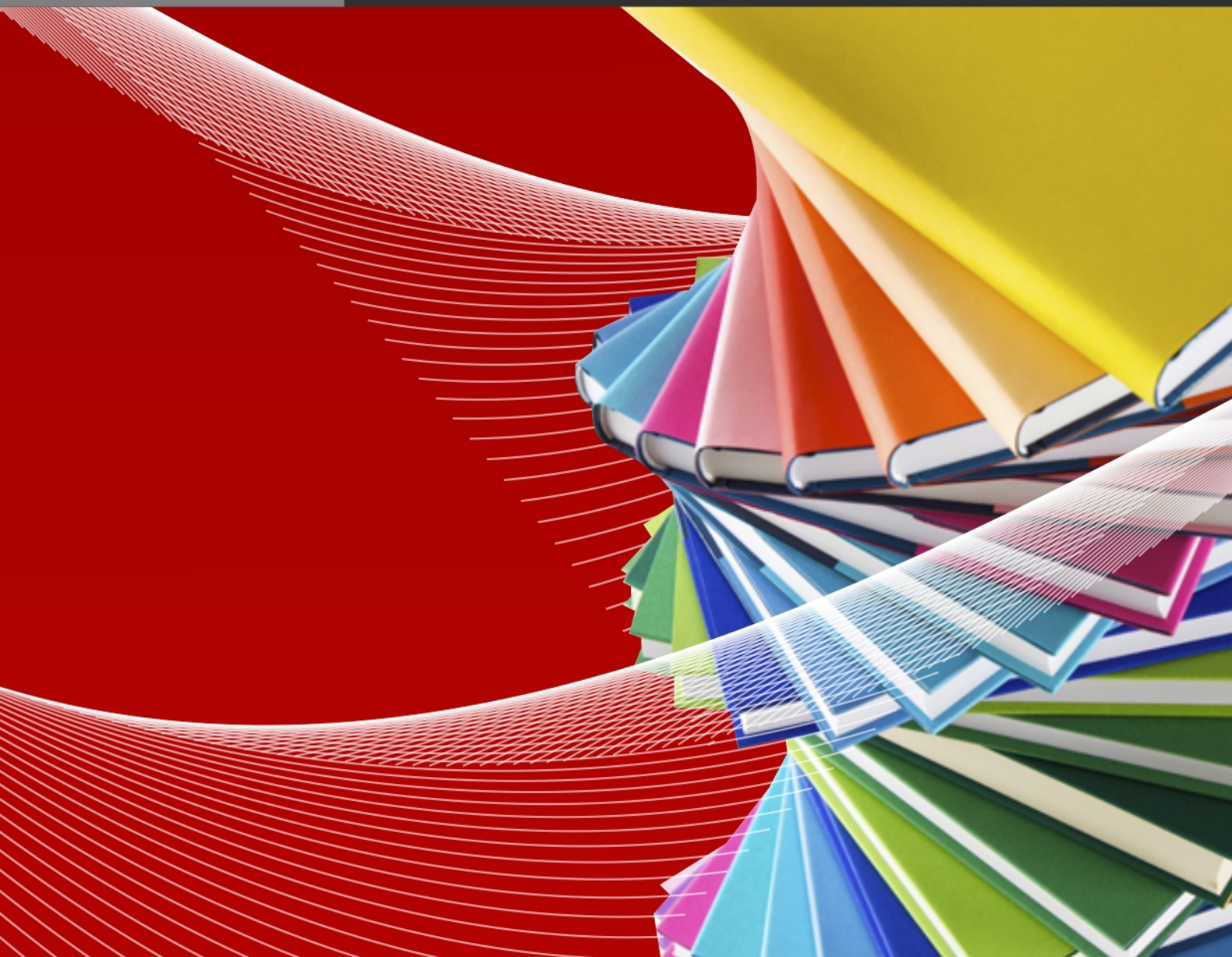




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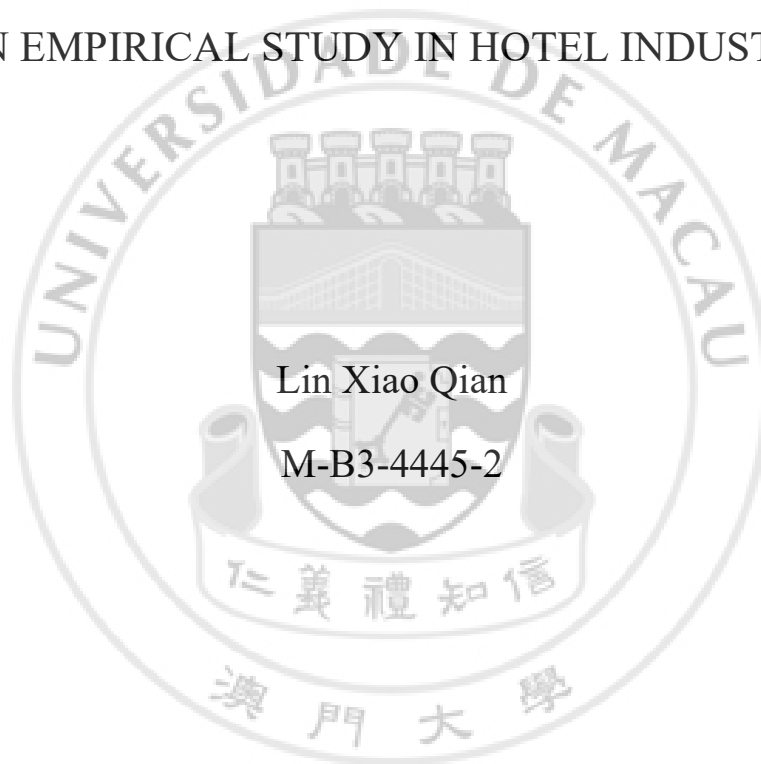
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**HOW CSR AFFECTS CUSTOMER TRUST, BRAND IMAGE
AND BEHAVIORAL LOYALTY?
AN EMPIRICAL STUDY IN HOTEL INDUSTRY**



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Abstract

In the nearest six decades, the concept of corporate social responsibility was popularized in western academic area. Among the great deal of relevant studies about CSR in literatures, a portion of researches have indicated that CSR are influencing the improvement of customer loyalty (e.g., Choi and La, 2013; Martinez et al., 2014; Perez and Bosque, 2015). In terms of business practices, being capable and being ethical have been essential elements for business corporations throughout history.

The concept of CSR had been coined for contemporary development, and corporations are increasingly integrating CSR programs into business strategies in an attempt to generate benefits for branding or financial positively. Recent researches have shown that Chinese consumers reacted positively to CSR information when purchasing thus indicating a higher level of support towards CSR compared with Western counterparts (Ramasamy and Yeung, 2009; Tian et al. 2011). However, there are limited studies which assess the responses of Chinese customers on CSR within a particular industry or corporate entity. This study aims to examine the relationship between various dimensional performances of CSR and customer behavioral loyalty in hotel industry of China.

To be more specific, the purpose of this research is to focus on how CSR impacts on customer behavioral loyalty within the hotel industry, and examine whether brand image and customer trust have different mediation effects among the relationships. Three dimensions of CSR: Customer, Employee and Society are measured within the study, and impacts among various groups of customers are differentiated in evaluation. Investigations are approached through a questionnaire survey conducted primarily by face-to-face and online channels. This survey is targeting hotel guests who have a history of staying at hotels in China. There are a total of 259 hotel guests were eligible for the questionnaires. After data collection, relationships among the three CSR dimensions and behavioral loyalty with mediating effects by brand image

and customer trust are examined. Study also analyzed the effects of customers' demographic features; and correlated to the CSR dimensions and behavioral loyalty.

Research findings indicate that hotel CSR performances of customer, employee and society produce positive effects on customers' behavioral loyalty in China. Two mediators (brand image and customer trust) significantly affect customer's brand perception with customer trust being more influential. The impact of CSR customer dimension has a stronger effect on behavioral loyalty. In addition, CSR's effectiveness varies among different segments defined by customers' characteristics. The corresponding results of this study are expected to provide practical reference for Chinese hoteliers to better evaluate their CSR strategies and enhance customer behavioral loyalty, thereby achieving sustainable competitive advantage and corporate financial growth.

Keywords: Corporate social responsibility, customer behavioral loyalty, customer trust, brand image

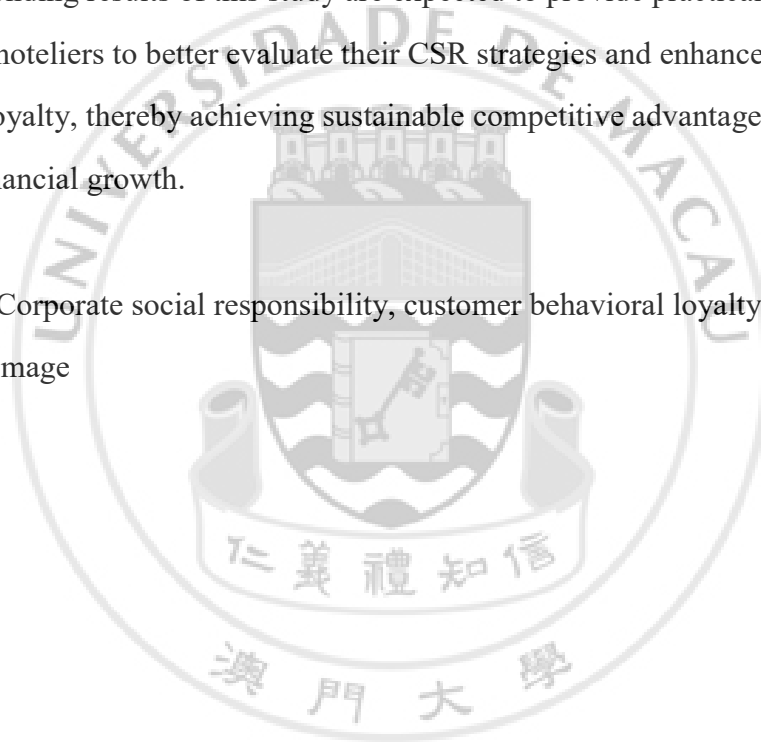


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Chapter 1 – Introduction

1.1 Research Background

Corporate social responsibility (CSR) has been drawn increasing academic interest in recent years. Research investigating CSR have been done in varies industries and regions. Mckinsey & Co. (2010) reveals that 76% of executives believed that CSR has positive effect on long-term shareholder value, and 55% also indicating it could enhance company reputation. To marketers, diversified marketing methods are adopted to create effective communication between service providers and their customers in order to drive financial benefits. In order to build a brand it is imperative to pursue sustainable competitive advantages in the long term rather than achieving short-term profits. Engaging in CSR behavior is prevalent across various types of business in different industries and countries (Luo and Bhattacharya, 2009; Singh et al., 2008). As a result, more and more corporate firms encourage their management team to integrate CSR into business or marketing strategies. Most corporates have high expectation of those related actions which are hoped to contribute to corporate social image, customer awareness or even business performance. Therefore, CSR expenditure is now one of the essential expenses in the yearly budget plan of companies.

