their facility	0,887
This hotel brand uses recycled materials in exterior and interior facility and amenities	0,894
This hotel brand has programs to conserve water and energy.	0,834
Philanthropic CSR activities:	
This hotel brand regularly makes donations to charity.	0,928
This hotel brand has programs to recognize employees for volunteering in the community.	0,946
This hotel brand donates some of their products to people in need.	0,947
Physical quality:	
The decor of this hotel brand was beautifully coordinated with great attention to detail.	0,819
The venue of this hotel brand was tidy.	0,830
The venue of this hotel brand provided a comfortable room.	0,853
Staff behavior:	
Staffs of this hotel brand were helpful and friendly.	0,849
Staffs of this hotel brand seemed to anticipate what I wanted.	0,807
Staffs of this hotel brand listened to me.	0,713
Staffs of this hotel brand were talented and displayed natural expertise.	0,787
Brand attitude	
For me, staying at this hotel that actively practices and promotes CSR activities is good.	0,916
For me, staying at this hotel that actively practices and promotes CSR activities is valuable.	0,906
For me, using a hotel that actively practices and promotes CSR activities is harmful.	0,732
Satisfaction:	
I am happy with this hotel brand.	0,937
I am satisfied with this hotel brand.	0,937
Revisit intention:	
I anticipate revisiting this hotel brand in the near future.	0,882
It is likely that I will revisit this hotel brand in the near future.	0,904
I expect to revisit this hotel brand in the near future.	0,700

The structural model test findings revealed that customers' perceptions of environmental CSR help had discernible impact on their satisfaction, while it has no impact to their revisit intention. Accepting hypotheses 1a and rejecting hypotheses 1b, Table 4 demonstrates that the effect of CSR environmental influence customer satisfaction ($b = 0.048$, $p < 0.05$) but it not influences the revisit intention ($b = 0.066$, $p > 0.05$).

Table 4 Results of the Structural model	
Path	Coefficient (t-value)
Environmental CSR activities ---> Satisfaction	0,048
Environmental CSR activities ---> Revisit	0,066
Philanthropic CSR activities ---> Satisfaction	0,021
Philanthropic CSR activities ---> Revisit	0,030
Physical quality ---> Satisfaction	0,056
Physical quality---> Revisit	0,083
Staff quality ---> Satisfaction	0,057
Staff quality---> Revisit	0,088
Brand Attitude---> Satisfaction	0,053
Brand Attitude---> Revisit	0,078
Satisfaction---> Revisit	0,071

Additionally, this study supports hypotheses 2a and 2b by finding that Philanthropy CSR had positive impact on both satisfaction ($b = 0.021$, p



< 0.05) and revisit intention ($b = 0.030$, $p < 0.05$). Both H3a and H3b were rejected by hotel guests' perceptions of physical quality having no impact on their satisfaction ($b = 0.056$, $p > 0.05$) and their revisit intention ($b = 0.083$, $p > 0.05$). Additionally, adopting H4a and H4b, the effect of hotel staff behavior on customers satisfaction ($b = 0.057$, $p > 0.05$) and revisit intention ($b = 0.088$, $p > 0.05$) was not look significant. The other dimension, Brand attitude, evidently rejected H5a and H5b with no influencing customer satisfaction ($b = 0.053$, $p > 0.05$) and revisit intention ($b = 0.078$, $p > 0.05$). Finally, H6 was rejected by the finding that customer satisfaction was not positively correlated with their intention to return to the hotel brand ($b = 0.071$, $p > 0.05$). The suggested model supported 33% revisit intention and 40% levels of satisfaction.

DISCUSSION

This study looks at how customers feel and perception impacted by CSR activity, service quality and brand attitude of the Hotel. It focuses on how CSR support both philanthropy and environmental one, the physical quality, staff behaviour, and brand attitude can all affect crucial customer satisfaction, which in turn influences guests' intention to return. According to the findings of this study, hotel CSR aspects are expected to have a substantial impact on customer satisfaction and revisit intention. The following are the outcomes and consequences.