Based on customer lifetime value theory, it is extremely critical to make sure that profitable customers associate themselves with the company and keep purchasing products offered by the company (Berger and Nasr, 1998; Kumar et al., 2008). The customer relationship management issue is very important in attracting loyal customers and retaining them for companies. Several scholars have found that retaining productive customers would have positive consequences to firms' financial performance and profitability (Galbreath, 2010). Since companies have recognized the importance of customers consistent behavior, customer loyalty has been recognized as the role of creating successful business in decades (e.g. Chaudhuri and Holbrook, 2001; Day, 1969; Dick and Basu, 1994; Jacoby and Kyner, 1973; Kotler

and Armstrong, 2008; Lewis and Soureli, 2006; Oliver, 1999; Reichheld, 1996; Salmones et al., 2005; Mandhachitara and Poolthong, 2011; Ramanathan and Ramanathan, 2011; Perez and Bosque, 2015). Loyal behavior is recognized as the most representative way for customers to express their satisfaction with corporate performance and it is related to the profitability of company closely (Salmones et al., 2009). The highly profitable customers refer to those customers who, on average, contribute a significant higher profit than general customers, and they can be a behavioral loyal customer (Srinivasan et al., 2002). Numerous past market research has shown the importance of customer loyalty in contributing to a company's financial performance, with recurring purchases and visits being a key indicator of loyalty (Ramanathan and Ramanathan, 2011). How CSR influences customers and company performance has been discussed in the hospitality literature (Lee and Heo, 2009; Lee and Park, 2009; Manaktola and Jauhari, 2007; Vong and Wong, 2013); nevertheless, the impact of CSR on behavioral loyal customer is relatively exiguous. Hereby the study will examine the relationship between CSR and customer behavioral loyalty.

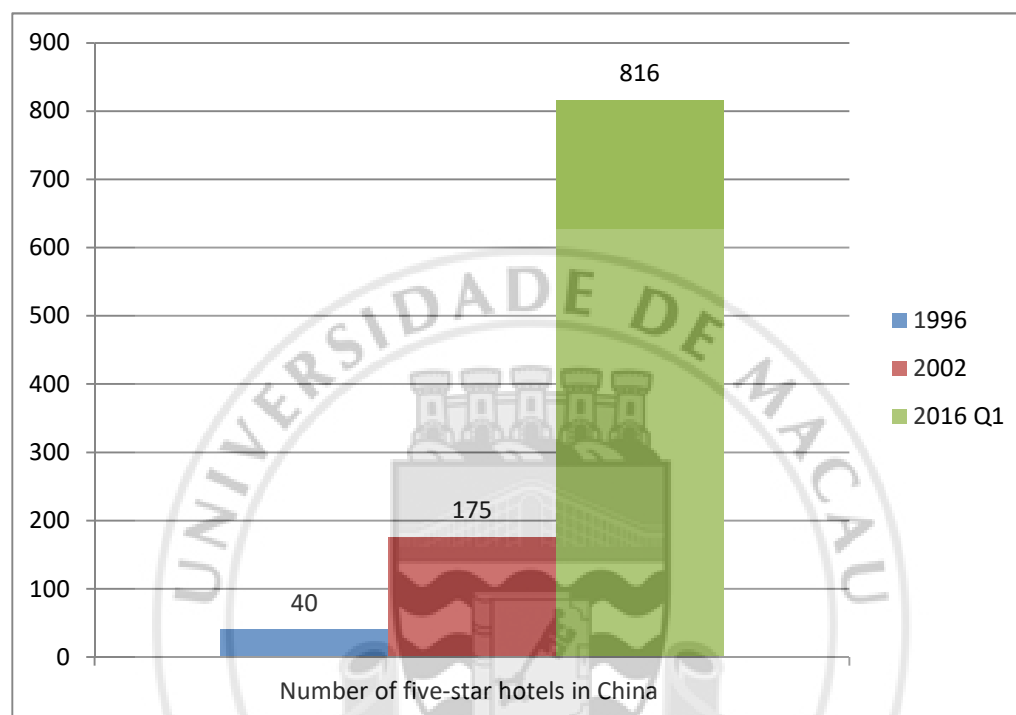
The hospitality industry has become a global industry for the short-term lodging of city travellers for both business and pleasure. In previous decades, demand for and supply of hotel services beyond that of the traditional services for travellers have escalated in growth (Kandampully and Suhartanto, 2000). Large hotel chains appeared in North America from the 19th century and is now a global phenomenon. International hotel groups have pushed for global expansion with multiple projects ongoing within each region. For example, in becoming the largest worldwide international hotel group, Marriott Hotels & Resorts acquired Starwood Hotels & Resorts, culminating a total of 6,080 properties with 1,191,604 rooms. Between 2003 and 2015, Starwood Hotels & Resorts had increased total properties from 756 (233,000 rooms) to 1,297 properties (369,967 rooms) with a property growth rate of 72% and room growth rate of 59% within the 12 years. Before acquisition, Marriott Hotels & Resorts had a total property number of 2,099 with 390,469 available rooms

in 2000. This amount has grown to 4,364 properties with 749,990 available rooms in 2015 which indicates a 108% and 92% growth on properties and room respectively within 15 years. From 2015 to 2016, the total combined properties have increased by 419 (growth rate = 7%) with 71,647 additional available rooms (growth rate = 6.3%). According to annual reports, Hilton Hotels & Resorts expanded its property portfolio from 2,000 with 360,000 saleable rooms in 1999 to 4,922 hotels with 804,092 rooms in 2016. Its property growth rate reached 146% and room growth rate is 123% among these 17 years. With rapid expansion trend of the hotel industry, it is challenging for the executive management teams to maintain a high level of performance. A number of researches have shown that customer loyalty is fundamental in the hospitality industry as a 5% increase in loyalty can contribute between 25 to 85% growth in profit (Reichheld and Sasser, 1990). Research on the topic of customer loyalty has been focused more on tangible products (Lee and Cunningham, 2001; Lewis and Soureli, 2006). Characteristics of tangible products and intangible services are vastly different (Berry and Parasuraman, 1991; Javalgi and Moberg, 1997; Parasuraman et al., 1988). Compared with tangible products industry there is little to differentiate the various intangible products offered by the hotel services. Thus, branding has become one of the other most important trends in the global hotel industry (Martinez, Perez and Bosque, 2014). Regional or even national hotel industries have begun to observe their brand penetration ratio (Forgacs, 2006). The concepts of brand image and customer loyalty have already gained considerable attention from academicians and practitioners.

In the nearest thirty years, along with the increasing economic prowess of China, Chinese tourism market has been recognized to have enormous capacity with unlimited potential. Hospitality sector of China was one of the industries that initially attracted foreign investments during 1980s and developed rapidly in the past decades. According to China National Tourism Administration statistics, since the first joint venture hotel opened in Beijing in 1984, Chinese hotel industry started to join the global hotel starrng scheme. In 1996, there were 40 five-star hotels open and

in 2002, the amount grew to 175 while four-star hotels have risen to 635. Currently up to the first quarter of 2016 (see Table 1), there are 816 five-star hotels (20 times the amount in 20 years ago) and 2,438 four-star hotels in China.

Table 1 Development Trend of Five-Star Hotels in China



Source: China National Tourism Administration – Tourism Statistics

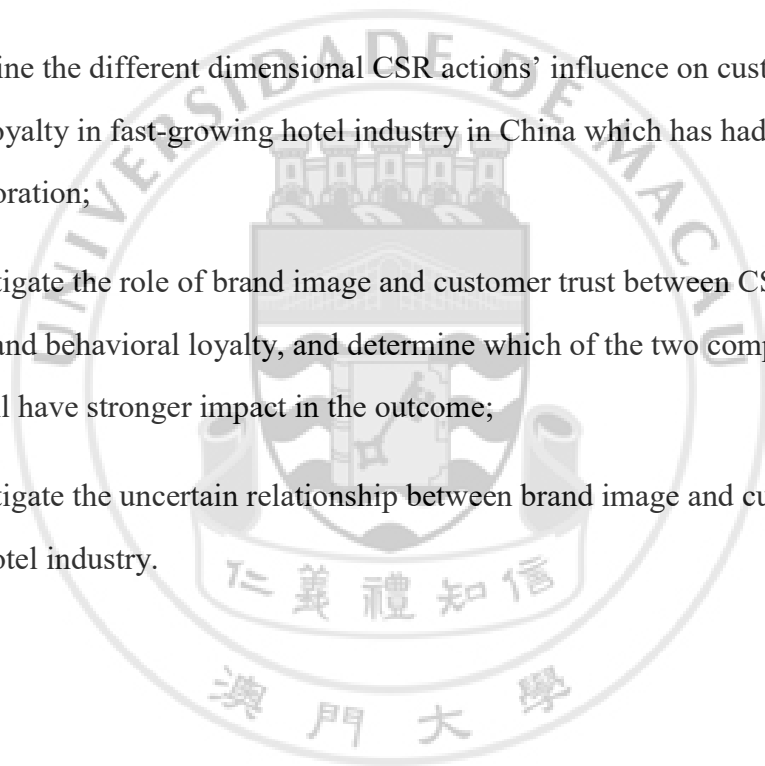
Chinese starred hotels have owned a total number of 2 million available rooms in first quarter of 2016 and are projected to grow to be 5 million (growth rate = 250%) in 5 to 7 years. For example, one of the most luxurious international hotel groups, the Intercontinental Hotels & Resorts has 29 hotels (7,938 rooms) opened in Greater China in 2016 and the volume has increased to 292 hotels in Greater China with 93,022 available rooms. Compared to 2015, the growth rate has achieved 10.2% on property and 8.8% on rooms. In 2016, Intercontinental Hotels & Resorts signed 82 properties and it has been the greatest deal of contract signing in China. Meanwhile, Marriott Hotels & Resorts has signed contracts with 146 China projects which will be capable to provide nearly 61 thousand more saleable rooms. Furthermore, besides the two hotel groups, ten of the largest international hotel groups are projected to

manage 882 new properties in the Greater China area. Even, after several years of development, China is still regarded by international hotel chain as a booming market. Therefore, the greatest challenge which hotel managers have been facing is the ever-growing volume in the Chinese market and intense competitions among the entire hotel industry.

1.2 Research Objectives

This study is going to test a theoretical model which is expecting to achieve three goals:

- (1) To examine the different dimensional CSR actions' influence on customer behavioral loyalty in fast-growing hotel industry in China which has had quite limited exploration;
- (2) To investigate the role of brand image and customer trust between CSR dimensions and behavioral loyalty, and determine which of the two comparative variables will have stronger impact in the outcome;
- (3) To investigate the uncertain relationship between brand image and customer trust within the hotel industry.



Chapter 2 -- Literature review

2.1 CSR and its different dimensions

The term of corporate social responsibility has become popular since the 1960s and has remained a term used indiscriminately by many to cover legal and moral responsibility more narrowly construed (Carroll, 1999). Carroll (1999) delineates the CSR construct with the social responsibility of business which encompassed the economic, legal, ethical and discretionary expectations that society had of organizations. According to Aguilera et al. (2007), CSR is the activity that demonstrates concern for stakeholders (customers, employees, etc.) through socially responsible activities. Activities within CSR are able to take many forms, for example, diversity initiatives, recycling programs, the use of green materials, support of community events and donations to charitable causes (Sen and Bhattacharya, 2001). Corporate firms engage Corporate Social Responsibility as firm capability for brand differentiation across different industries and regions. Kolodinsky et al. (2010) incorporates CSR as a valuable component of stakeholder management and integrates into strategic performance models through involvement from executives' idiosyncratic philanthropic activities to widespread acceptance. Corporations integrate CSR program increasingly into business strategies in efforts to generate benefits (Hoeffler and Keller, 2002).

There are a number of studies investigating Corporate Social Responsibility with different constructs. It is known to have multiple dimensions (Carroll, 1991; Salmones et al., 2005). Referring to Mohr et al. (2001), CSR has been clearly classified into two categories: the first category discusses that CSR relates to various stakeholders of the organization such as customers and employees; the second category is basing on societal marketing concept raised by Kotler and Lee (2008); and the reference has become significant for other subsequent research to CSR classification (Liu et al., 2014; Maignan and Ferrell, 2004; Mandhachitara and

Poolthong, 2011).

Jones (2005) concludes that CSR was aimed at developing closer links with customers and greater awareness of their needs, enhancing brand value and reputation, increasing employee commitment and involvement, enhancing firms' capacity to innovate, improving financial performance including long-term ROI, operating cost, and long-term sustainability of company. The ISO 26000 International Standard (2010, P.3) also defines social responsibility as "the responsibility of an organization for the impacts of its decisions and activities on society and the environments, through transparent and ethical behavior". Perez et al. (2013) states that different initiatives of CSR may favor customer satisfaction or other purchase decisions differently.

Perez and Bosque (2015) test the reliability and validity of a stakeholder-based CSR dimension scale and they include it in a causal model to understand how it influences customer loyalty. The selected theory is basing on the advantage which has been attributed to the stakeholder perspective when analyzing CSR and CSR image (Clarkson, 1995; Maignan and Ferrell, 2004; Peloza and Shang, 2011; Perez et al., 2013). The cognitive dimensions of CSR are referred from Marquina and Vasquez's research in 2013 and applied by Perez and Bosque on several of their studies. Scholars demonstrate the following three attitude-based dimensions more relating to customers which are:

2.1.1 CSR Customer

Anselmsson and Johansson (2007) conceptualize it as a company's attitude towards product responsibility and this dimension is in line with labor practices in wealth and income creation which is proposed by sub-clause 6.8.7 of ISO 26000 (2010). Maignan and Ferrell (2001) notice that while customers are known to be specially aware of tangible aspects of companies such as quality, innovation, compliance to standards; guarantees and other information provided about the product may also directly influence their buying decisions. Carroll (1991) identifies customers as one of the

most important organization stakeholders. CSR activities have the potential to establish stronger relationships between company and stakeholders (Peloza and Shang, 2011). Creyer and Ross (1997) find that customers favor corporate ethical behaviors (mainly related to stakeholders) and consider it to be significant factor in making purchasing decisions.

2.1.2 CSR Employee

Freeman (1984) defines stakeholders as those groups or individuals who can affect or are affected by the achievement of the organization's objectives or are those actors with a direct or indirect interest in the company. Decker (2004) classifies employees to be the internal and primary stakeholders. Anselmsson and Johansson (2007) conceptualizes it as human responsibility, which in line with human rights accessed through conditions of work which is proposed by sub-clause 6.4.4 of ISO 26000 (2010). Marquina and Vasquez (2013) prove that CSR concerning employee affairs affects customer behavior positively. It regards employees as another important stakeholder of company (Carroll, 1991). Sen et al. (2006) indicates that stakeholders who are aware of a company's CSR activities have more positive perceptions about the company's employment practices and investment behaviors.

2.1.3 CSR Society

Turker (2009) states that CSR with respect to society generally relates to an activity that contributes to society's well-being. Anselmsson and Johansson (2007) conceptualize it as environmental responsibility and in line with protection of the environment which is proposed by sub-clause 6.5.6 of ISO 26000 (2010). Referring to Sen and Korschun (2006), CSR initiatives towards society also encompass philanthropic actions such as sponsorship, infrastructure investments or donations to community can lead to the creation of brand association which connects with customers, particularly those who identify with a said cause. Murray and Vogel (1997) claim that CSR activities which address social issues could predispose people to a

more positive impression of corporate business. Henderson (2007) notices that the caring outreach activities significantly enhance firms' brand image and customers' evaluation. Most of the company's stakeholders (employees and customers) show higher loyalty and improve preference to the firms after performing those societal CSR activities (Chomvilailuk and Butcher, 2010)

2.2 Brand Image and CSR

Brand image is being recognized for a quite long period and it has always been an integral part of building a successful business. Keller (1993) identifies it as "one of the most concepts in marketing and defined as perceptions about a brand as reflected as brand associations held in consumer memory". Zeithaml and Bitner (1996) consider brand image to have the ability to affect customers' perception of goods and services offered and Cretu and Brodie (2007) find it to be one of the intangible characteristics to influence customers' purchasing decisions. Brand image can be conveyed in the customers' minds through the combined effects of advertising, public relations, physical image, word-of-mouth and their actual experiences with the product and service (Normann, 1991).

Kang and James (2004) illustrate that brand image has a significant impact on customer perceptions of communication and operations of a company; therefore, building a favorable and well-known image is a valuable asset for companies. Perceptions of CSR provide positive content to brand images. Brown and Dacin (1997) state that environmental CSR actions can enhance organizational performance and improve brand image of a company. Upon Martinez, Perez and Bosque's research (2014), they address the connections between customer's perceived CSR and dimensions of brand image as both functional and emotional connection. The relationship of general CSR perception and two brand image dimensions are proven to be positive in Latin American context involving Spanish hotel chains. Wu and Wang (2014) propose with similar construct between CSR and brand image dimensions and achieved positive result with Starbucks' example. There is limited framework to be

built on dimensions of CSR so that each dimension may have the potential to be mutually exclusive in affecting brand image. Hence, the proposed hypotheses are as following:

H1a. CSR towards Customer will positively influence on Brand Image.

H2a. CSR towards Employee will positively influence on Brand Image.

H3a. CSR towards Society will positively influence on Brand Image.

2.3 Customer Trust and CSR

Customer trust is typically formed basing on accumulated satisfaction, the consistent delivery of quality service, and the fulfillment of customer needs, honest and fair treatment, and confidence that the firm intends to act in the customer's best interest (Berry, 1999; Delgado-Ballester and Munuera-Aleman, 2001; Liljander and Roos, 2002; Morgan and Hunt, 1994). Trust is defined as "a willingness to rely on an exchange partner in whom one has confidence" (Moorman et al., 1993). In the marketing context, the central role of trust is recognized in developing and maintaining relationships within buyer and seller in an exchange process (Ganesan and Hess, 1997; Geyskens et al., 1998; Morgan and Hunt, 1994). Moorman, Deshpande and Zaltman (1992) link trust to customer expectations concerning the company's capacity to assume its obligations and kept promises. Customer's trust serves as a principal component of enduring long-term relationships between customers and firms (Molm et al., 2000).

Several researches demonstrate that customer trust is highly related to firms' ethical behaviors. A survey of CEOs at the Business Roundtable Institute for Corporate Ethics (2004) indicates that the top issue of corporate ethics is related to the need of regaining public trust. Moreover, it is conceptualized in a service provider as the perception of its confidentiality, honesty, integrity and high ethical standards (Coulter and Coulter, 2002). Roman (2003) also finds that salespeople's ethical behavior

positively influences customer trust in a company. In terms of service firms' situation, Choi and La (2013) illustrate the positive relationship between perceived CSR and customer trust after service failure and recovery. Besides such a finding under specific promise-broken condition, this study also proposes that the relationship between three dimensions of CSR and customer trust is positive in hotel industry which is identically service oriented. Hypotheses are come up as:

H1b. CSR towards Customer will positively influence on Customer Trust.

H2b. CSR towards Employee will positively influence on Customer Trust.

H3b. CSR towards Society will positively influence on Customer Trust.

2.4 Behavioral Loyalty

Customer loyalty is widely acknowledged and considered as a vital objective for company's survival and development. Not only being a major marketing goal, a customer with high loyalty is realized to be an indispensable basis for developing a sustainable competitive advantage (Dick and Basu, 1994). In recent years, there are a number of researchers demonstrating that loyalty cultivation is the key element in delivering firms' long-term profitability (Bolton et al., 2004; Chiou and Droge, 2006; Reicheheld, 1993; Reichheld, 1996). Retention of existing customers causes an increase of profit (Lemon et al., 2002; Reichheld and Sasser, 1990) due to the reduction of marketing costs required for attracting potential new customers (Chiou and Droge, 2006; Reichheld, 1996).

The measurement of customer loyalty is comprised of attitudinal and behavioral dimensions and they are extensively applied in marketing literatures (Dick and Basu, 1994; Ganesh et al., 2000; Oliver, 1999). Chaudhuri and Holbrook (2001) define behavioral loyalty to be repeat purchase probability, exclusive purchase, share of category requirements, etc.; and attitudinal loyalty is commitment, positive word-of-mouth, stated intention to buy, etc. Mandhachitara et al. (2011) completes a

research in the Thai retail banking industry and the result shows that attitudinal loyalty is positively related to behavioral loyalty. This research proves a positive relationship between CSR and customer loyalty within the banking sector, especially attitudinal loyalty.

2.4.1 Mediating effect of Brand Image

Martinez, Perez and Bosque (2014) establish a model within the Latin America hotel industry sample and come up with a finding that shows the role of CSR as a tool to generate both functional and effective brand image and confirms its positive direct effect on brand loyalty as well. Heung et al. (1996) finds hotel image to be an important factor in maintaining a relatively high score rating among loyal customers in their study of hotel brand loyalty in the free independent traveller's market. Furthermore, brand image is found to play a major role in explaining customer behavior and attitude toward a brand.

Perez and Bosque (2015) have conducted another study with saving and commercial banking samples in Spain on dimensions of CSR and its impacts. In their conclusion, the perceptions of customer-centric CSR initiatives (Customer, Employee and Society) are able to influence on satisfaction, recommendation and repurchase behaviors in banking samples. Upon those literatures' findings, hypothesis is proposed as:

H4. There is a positive relationship between Brand Image and Behavioral Loyalty.

2.4.2 Mediating effect of Customer Trust

Most of the studies have perused the direct relationship between customer trust and customer loyalty as a major point of interest; it is often part of a causal structure existing in other constructs (e.g. image, reputation, quality, value, satisfaction and commitment) (Chu, 2009; Eakuru et al., 2008; Guenzi et al., 2009; Jin et al., 2008). In Choi and La's research (2013), they conduct a framework including CSR, customer

trust and loyalty focusing on service failure and recovery circumstances. Their findings illustrate the positive relationship existing between perceived CSR and customer loyalty which is mediated by customer trust in a variety of service sectors types.

Previous researches consistently demonstrate that positive perceptions of CSR had positive influences on customer trust and customer loyalty within the financial industry (e.g. Roman, 2003). Therefore, this study predicts that:

H5. There is a positive relationship between Customer Trust and Behavioral Loyalty.