Our findings indicated that environmental CSR had influence on customer satisfaction but not had a significant positive impact on revisit intention. This happens because customer satisfaction is the perception that the customer evaluates completely regardless of whether they actually experience it or not, while the intention to revisit is the actual and instant perception that is evaluated based on what the consumer actually feels. ((Parasuraman et al., 1988)). This is consistent with the findings of a previous study by (Wu & Wang, 2014), which found a strong and favourable association between environmental CSR actions and customer satisfaction.



Meanwhile, philanthropic CSR has a significant influence on both customer satisfaction and revisit intention. This is because CSR which is philanthropic in nature has a visible direct impact and provides greater social benefits to the community. In terms of service quality, it turns out that there is no significant influence on customer satisfaction and revisit intention, from both physical quality and staff behaviour. Also in Brand attitude, it was not having a significant influence on both customer satisfaction and revisit intention.

Regarding hypotheses 1 and 2, the results revealed a strong influence of both environment and philanthropy CSR Activity on customer satisfaction, while regarding Hypotheses 5 and 6, our findings revealed that both brand attitude and customer satisfaction have a no significant impact on revisit intention. This finding is not consistent with prior research showing that a positive brand attitude promotes consumer satisfaction with a particular brand ((Foroudi, 2019); (Schivinski & Dabrowski, 2016); (Wang et al., 2019a); (Yang et al., 2012)). From this study, it shows that customers will be able to return and become loyal customers if the hotel has better CSR Activities, rather than better service quality and brand attitude.

1. Theoretical Implications

This research adds to earlier studies on CSR in tourism and hospitality that look at how it affects consumer behavior⁴⁵. In particular, by offering insights into the hotel context, the current research broadens and deepens CSR research. Although CSR has increasingly drawn more public attention, most of the research focuses only on hotels and conventional tourism, so does this research. There have been previous studies that measured CSR and service quality on customer satisfaction and revisit intention in the cruise context, but this study didn't provide additional aspects in measuring customer satisfaction which leads to revisit intention in the hotel context.

⁴⁵ Patricia Martínez and Ignacio Rodríguez Del Bosque, 'CSR and Customer Loyalty: The Roles of Trust, Customer Identification with the Company and Satisfaction', *International Journal of Hospitality Management*, 35 (2013), 89-99.



The research void in this sector is filled by this study. Numerous research studies have demonstrated the favorable impact of CSR on hotel industry patrons' attitudes, but not brand attitudes⁴⁶. However, the results of this study imply that guests' perceptions of a hotel's CSR initiatives do not significantly affect their assessment. According to earlier research⁴⁷ which suggests that CSR doesn't always influence customers' post-purchase behavior, CSR activities are insufficient to elicit favorable reactions from guests toward hotels. By demonstrating the influences of CSR-related features on consumer reactions to the hotel's brand, this study broadens the scope of CSR research.

This study's identification of service-related traits as the antecedents of consumer responses is another unexpected finding. These results provide credence ⁴⁸ hypothesis, which put out the idea that hotel experiences that guests perceive as sensory, emotional, behavioral, and intellectual affect their desire to return by raising their level of satisfaction with the hotel environment.

This study contributes significantly to the CSR literature by defining the many roles that physical quality and staff behavior play in the construction of consumers' post-purchase attitudes and actions, providing a comprehensive analysis of the elements determining customer satisfaction, and highlighting the consequences of those aspects on return intention and customer satisfaction. In the hotel industry, little emphasis has been paid to the significance of service-related characteristics. Academics can conduct an empirical investigation to determine if physical quality and staff behavior are more effective in attaining behavioral impacts across different hotel types.

The findings also revealed that client satisfaction influences guests' intentions to return to the hotel. Customer satisfaction is crucial since it is the precursor to repeat business, word-of-mouth, and customer loyalty, as

⁴⁶ Martínez and Del Bosque.

⁴⁷ Amy J Hillman, Gerald D Keim, and Rebecca A Luce, 'Board Composition and Stakeholder Performance: Do Stakeholder Directors Make a Difference?', *Business & Society*, 40.3 (2001), 295–314.

⁴⁸ Jiseon Ahn and others, 'Brand Experiential Value for Creating Integrated Resort Customers' Co-Creation Behavior', *International Journal of Hospitality Management*, 81 (2019), 104–12.



proposed by⁴⁹. Customer satisfaction is crucial to the tourism and hospitality sectors because it affects consumers' decision-making processes, including their choice of location, consumption choices, and intent to return⁵⁰. Client's reactions to travel and hospitality experiences can vary depending on the sort of service provided (e.g., restaurant, casino, airline, and hotel). Based on the findings, guests' good reviews of their hotel experiences can have a significant positive impact on their post-purchase behavior.