2.5 Brand Image and Customer Trust

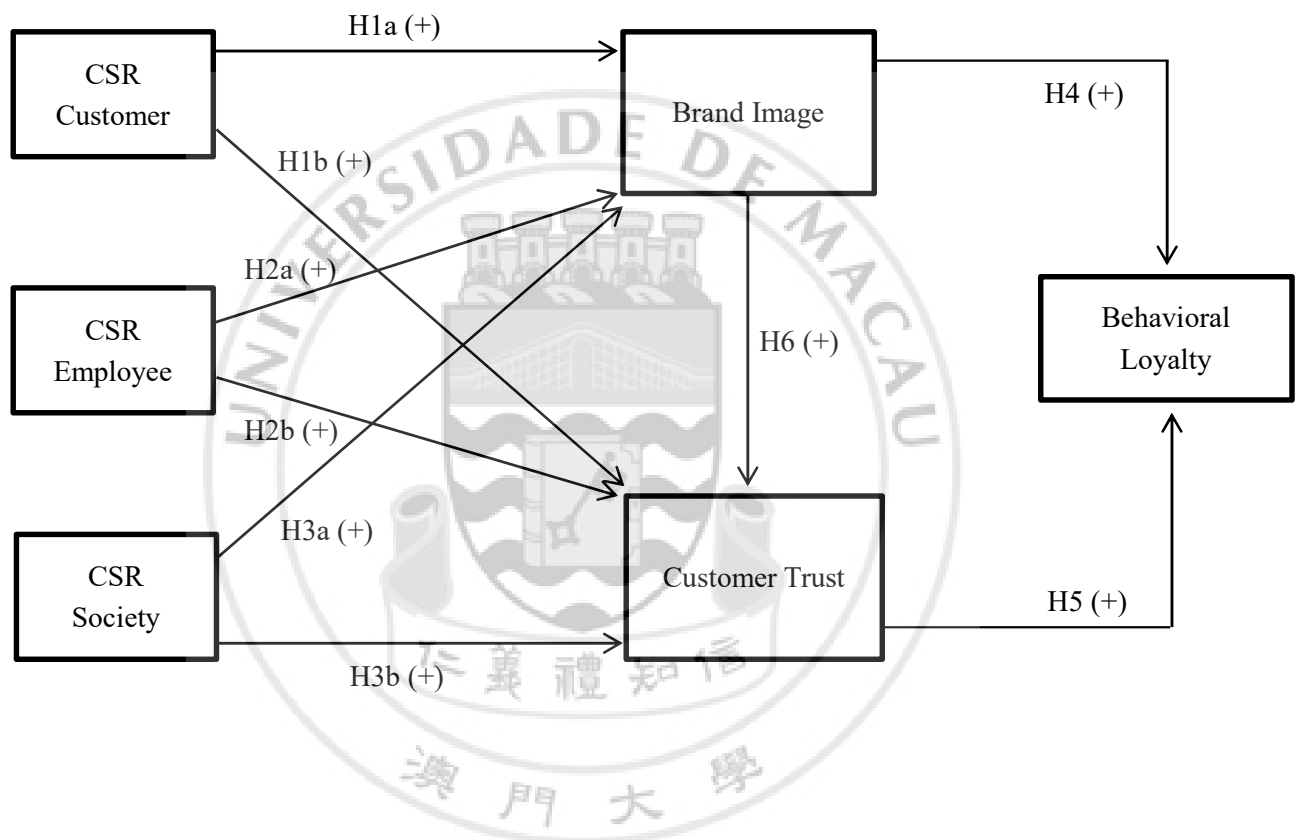
There are certain researches having studied on the relationship between brand image and customer trust. Omar, Lwilliams and Lingelbach (2009) stress that trust is a key element in building corporate image. Whereas Newman and Werbel (1973) claim that the positive image serves the purpose of maintaining customer trust in a long-term relationship. Corporate brand image is said to influence in different contexts, notably within the financial services industry (Flavian et al., 2005) and e-commerce arena (Zhou and Tian, 2010). The connection between the two contrasts is still under investigation in the academic field. Thus, hypothesis is proposed as:

H6. There is a positive relationship between Brand Image and Customer Trust.

2.6 Theoretical Framework

To summarize the preceding propositions, theoretical framework of this study is exhibited as:

Figure 1 Research Framework



Chapter 3 – Research Design

3.1 Measurements

3.1.1 Three CSR dimensions

There already exists a great deal of CSR measurements with different dimensions. In this study, measurements used in this study have been adopted from well-established studies. CSR dimensions' constructs are measured by the stakeholder-based scale proposed by Perez and Bosque (2013). 16 statements are formatted in a seven-point likert-type scale. First, corporate activities oriented to customers are evaluated with five-item scale (CSRC1 to CSRC5), basically concerning complete and honest communication of corporate products and services and management of complaints (Maignan et al., 1999; Decker, 2004; Salmones et al., 2005; Goirigolzarri, 2006; Sarro et al., 2007). Second, CSR oriented to employees are evaluated with five-item scale (CSRE1 to CSRE5) which covers issues regarding job creation and employment opportunities and is adapted from Mercer (2003). The last six-item scale (CSRS1 to CSRS6) evaluates CSR obligations towards society which refers to issues such as charity, community development or environmental protection (Maignan et al., 1999; Maignan, 2001; Salmones et al., 2005; David et al., 2005; Singh et al., 2008). In the meantime, existing CSR activities have been announced and implemented by Marriott, IHG and Hilton hotel groups are able to be identified within the three CSR dimensions. All the activities are presented in Appendix II for reference.

3.1.2 Brand image

The construct is measured with seven-item validated scale (BI1 to BI7) in seven-point likert-type relating to subjective imaginable perception of the brand, based on Martinez, Montaner and Pina (2004) which have been applied by Martinez, Perez and Bosque (2015).

3.1.3 Customer trust

In concerning to psychological reliance, three-item scale (CT1 to CT3) from Choi and La (2013), Xie and Peng (2009) and Moorman (1993) in seven-point likert-type measures customer trust.

3.1.4 Behavioral loyalty

Behavioral dimension of loyalty represents the stronger buying intention of a brand than positive attitude. This construct is using a four-item scale also in seven-point likert-type measuring behavioral aspects of brand loyalty from Suarez, Vazquez and Diaz (2007).

Table 2 Measurements and reliability test

Factors	Items	Measured Items	Cronbach's α	AVE
CSR Customer	CSRC1	Establishes procedures to comply with customers' complaints;	0.79	0.45
	CSRC2	Treats its customers honestly;		
	CSRC3	Has employees who offer complete information about corporate products/services to customer;		
	CSRC4	Uses customers' satisfaction as an indicator to improve the product/service marketing;		
	CSRC5	Makes an effort to know customers' needs.		
CSR	CSRE1	Pays fair salaries to its employees;	0.75	0.43
Employee	CSRE2	Offers safety at work to its employees;		
	CSRE3	Treats its employees fairly (without discrimination or abuses);		
	CSRE4	Offer training and career opportunities to its employees;		
	CSRE5	Offers a pleasant work environment (e.g. flexible hours, conciliation).		

CSR Society	CSRS1	Helps solving social problems;	0.83	0.43
	CSRS2	Uses part of its budget for donations and social projects to advance the situation of the most unprivileged groups of the society;		
	CSRS3	Contributes money to cultural and social events (e.g. music, sports);		
	CSRS4	Plays a role in the society beyond the economic benefits generation;		
	CSRS5	Is concerned with improving the general well-being of society;		
	CSRS6	Is concerned with respecting and protecting the natural environment.		
Brand Image	BI1	This hotel brand arouses sympathy;	0.78	0.55
	BI2	This hotel brand transmits a personality that differentiate itself from competitors;		
	BI3	The hiring of services with this hotel brand says something about the kind of person you are;		
	BI4	I have a picture of the kind of people who contract with this hotel brand;		
	BI5	Services offered by this hotel brand are of high quality;		
	BI6	Services offered by this hotel brand have better features than those of competitors;		
	BI7	Services offered by this hotel brand are usually more expensive than those of competitors.		
Customer Trust	CT1	Generally speaking, I trust the hotel group;	0.84	0.65
	CT2	Overall, I can confidently rely on the hotel group;		
	CT3	The hotel group is safe to patronize.		
Behavioral Loyalty	BL1	I usually use this hotel brand as my first choice compared to other brands;	0.72	0.40
	BL2	I could find other hotel brands offering services at lower prices than this brand;		
	BL3	There are different hotel brands that might offer additional services;		
	BL4	It would be costly in terms of money, time and effort to end the relationship with this hotel brand		

To evaluate the reliability of the proposed measurement scale, Cronbach's alpha has been assessed and is recommended to exceed the minimum value of 0.7 (Cronbach, 1951). In Table 2, the Cronbach's alpha values of constructs are all above 0.7 which confirms the internal reliability of proposed measurements. A further indicator, the average variance extracted (AVE), is recommended to be above 0.5 (Hair et al., 2010), has also been evaluated in Table 2. The AVE values of Brand Image and Customer Trust go beyond 0.5. The other four constructs, three dimensions of CSR and Behavioral Loyalty have an AVE value of above 0.4.

3.2 Data collection

This study aims to understand the correlation among the three CSR dimensions, brand image, customer trust (independent variables) and behavioral loyalty (dependent variable). The method for data collection is via a questionnaire survey. The questionnaire is initially developed in English and is subsequently translated into Chinese.

The questionnaire begins with introduction of the investigator's identity and study purpose. Respondents acknowledged the anonymity of the survey and confidentiality of any collected information. Questionnaire contains multi-item sections of different variables as components. In the first section, respondents provide information regarding their staying frequency and choose from a selection of the most used and recognized hotel brands from which is further classified into three categories: luxury five-star hotels, five-star hotels and business four-star hotels. In the following section, questions are proposed towards the specific hotel brand relating to how often the respondent stays with these hotels, their purpose and length of stay (LOS); these questions indicate the guest characteristics.

In the post-introductory section, customers start to rate statements regarding CSR dimensions, brand image, customer trust and behavioral loyalty on seven-point likert scale, with 1 representing "strongly disagree" to 7 representing "strongly agree". All

of the statements' rating along the seven-point measures are specific to the hotel brand customer has selected in the first section.

The last part of the questionnaire regards to hotel customer's demographic factors. It collects participant's personal information of gender, age, educational level and annual income.

Data collection in this case is the aggregation of existing data from the general population. Survey data shall be generated during completion of questionnaires (Groves, et. al., 2009). Data collection in this study employs the method of convenience sampling. Majority of participants were recruited face-to-face and the remaining samples were taken in part through online survey or email in order to maximize accessibility. At the beginning of questionnaire, respondents were notified of the usage of these collected data and all information provided will be confidential, even though there was no identifying information provided by participants.

Initially, respondents were manually filtered by approaching hotel salespersons first to target negotiated company guests and salespersons helped to identify any long-term or repeat customers. This ensures avoiding sending questionnaires to people who may not have the relative experience from the chosen hotel list. Therefore, survey has been only conducted facing to hotel FIT customers who have staying experience in one of the three brand level hotels. The collection process lasted around four months from July to mid-November of 2016. A final tally of 267 respondents were gathered, of those, eight questionnaires were either incomplete or the selection is out of the three level brand hotels. Subsequently 259 questionnaires were eligible for this study. This amounts to 97% of viable data compared with the full sample.

3.3 Samples

The study focuses on the hospitality industry which has been growing rapidly in China these twenty years. Top international hotel groups have been expanding in this

potential country since they recognized its tremendous economic growth. Hotel operators not only focus on enlarging market share and high investment returns. They have also begun to drive efforts on corporate social responsibility which was one of the major concerns in the brand development plan. For example:

- Marriott Hotel Group demonstrates “Spirit to Serve Our Communities” through financial contributions, in-kind giving and associated volunteerism by charitable acts in the greater communities. In 2015, Marriott contributed \$15.3 million in cash, \$17.7 million in in-kind support and 721,637 associate service hours. For more than 85 years, Marriott have upheld a commitment to responsible business, human rights and uncompromising ethical and legal standards in business. They have launched Human Right Campaign which scored 100% of Corporate Equality Index between the years 2014 to 2016.
- Intercontinental Hotel Group implements CSR programs by utilizing green initiatives such as improving energy efficiency, reducing water consumption, allocating IHG Shelter Fund in response to disasters, etc. As a result, IHG has achieved the Worldwide Hospitality Award on best initiative in social responsibility for the year 2014 and Eco-lodging Award at the China Hotel Investment Summit.
- Hilton hotel group regards themselves as more than just a hotel – as a global citizen. The hotel team members support a variety of charitable efforts and implement various global sustainability projects. Hilton employees are active participants in communities, volunteering to improve the lives of young people at over 1,500 global community projects as part of Global Month of Service every year. As a result, Hilton Hotel Group has been the first to earn both Leadership in Energy and Environmental Design (LEED) and Green Seal environmental certifications.

The current study tries to eliminate possible bias such as booking independence. As

such target sample focuses on hotel guests under Free Individual Traveler (FIT) segments who are able to manage their own bookings. This study have excluded group booking guests from consideration as their hotel selection are usually limited by the conference organizers or offers provided by travel agencies. According to Law (2008), individual travellers who chose low rate hotels (or restaurants) are mostly price-driven customers. The investigation result of how much they care about CSR would not be distinctive in this case as these price-conscious customers primarily choose hotels based on room rates.

Larger companies are able to invest more in pursuing various CSR objectives such as CSR-consistent product innovation and in improving the education and loyalty of their employees (Luo and Bhattacharya, 2006). Top international hotel groups have established sophisticated CSR programs and continuously improve them, basing on external circumstances (Appendix I). Therefore, in order to achieve maximum relevancy, this study focuses on individual travellers with staying experience in luxury five-star hotels, five-star hotels and business four-star hotels. Each of the three level hotels should be under the same hotel group with operational CSR programs. The survey is focusing on guests of growing hotel groups in China market such as Marriott, Intercontinental and Hilton hotel groups and those group have operated luxury five-star hotels, five-star hotels and business four-star hotels in China for years.

In order to ensure participants comprehensively complete the questionnaires, most survey responses were collected face-to-face. Participants who qualify for the questionnaires were contacted through hotel salespeople via sales-calls to their negotiated account companies. Employees of hotels with negotiated account companies were more knowledgeable of hotel CSR programs. Therefore, salespeople of proposed three hotel brand level have been targeted in advance to collect samples.

During the process of face-to-face surveying, problems with questionnaire raised by participants were solved with detailed explanations. Online surveys were also provided to hotel customers who could not be surveyed through the salesperson. The

data collection process started from July to mid-November of 2016; the survey reached 267 respondents. To better cover the city development diversity, questionnaires were mainly distributed in the following: (1) Shanghai (municipality), (2) Hangzhou (first-tier city), (3) Xiamen (special economic zone), (4) Fuzhou (second-tier city) and (5) Longyan (third-tier city).



Chapter 4 – Analysis and Findings

4.1 Descriptive statistics

The entire qualified sample of questionnaire survey consists of 259 hotel FIT guests' responses. Table 3 demonstrates the relevant demographic information about respondents. The descriptive statistics contain two sections: first section relates to hotel staying experience and the second section is personal information.

Among all the subjects, 50.2% (130/259) are hotel frequent guests who have at least six times of stay per year in hotels with the other 49.8% (129/259) of respondents staying less frequently. In the proposed three hotel brands, 39.4% (102/259) of participants have stayed in luxury five-star hotels most frequently and this brand level occupies the largest proportion of samples. 31.3% (81/259) are business four-star hotel guests with the remaining 29.3% (76/259) of participants often staying at five-star hotels.

In regards to hotel brands, respondents' stay frequency with each hotel brand in last three years was investigated. Slightly more than half of respondents – 50.2% (130/259) have stayed less than six times with the selected hotel brand in last three years. 37.1% (96/259) have stayed between six to nine times and 9.7% (25/259) have stayed nine to twelve times in last three years. Only 3.1% (8/259) of respondents have stayed more than twelve times which indicates a quite high stay frequency at the selected hotel brand.

To distinguish between travel purposes, the samples were found to comprise of 55.6% (144/259) business tourist and 44.4% (115/259) leisure tourists. The majority of all respondents have stayed between one to three days in hotels, with a representation of 78% (202/259). 21.2% (55/259) stayed in hotels for four to seven days per visit. Almost all of respondents (99.2%) stayed in hotels for seven or less days per trip. Only two participants have stayed for longer than one week per trip, one stayed eight

to fourteen days each time and the other guest is a Long-Stay customer who lives in the hotel more than half month (15 days) per stay.

According to the sample demographics, 54.8% (142/259) were males and females represented 45.2% (117/259). The range of respondents' age varied from as young as 18 years old to above 61 years old. The largest proportion of participants was in the 32 to 41 years old bracket, amounting to 47.1% (122/259) of respondents. 27% (70/259) were from 22 to 31 years old and 22.4% (58/259) of the samples were 42 to 51 years old. The remaining 2.7% (7/259) of participants were from the older demographics between 52 to 61 years old. Among all the qualified samples, none of them had an education level below university/college. 83.8% (217/259) of respondents graduated from college or had an undergraduate degree and the remaining 16.2% (42/259) had achieved a postgraduate degree or higher. Furthermore, only a few participants (4.3%) have their annual income level lower than RMB90,000. 19.7% (51/259) of participants earn RMB90,001 to RMB120,000 per year. Annual income of RMB120,001 to RMB180,000 comprised the largest portion of the samples, which accounts for 34.7% (90/259). This is followed by an income of between RMB180,001 to RMB300,000 making up about 27.8% (72/259) of respondents. The highest income group who earns more than RMB300,000 per year occupies 13.5% (35/259).

Table 3 Survey Samples' Demographic Characteristics

Demographics		Frequencies	Percentage
Effective questionnaires		259	97.0%
Ineffective questionnaires		8	3.0%
Collected questionnaires		267	100.0%
Hotel frequent guests	Yes	130	50.2%
	No	129	49.8%
	Total	259	100.0%
Hotel Brands	Luxury five-star hotels	102	39.4%
	Five-star hotels	76	29.3%
	Business four-star hotels	81	31.3%
	Total	259	100.0%
Stay frequency under this brand (times in 3 years)	<6	130	50.2%
	6~9	96	37.1%

	9~12	25	9.7%
	>12	8	3.1%
	Total	259	100.0%
Tourist type	Business	144	55.6%
	Leisure	115	44.4%
	Total	259	100.0%
Length of days per stay	1~3	202	78.0%
	4~7	55	21.2%
	8~14	1	0.4%
	>15	1	0.4%
	Total	259	100.0%
Gender	Male	142	54.8%
	Female	117	45.2%
	Total	259	100.0%
Age	18~21	1	0.4%
	22~31	70	27.0%
	32~41	122	47.1%
	42~51	58	22.4%
	52~61	7	2.7%
	>61	1	0.4%
	Total	259	100.0%
Education	High school or below	0	--
	College or undergraduate	217	83.8%
	Postgraduate or higher	42	16.2%
	Total	259	100.0%
Annual income level (RMB)	<60,000	2	0.8%
	60,001~90,000	9	3.5%
	90,001~120,000	51	19.7%
	120,001~180,000	90	34.7%
	180,001~300,000	72	27.8%
	>300,001	35	13.5%
	Total	259	100.0%

4.2 Confirmatory Factor Analysis (CFA)

Before starting to analyze the conceptual model in hotel samples, psychometric properties of all scales have been tested to make sure that the model fitted collected data. Therefore, confirmatory factor analysis is performed by utilizing software program SPSS statistics AMOS 19.

The Satorra-Bentler Chi-Square ($S-B\chi^2$) test is implemented and the result of model

equals to 744.808 while p value is less than 0.001. It indicates a good fit of data analysis. The analysis of comparative fit indexes – normed fit index (NFI) and Tucker-Lewis index (TLI) (Bentler and Bonnett, 1980), confirmatory fit index (CFI) (Bentler, 1988) and incremental fit index (IFI) (Bollen, 1989) have been complemented consequently. Each of the values is suggested to be larger than 0.9, indicating that the model provides a good fit.

To verify those values with the collected data, NFI = 0.816, TLI = 0.89, CFI = 0.902 and IFI = 0.903. CFI and IFI value exceeds the suggested minimum value, however, NFI and TLI are slightly less than 0.9 but larger than 0.8. The goodness-of-fit index (GFI) and adjusted goodness-of-index (AGFI) of current model are 0.841 and 0.811 respectively. In addition, the root-mean-square error of approximation (RMSEA) is also considered with this construct (RMSEA = 0.059) which has been at the acceptable level ($0.05 \leq \text{RMSEA} \leq 0.08$) and root of the mean residual (RMR) achieved 0.038 while the suggested value is less than 0.05. Therefore, it is able to conclude that the hypothesized relationships fit indices are acceptable and well represented by the confirmatory factor analyses.

Table 4.1 illustrates the proposed associations' path among the constructs and confirmatory factor analysis process with estimated significance results. The detailed result statistics with standard regression weights and R square have been listed out in Table 4.2 to obtain a better understanding of the concept in this study. Factor loadings for all measured variables of CSR customers, CSR employees, CSR society, six items of brand image (BI1 to BI6), customer trust and behavioral loyalty have been exceeding 0.5 which is the minimum requirement of CFA test (Steenkamp and van Trijp, 1991). It indicates that these constructs are significant at a confidence level of 95 percent and the measurement scales have been established appropriate. The only variable, item BI7 of brand image have got a substandard value lower than 0.5, making it insignificant at the confidence level of 95 percent and inappropriate for inclusion in the measurement scale of brand image. Consequently, the seventh factor of brand image should be eliminated; thus measurement of brand image would be

generated from the correlation between the first six factors — BI1 to BI6.