2. Managerial Implications

This study's conclusions have significant managerial ramifications. First off, this study does not address how CSR initiatives contribute to customers' favorable feedback. Although service providers anticipate that CSR would be an efficient marketing strategy to boost both brand loyalty and customer perception, CSR marketing initiatives may not always garner favorable feedback from consumers. For instance, businesses might devote a lot of resources to CSR initiatives, which would increase costs and waste and be bad for corporate growth. Instead of CSR qualities, hotel guests might place more weight on service-related indications. Businesses may lose a competitive edge in the fiercely competitive service sector if they fail to comprehend customers' expectations. To improve resource usage and service efficiency, businesses must allocate resources sensibly.

Second, managers can analyze and improve successful outcomes through marketing campaigns by being aware of how customers respond to service experiences. In the tourist and hospitality industries, maintaining consumer loyalty has always been a key research area. The hotel sector has always struggled to draw back consumers and keep them coming back, which is a problem that is influenced by service positioning. The findings suggest that managers might increase customers' propensity to return by focusing on physical quality and employee behavior. Customers' propensity to return will be influenced more favorably by hotel chains with higher physical quality than by those with lower physical quality. Hotel

⁴⁹ William O Bearden and Jesse E Teel, 'Selected Determinants of Consumer Satisfaction and Complaint Reports', *Journal of Marketing Research*, 20.1 (1983), 21–28.

⁵⁰ Metin Kozak and Mike Rimmington, 'Tourist Satisfaction with Mallorca, Spain, as an off-Season Holiday Destination', *Journal of Travel Research*, 38.3 (2000), 260–69.



businesses must continue to innovate their physical spaces, including furniture layout, equipment that is easy to use, and the appearance of their staff. The results also suggest that hotel management should carefully plan their training initiatives to improve staff performance.

The client's experience with services can be influenced by regular training sessions that encourage their sensitivity, pleasant attitude, emotive gesture, and evident effort. This discovery is significant because interactions between customers and employees have a significant impact on consumer satisfaction.

3. Limitations and future Research

Even though this study broadens the focus of hospitality and tourist research, it has a number of drawbacks. First, depending on the industry, different CSR initiatives and service characteristics may have varying effects on customer reactions. Future study must therefore examine the proposed paradigm in various industries. Second, this study uses questionnaires to look at how satisfied hotel guests are. In diverse circumstances, numerous things may influence customers' judgments. Companies with a higher reputation and more social responsibility, for instance, may have a bigger influence on buyers when they are unfamiliar with businesses or industries. Future research can measure changes in customer satisfaction in various contexts using experimental methodologies. Third, because differences in age, gender, education, and wealth have a variety of effects, demographic characteristics have long attracted the attention of researchers. In contrast to the younger generation, the older generation places more emphasis on CSR initiatives. Future research might therefore examine the variables influencing hotel patron satisfaction. Finally, the influence of COVID-19-related variables was not considered in this investigation.

This model may be expanded in future studies by including consumer assessments of business performance in relation to COVID-19 at the hotel. The results might operate as a roadmap for future studies on how to manage CSR initiatives under high-risk circumstances.



CONCLUSION

In the present study, we attempted to explain how CSR activity influences the process of retaining consumers' inclinations to return. Other crucial components (including brand attitude, service quality, and customer happiness) that contribute to client retention were also incorporated in the suggested theoretical framework. The relationship between empirical studies on CSR in the hotel sector and construct factors influencing customers' post-purchase behaviours has been ignored by academic literature. The current study's conceptual framework offers illuminating details on how CSR activity influences the customer's inclination to return.

Using our conceptual model, we were able to describe how the customer's intention to return varied. The importance of brand attitude, service quality, and customer pleasure was identified as mediators. The likelihood that a consumer would return was another important aspect of how the brand attitude was perceived. The present research has advanced by merging the numerous elements of Environmental CSR, Philanthropic CSR, brand attitude, service quality, and satisfaction, which allowed for the construction of a unified conceptual framework for the hotel business.



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