Table 4.1 CFA process

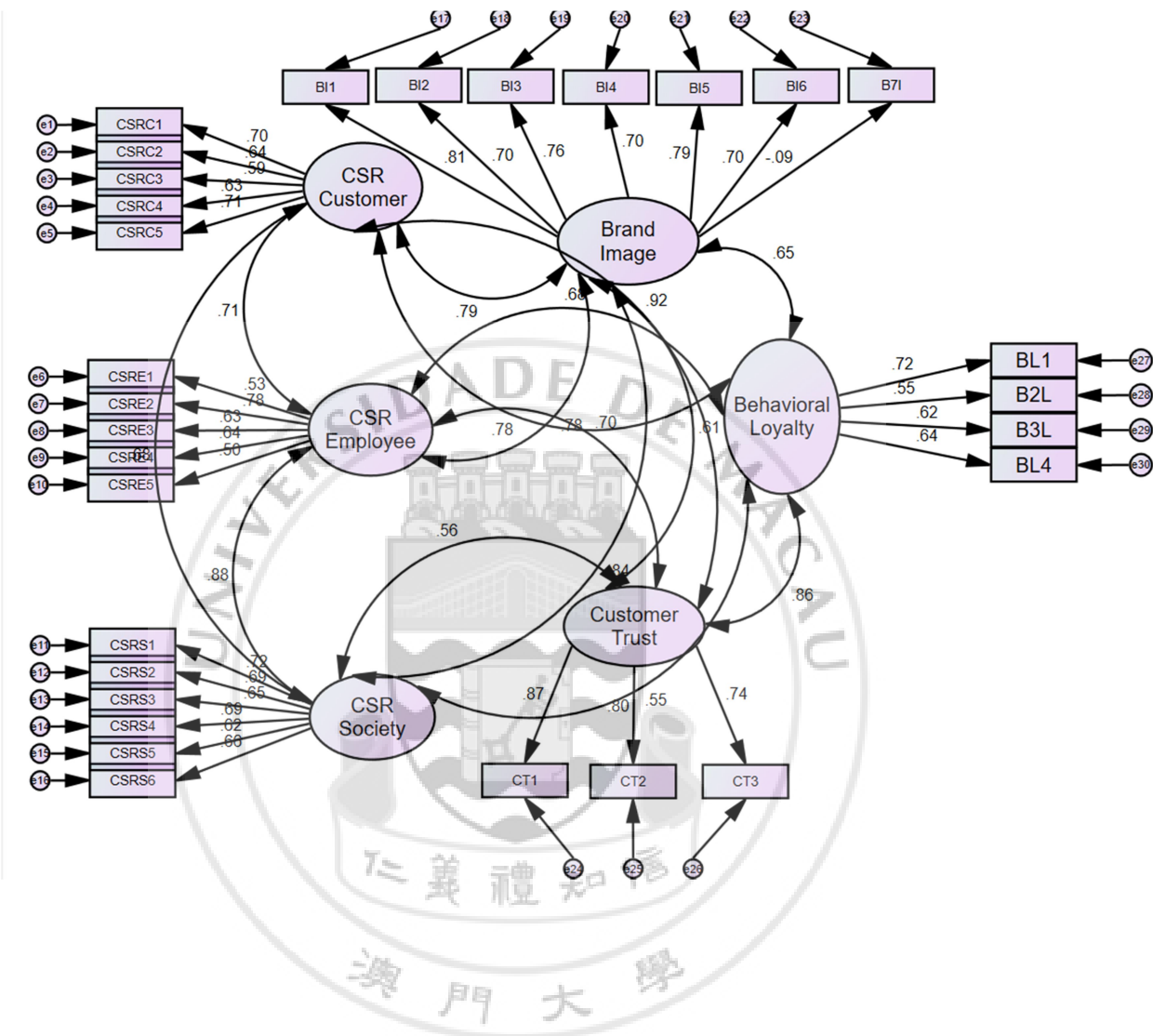


Table 4.2 CFA results

Latent Variable	Measured variable	Standardized Regression Weights	R ²
CSR Customer	CSRC1	0.70	0.49
	CSRC2	0.64	0.41
	CSRC3	0.59	0.35
	CSRC4	0.63	0.40
	CSRC5	0.71	0.50
CSR Employee	CSRE1	0.53	0.28
	CSRE2	0.78	0.61
	CSRE3	0.63	0.40
	CSRE4	0.64	0.41
	CSRE5	0.50	0.25
CSR Society	CSRS1	0.72	0.52
	CSRS2	0.69	0.48
	CSRS3	0.65	0.42
	CSRS4	0.69	0.47
	CSRS5	0.62	0.39
	CSRS6	0.66	0.44
Brand Image	BI1	0.81	0.66
	BI2	0.70	0.49
	BI3	0.76	0.58
	BI4	0.70	0.49
	BI5	0.79	0.62
	BI6	0.70	0.48
	BI7	-0.09	0.01
Customer Trust	CT1	0.87	0.75
	CT2	0.55	0.64
	CT3	0.74	0.55
Behavioral Loyalty	BL1	0.72	0.52
	BL2	0.55	0.30
	BL3	0.62	0.39
	BL4	0.64	0.40

4.3 Correlation

In the measure of a linear dependent relationship between two variables, Pearson's

correlation coefficient had been widely implemented in statistical analysis. The value would be between positive one and negative one to determine a positive or negative relationship.

Table 5 presents the correlation coefficient results of proposed construct model and it had been analyzed by IBM SPSS statistics 19. Six variables in the study model have shown to be positively related to each other variables in Table 5.

Among three CSR dimensions, each of them positively impacted on the other two, especially the correlation between CSR employee and CSR society which is 0.699. For their relationships with brand image, the fifth column of Table 5 illustrates the comparative correlation coefficients. Brand image correlates with CSR customer and CSR employee at a level larger than 0.6, and 0.7 with CSR society. In the construct model of this study, the nearest linear correlation is between customer trust and CSR customer; these two variables obtained 0.76 on Pearson's r . Meanwhile, besides CSR customer, customer trust are positively correlated with the other two dimensions of CSR but the indexes are much lower, 0.561 and 0.464 respectively. This demonstrates that from the study sample, customer trust primarily follows the perception of CSR customer dimension rather than the other two.

Besides the five independent variables, the dependent variable of this study, behavioral loyalty, positively correlated with them but kept the closest linear relationship with customer trust (Pearson's $r = 0.681$), following by CSR customer (Pearson's $r = 0.591$). CSR society was the least correlated with behavioral loyalty which is 0.434. The relationship of brand image and customer trust has also been examined by Pearson correlation coefficient. The result (Pearson's $r = 0.481$) illustrates that the two variables are certainly positively correlated.

Table 5 Correlation Coefficient

	CSRC	CSRE	CSRS	BI	CT	BL
CSR customer	1	.546**	.555**	.642**	.760**	.591**
CSR employee		1	.699**	.639**	.561**	.496**
CSR society			1	.707**	.464**	.434**
Brand image				1	.481**	.509**
Customer trust					1	.681**
Behavioral loyalty						1

Notes: **. Correlation is significant at the 0.01 level (2-tailed).

4.4 Regression analysis

In this study, predictions of proposed relationship between every variable have been examined by hierarchical regression analysis utilizing IBM SPSS statistics 19. After the independent variables and dependent variable phase, mediation effects are assessed in the scale structure. The last step is to explain the demographic variables' effect on the sample.

4.4.1 Relationship between CSR dimensions and brand image

Firstly, regression analysis begins with CSR customer, CSR employee and CSR society, these three dimensions of CSR as perceived by customers could affect the hotel brand image. Table 6 illustrates the overall model summary of all independent variables and dependent variables including their degree of freedom, F values, significance level and adjusted R square. Regression coefficients are presented at the right columns with beta, t value and significance after testing proposed hypotheses.

The first three rows of Table 6 show the regression results of CSR dimensions as independent variables with brand image as dependents. It is apparent that CSR customer, CSR employee and CSR society have all caused positive and significant effects to brand image with the study sample ($p < 0.001$). There are key evidences in

demonstrating that among three factors of CSR, dimension of CSR society displays the strongest impact on brand image ($\beta = 0.707$). The other two dimensions of CSR, CSR employee and CSR customer have slightly lower effects ($\beta = 0.642$ and $\beta = 0.639$). The figure demonstrates that customer felt more positive about hotel's CSR efforts relating to society, thus creating a better brand image from customers' perspective. Therefore boosting society CSR would be the most beneficial and efficient in terms of improving a hotel's brand image compared with customer or employee dimensions of CSR.

4.4.2 Relationship between CSR dimensions and customer trust

The following demonstrates the predicted hypotheses between independent variables of three CSR dimensions and dependent variable of customer trust. Besides effects on brand image, CSR customer, CSR employee and CSR society have significant positive influences on customer trust [rows four to six of Table 6 ($p < 0.001$)].

Comparing regression results among three CSR dimensions, it could be observed that CSR customer dimension had the heaviest effect on dependent variable of customer trust ($\beta = 0.760$) while CSR employee is at a lower level ($\beta = 0.561$) and CSR society affects customer trust the least ($\beta = 0.464$). This result is different from the outcome on brand image; customers have more trust on the hotel based upon their higher perception of a hotel brand's CSR factors in regards to customers themselves.

4.4.3 Relations of brand image and customer trust with behavioral loyalty

The dependencies of brand image and customer trust have been verified with three CSR dimensions' direct influence. The next step is investigating how brand image and customer trust would act on customer's behavioral loyalty by employing regression analysis. Row seven to eight of Table 6 represents statistical results. The outcome of brand image is evidently reflecting with regression coefficients ($\beta = 0.509$ and $p < 0.001$), it has produced positive and significant effect on behavioral loyalty.

As well as brand image, customer trust influences more positively on behavioral loyalty and is more significant ($\beta = 0.681$ and $p < 0.001$). Hence, it is plausible to explain that in the sample group of this study, clients have the tendency to consider their repeat customs behavior in hotel due to both the image perception and their trust level of the brand.

4.4.4 Relationship between brand image and customer trust

After having been benchmarked as both independent variables and dependent variable, brand image and customer trust are also proposed to have relationship in this study model. Regression equation has been applied to examine how the independent variable, brand image, would influence the dependent variable, customer trust. Table 6 also provides the result. The last row of Table 6 presents the evidence to make this relationship clear. Brand image has positive impact on customer trust ($\beta = 0.515$) and the impact is significant ($p < 0.001$). In practical terms, if a hotel has established a favorable brand image and is well received by hotel customers, then it is highly probable for customers to build a high trust level on this hotel brand.

Table 6 Regression model summary

Independent Variable	Dependent Variable	F value	Adjusted R ²	Coefficient (β)	t	Significance
CSR Customer	Brand Image	180.125	0.410	0.642	13.421	0.000***
CSR Employee	Brand Image	177.624	0.406	0.639	13.328	0.000***
CSR Society	Brand Image	257.379	0.498	0.707	16.043	0.000***
CSR Customer	Customer Trust	350.571	0.577	0.760	18.724	0.000***
CSR Employee	Customer Trust	117.724	0.311	0.561	10.85	0.000***
CSR Society	Customer Trust	70.33	0.212	0.464	8.386	0.000***
Brand Image	Behavioral Loyalty	89.779	0.256	0.509	9.475	0.000***
Customer Trust	Behavioral Loyalty	222.729	0.462	0.681	14.924	0.000***
Brand Image	Customer Trust	92.671	0.262	0.515	9.627	0.000***
Degree of freedom		258				
Significance		0.000***				

Notes: *** $p < 0.001$

4.4.5 Effect of mediators between CSR dimensions and behavioral loyalty

After the verification of all direct relationships among independent variables and dependent variables in the study model, a further objective in the current study is to find out how the two mediators, brand image and customer trust affect the entire relationship of the proposed model.

To start this mediation examination, it is necessary to confirm that the independent variables and dependent variable have existing correlation. In reviewing Table 5, correlation coefficient figures of CSR customer, CSR employee and CSR society exhibits a positive relationship with behavioral loyalty. In addition, regression analysis was performed and results shown in Table 7. The values illustrate that all three dimensions of CSR have positive and significant influence on behavioral loyalty ($p < 0.001$). Among CSR dimensions, CSR customer had the heaviest impact ($\beta = 0.591$) whereas CSR society had the least effect on behavioral loyalty ($\beta = 0.434$).

Table 7 Regression between CSR dimensions and behavioral loyalty

Dependent Variable	Independent Variable	F	Coefficient (β)	t
Behavioral Loyalty	CSR Customer	137.937	0.591***	11.745
	CSR Employee	83.753	0.500***	9.152
	CSR Society	59.487	0.434***	7.713

Notes: *** $p < 0.001$

The following step comes with the mediation test which is mainly operated by PROCESS macro (Andrew F. Hayes 2013) in IBM SPSS statistics 19. An additional method for further demonstrating the significance of the mediation effect has been examined with Sobel test. The testing process is carried through three dimensions of CSR separately with mediators and dependent variable. The mediators' impact is differentiated to examine the relationship for comparison. As a secondary examination, the direct effect of independent variable on dependent variable was checked by PROCESS for detailed indications.

Referring to Table 7.1, the mediation effect between CSR customer and behavioral loyalty has been presented with regression results by PROCESS in SPSS and Sobel test. It is apparent there is significant mediation effect in the relationship for mediators, brand image and customer trust ($p < 0.05$). After testing CSR customer's direct effect on behavioral effect, p value largely has exceeded 0.05 which indicates that these two variables are not significantly direct correlated.

Statistics of Table 7.1 also shows Sobel test results. Significant level of Sobel test ($p < 0.05$) confirms the mediation effect results by regression analysis. Therefore, it is able to conclude that brand image and customer trust have played prominent mediating roles in the relationship between CSR customer and behavioral loyalty. Comparatively, customer trust has a heavier influence in mediating CSR customer and behavioral loyalty than brand image (coefficient of M1 = 0.746 < coefficient of M2 = 0.938).

Table 7.1 Mediation between CSR customer and behavioral loyalty

Outcome Variable Y	Behavioral Loyalty	
Independent Variable X	CSR Customer	
Mediator 1	Brand Image	
Mediator 2	Customer Trust	
Regression	Coefficient	p value
M1	0.746	0.000
M2	0.938	0.000
Direct effect of X on Y	0.062	0.45
Sobel Test	Z value	p value
Brand Image	3.265	0.001
Customer Trust	7.247	0.000

Similarly, brand image and customer trust have been verified to be significant in mediating CSR employee and behavioral loyalty by PROCESS regression test ($p < 0.05$) shown in Table 7.2. Nonetheless, the direct effect between CSR employee and behavioral loyalty was insignificant ($p > 0.05$). Hence, the relationship in this case is under the mediating effect and it is additionally supported by Sobel test results

($p < 0.05$). Regression coefficient of brand image achieved 0.714, thus this mediator is found to be more influential to the relationship of CSR employee and behavioral loyalty than customer trust which has attained 0.666 on coefficient presented in Table 7.2.

Table 7.2 Mediation between CSR employee and behavioral loyalty

Outcome Variable Y	Behavioral Loyalty	
Independent Variable X	CSR Employee	
Mediator 1	Brand Image	
Mediator 2	Customer Trust	
Regression	Coefficient	p value
M1	0.714	0.000
M2	0.666	0.000
Direct effect of X on Y	0.077	0.229
Sobel Test	Z value	p value
Brand Image	2.944	0.003
Customer Trust	7.31	0.000

The third relationship to be examined is how the mediators have affected independent variable, CSR society and dependent variable, behavioral loyalty. PROCESS regression and Sobel test results is demonstrated in Table 7.3. From the analysis of statistics, p values of brand image and customer trust are much less than 0.05 in both regression equation and Sobel test.

CSR society is unable to cause significant direct effect on behavioral loyalty ($p > 0.05$). After comparing the two mediators' regression coefficient, brand image is deemed to have a stronger mediation influence on the relationship between CSR society and behavioral loyalty than the mediation effect of customer trust (coefficient of M1 = 0.795 > coefficient of M2 = 0.554).

Table 7.3 Mediation between CSR society and behavioral loyalty

Outcome Variable Y	Behavioral Loyalty	
Independent Variable X	CSR Society	
Mediator 1	Brand Image	
Mediator 2	Customer Trust	
Regression	Coefficient	p value
M1	0.795	0.000
M2	0.554	0.000
Direct effect of X on Y	0.036	0.585
Sobel Test	Z value	p value
Brand Image	2.881	0.004
Customer Trust	6.61	0.000

4.4.6 Effect of demographic variables on the study model

The next step in this study is the examination of the influences of demographic variables by implementing regression analyses as well. The method follows Chomvilaiuk and Butcher (2010)'s approach of determining moderating effects of customers' previous hotel experience and personal features. This is done by splitting samples and analyzing them. This part of the study aims to investigate whether the impact of independent variables would be varied by different sub-segment samples and how they influence the results.

The proposed model had been applied to customer sub-samples split by whether participants were frequent hotel guests or not (at least six times per year). Table 8.1 presents the regression summary, it indicates that CSR dimensions all have positive and significant effects on brand image and customer trust for both frequent and non-frequent customers. Comparatively, CSR customer has a higher trend in affecting brand image and customer trust than the other two dimensions within frequent guest sub-sample ($\beta = 0.669$ for brand image, $\beta = 0.788$ for customer trust). For non-frequent guest sub-sample, CSR customer influenced customer trust as well ($\beta = 0.719$ for customer trust), in addition, CSR society has the strongest impact on brand image ($\beta = 0.741$ for brand image).

The impact on relationships with behavioral loyalty appears to be of a homogeneous nature for both sub-samples. Customer trust is far more influential to behavioral loyalty than brand image; meanwhile, in frequent guest subset, both two independent variables are noticed to have a higher impact on behavioral loyalty ($\beta = 0.582$ for brand image, $\beta = 0.733$ for customer trust). Additionally, brand image appears to have stronger effectiveness on customer trust ($\beta = 0.599$) among frequent guests.

Table 8.1 Regression model summary – split by hotel frequent guest

Independent Variable	Dependent Variable	Frequent guest		Non-frequent guest	
		F	Beta	F	Beta
CSR Customer	Brand Image	103.588	0.669***	95.164	0.654***
CSR Employee	Brand Image	91.410	0.645***	87.778	0.639***
CSR Society	Brand Image	112.693	0.648***	154.474	0.741***
CSR Customer	Customer Trust	209.415	0.788***	135.803	0.719***
CSR Employee	Customer Trust	60.397	0.566***	69.458	0.595***
CSR Society	Customer Trust	29.839	0.435***	47.626	0.522***
Brand Image	Behavioral Loyalty	65.424	0.582***	33.083	0.455***
Customer Trust	Behavioral Loyalty	148.539	0.733***	83.319	0.629***
Brand Image	Customer Trust	71.680	0.599***	45.036	0.512***
Degree of freedom		129		128	

Notes: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 8.2 exhibits the summary of regression to demonstrate where the sample had been separated by hotel brands level. The outcome is observed to vary in comparison to full study sample results. The luxury five-star hotel subset, brand image had been influenced by CSR society the most among the three CSR dimensions' ($\beta = 0.587$). By contrast, CSR society had the least impact with four-star hotel sub-sample and the impact is insignificant ($\beta = 0.278$ and $p < 0.05$).

CSR employee proved to be the most effective on brand image in five-star and four-star hotel subsets among the three CSR dimensions ($\beta = 0.659$ for five-star hotel sample and $\beta = 0.549$ for four-star hotel sample). However, CSR customer exhibited

the most significant effect of enhancing customer trust for all the three subsets ($\beta = 0.692$ for luxury five-star hotel sample, $\beta = 0.729$ for five-star hotel sample, $\beta = 0.689$ for five-star hotel sample).

CSR society appeared to have the least significance on customer trust ($\beta = 0.247$ and $p < 0.05$ for luxury five-star hotel sample, $\beta = 0.298$ and $p < 0.05$ for five-star hotel sample, $\beta = 0.407$ for five-star hotel sample). Moreover, customer trust tends to be more effective in improving customers' behavioral loyalty than brand image among all the sub-samples ($\beta = 0.571$ for luxury five-star hotel sample, $\beta = 0.724$ for five-star hotel sample, $\beta = 0.642$ for five-star hotel sample). Meanwhile, five-star hotel sample is more sensitive for customer trust between behavioral loyalty as well as brand image – customer trust relationship ($\beta = 0.450$).

To conclude, most high-end hotel brand customers linked hotel brand image with CSR society activities the most, while customers whom stay in the lower end brands paid attention to brand image in relation to CSR employee factors. However, whichever the brand they have stayed, customers tend to build trust by relying on hotel CSR customer function; furthermore, the higher the customer trust the hotels establish, the more likely customers exhibit brand behavioral loyalty.

Table 8.2 Regression model summary – split by hotel brands

Independent Variable	Dependent Variable	Luxury five-star hotels		Five-star hotels		Four-star hotels	
		F	Beta	F	Beta	F	Beta
CSR Customer	Brand Image	21.155	0.418***	22.024	0.479***	17.660	0.427***
CSR Employee	Brand Image	15.622	0.368***	56.827	0.659***	34.035	0.549***
CSR Society	Brand Image	52.450	0.587***	56.629	0.658***	6.630	0.278*
CSR Customer	Customer Trust	91.948	0.692***	84.119	0.729***	71.248	0.689***
CSR Employee	Customer Trust	20.055	0.409***	19.361	0.455***	35.938	0.559***
CSR Society	Customer Trust	6.513	0.247*	7.198	0.298*	15.648	0.407***
Brand Image	Behavioral Loyalty	24.781	0.446***	26.043	0.510***	12.539	0.370**
Customer Trust	Behavioral Loyalty	48.452	0.571***	81.289	0.724***	55.315	0.642***
Brand Image	Customer Trust	8.506	0.280**	18.831	0.450***	13.517	0.382***
Degree of freedom		101		75		80	

Notes: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Under the above hotel brands, respondents' different stay frequency within three years is divided into sub-samples. Regression equation has been developed with the three sub-samples and the outcome was presented in Table 8.3.

It can be observed that for two customer samples who have stayed less than six times and between six to nine times within three years, all independent variables influence dependent variables positively and significantly ($p < 0.001$). Whereas the group who have stay more than nine times presented a weak significance in CSR employee and CSR society's influence on both brand image and customer trust ($p < 0.05$ for CSR employee on brand image; $p < 0.01$ for CSR employee on customer trust, CSR society on brand image and customer trust).

Therefore, the most frequent guests with selected brand appear to have the heaviest emphasis of CSR customer on both brand image ($\beta = 0.603$) and customer trust ($\beta = 0.705$); while the other two subsets have the similar pattern of CSR customer's effect on customer trust ($\beta = 0.698$ for < 6 times, $\beta = 0.767$ for $6 \sim 9$ times), but brand image

is improved by CSR society the most($\beta = 0.714$ for <6 times, $\beta = 0.759$ for 6~9 times).

Behavioral loyalty is affected by customer trust much more than brand image among all the subsets; in addition, the most brand-frequent sample participants lose brand image's significance on behavioral loyalty ($p>0.05$). Dramatically, brand image had been the most influential to customer trust for this sub-sample ($\beta = 0.712$ for >9 times). Overall, CSR factor produces a higher impact on brand image and customer trust with mid brand frequency respondents. On the contrary, the most frequent sample presented to be less influenced by hotel CSR dimensions; furthermore, their behavioral loyalty was unaffected by brand image while the other two less frequent subsets are positively influenced in the relationship.

Table 8.3 Regression model summary – split by guest stay frequency (in 3 years)

Independent Variable	Dependent Variable	<6 times		6 ~ 9 times		>9 times	
		F	Beta	F	Beta	F	Beta
CSR Customer	Brand Image	74.693	0.607***	71.513	0.657***	17.733	0.603***
CSR Employee	Brand Image	64.410	0.579***	114.286	0.741***	7.342	0.438*
CSR Society	Brand Image	133.358	0.714***	127.558	0.759***	12.436	0.535**
CSR Customer	Customer Trust	121.431	0.698***	134.320	0.767***	30.609	0.705***
CSR Employee	Customer Trust	57.971	0.558***	60.961	0.627***	9.448	0.483**
CSR Society	Customer Trust	33.840	0.457***	35.023	0.521***	8.334	0.460**
Brand Image	Behavioral Loyalty	55.919	0.551***	25.526	0.462***	1.351	0.204
Customer Trust	Behavioral Loyalty	83.749	0.629***	71.625	0.658***	15.424	0.576***
Brand Image	Customer Trust	28.693	0.428***	37.739	0.535***	31.876	0.712***
Degree of freedom		129		95		32	

Notes: * $p<0.05$ ** $p<0.01$ *** $p<0.001$

This study focuses on FIT guests within the hotel industry which can be divided into business or leisure tourist groups. The regression results of these two tourist types are laid out in Table 8.4. All the variables are positively and significantly correlated ($p<0.001$) for both business and leisure sub-samples.

Among three CSR dimensions, CSR customer is indicated to influence the most on brand image for business clients ($\beta = 0.718$ for brand image, $\beta = 0.760$ for customer trust) while holidaying clients rely more on CSR society ($\beta = 0.738$) for brand image. However, customer trust is based on CSR customer ($\beta = 0.723$).

For the remaining variables, business clients are affected at a higher level than leisure clients. Business type customers would exhibit behavioral loyalty more by their trust of the hotel than brand image ($\beta = 0.680$). Generally, most of the relationships are more strongly impacted for tourists with business purpose than leisure with the exception of CSR employee and society to brand image.

For leisure tourist sample, hotel is able to improve brand image by targeting the society component of CSR. However, customer trust which relies on CSR customer would be the most efficient variable to increase customer's behavioral loyalty for both tourist types.

Table 8.4 Regression model summary – split by tourist type

Independent Variable	Dependent Variable	Business		Leisure	
		F	Beta	F	Beta
CSR Customer	Brand Image	150.756	0.718***	49.083	0.550***
CSR Employee	Brand Image	78.456	0.597***	104.351	0.693***
CSR Society	Brand Image	125.122	0.684***	135.128	0.738***
CSR Customer	Customer Trust	193.695	0.760***	123.703	0.723***
CSR Employee	Customer Trust	116.012	0.671***	25.901	0.432***
CSR Society	Customer Trust	66.654	0.565***	16.349	0.356***
Brand Image	Behavioral Loyalty	56.485	0.533***	34.728	0.485***
Customer Trust	Behavioral Loyalty	122.176	0.680***	74.233	0.630***
Brand Image	Customer Trust	84.385	0.611***	22.817	0.410***
Degree of freedom		143		114	

Notes: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

The following sample differentiation is according to the customers' average length of stay (LOS). From the observation of Table 8.5, CSR society has influenced the most

to brand image among the three dimensions for both short LOS sub-sample ($\beta = 0.696$) and comparative long LOS subset ($\beta = 0.749$). However, customer trust appears to be dependent on CSR customer ($\beta = 0.750$ for LOS 1~3 days, $\beta = 0.796$ for LOS > 4 days).

To compare the relationship with behavioral loyalty, customer trust is more aggressive than brand image for both two sub-samples ($\beta = 0.657$ for LOS 1~3 days, $\beta = 0.779$ for LOS > 4 days). In all, both short LOS customers and long LOS customers have shown similar tendency among the entire predicted study model. However, customers who have stayed longer in hotels appear to have a higher influential level on all positive relationships than short stay customers.

Table 8.5 Regression model summary – split by average length of stay (LOS)

Independent Variable	Dependent Variable	LOS 1~3 days		LOS > 4 days	
		F	Beta	F	Beta
CSR Customer	Brand Image	128.158	0.625***	52.048	0.697***
CSR Employee	Brand Image	123.639	0.618***	66.382	0.740***
CSR Society	Brand Image	187.970	0.696***	70.488	0.749***
CSR Customer	Customer Trust	257.597	0.750***	95.119	0.796***
CSR Employee	Customer Trust	100.815	0.579***	16.831	0.484***
CSR Society	Customer Trust	54.861	0.464***	15.586	0.470***
Brand Image	Behavioral Loyalty	65.765	0.497***	22.904	0.542***
Customer Trust	Behavioral Loyalty	151.549	0.657***	84.920	0.779***
Brand Image	Customer Trust	73.163	0.518***	20.254	0.519***
Degree of freedom		201		56	

Notes: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

After the investigation of research model by respondents' hotel experience, the study sample is split according to their personal characteristics for further specific analysis. In the first instance, regression equation is employed to test the proposed relationships as defined by gender. Statistics in Table 8.6 indicates the positive and significant influences among all variable relationships for both male and female sub-samples

($p < 0.001$). As demonstrated, CSR society had the greatest effect on brand image for the three CSR dimensions for both genders ($\beta = 0.671$ for male and $\beta = 0.764$ for female); homogeneously, both male and female samples appear to establish greater customer trust depending on CSR customer dimension performance ($\beta = 0.740$ for male and $\beta = 0.785$ for female).

In addition, behavioral loyalty of both subsets is exhibited to be enhanced more by customer trust than brand image ($\beta = 0.613$ for male and $\beta = 0.757$ for female). In general, the results of female sub-sample have presented a stronger association on independent variables' effect with dependent variables than male subset with the exception of brand image's impact on behavioral loyalty. Therefore, it is appropriate focus more on CSR performance if one wishes to attract female customers for a higher improvement of their behavioral loyalty.

Table 8.6 Regression model summary – split by gender

Independent Variable	Dependent Variable	Male		Female	
		F	Beta	F	Beta
CSR Customer	Brand Image	88.158	0.622***	94.995	0.673***
CSR Employee	Brand Image	90.938	0.628***	86.863	0.656***
CSR Society	Brand Image	114.732	0.671***	160.921	0.764***
CSR Customer	Customer Trust	169.555	0.740***	184.721	0.785***
CSR Employee	Customer Trust	61.005	0.551***	58.774	0.582***
CSR Society	Customer Trust	36.466	0.455***	34.617	0.481***
Brand Image	Behavioral Loyalty	61.518	0.553***	34.844	0.498***
Customer Trust	Behavioral Loyalty	84.086	0.613***	154.487	0.757***
Brand Image	Customer Trust	39.423	0.469***	59.582	0.584***
Degree of freedom		141		116	

Notes: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

The following regression application is implemented to sub-samples separated by participants' age. For both middle-aged (32~41 years old) and older (>42 years old) subsets, CSR dimensions are significantly and positively related with brand image and

customer trust. While brand image is impacted more by CSR society ($\beta = 0.736$ for 32~41 years old and $\beta = 0.816$ for >42 years old), customer trust has presented to be more dependent of CSR customer ($\beta = 0.760$ for 32~41 years old and $\beta = 0.822$ for >42 years old).

On the contrary, the younger subset (18~31 years old) perceived a greater brand image and customer trust by basing on better CSR customer dimension performance; furthermore, CSR society did not appears to be a significant influential variable to younger subset participants' customer trust ($p > 0.05$).

To enhance behavioral loyalty, customer trust is more effective for all three sub-samples than brand image ($\beta = 0.688$ for 18~31 years old, $\beta = 0.664$ for 32~41 years old and $\beta = 0.646$ for >42 years old). After, it is observed, there is a weaker significance on brand image's impact to customers' trust for the younger sub-sample ($p < 0.05$).

From the evidences in Table 8.7, all the dimensions of CSR have a better performance to dependent variables in the elder subset than the other two younger samples; whereas behavioral loyalty of elder sample group showed to be less impacted by both brand image and customer trust. However, customer trust by the elder customers is greatly impacted by brand image.

Table 8.7 Regression model summary – split by age

Independent Variable	Dependent Variable	18 ~ 31 years old		32 ~ 41 years old		> 42 years old	
		F	Beta	F	Beta	F	Beta
CSR Customer	Brand Image	34.682	0.578***	73.104	0.615***	81.488	0.748***
CSR Employee	Brand Image	13.630	0.406***	103.814	0.681***	97.241	0.777***
CSR Society	Brand Image	30.391	0.553***	141.755	0.736***	127.246	0.816***
CSR Customer	Customer Trust	49.646	0.647***	164.276	0.760***	133.711	0.822***
CSR Employee	Customer Trust	10.182	0.359**	69.962	0.607***	54.882	0.679***
CSR Society	Customer Trust	1.438	0.143	53.178	0.554***	44.246	0.639***
Brand Image	Behavioral Loyalty	11.121	0.373**	66.462	0.597***	18.941	0.478***
Customer Trust	Behavioral Loyalty	61.859	0.688***	94.535	0.664***	45.930	0.646***
Brand Image	Customer Trust	6.349	0.290*	54.390	0.558***	49.138	0.659***
Degree of freedom		70		121		65	

Notes: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

A further illustration of projected regression model has been employed with customer sample differentiated by education level – one group has attained college or undergraduate level and the other group has achieved postgraduate or higher level. All the independent variables have produced significant and positive influences to dependent variables for the lower educational level subset ($p < 0.001$).

To be specific, among three CSR dimensions, CSR society affects brand image the most ($\beta = 0.708$ for lower education level and $\beta = 0.653$ for higher education level) while CSR customer performance is the most helpful to enhance customer trust ($\beta = 0.701$ for lower education level and $\beta = 0.654$ for higher education level) for both education level subsets.

For customers with higher education there appeared be of less significance between CSR employee's effect on customer trust and brand image's impact on behavioral loyalty ($p < 0.05$). Generally, customers with college or undergraduate education level tend to be more influential by CSR performance and their behavioral loyalty is more sensitive to better brand image or customer trust than customers with greater levels of

education.

Table 8.8 Regression model summary – split by education

Independent Variable	Dependent Variable	College or Undergraduate		Postgraduate or above	
		F	Beta	F	Beta
CSR Customer	Brand Image	116.413	0.593***	21.749	0.593***
CSR Employee	Brand Image	145.762	0.636***	20.125	0.579***
CSR Society	Brand Image	216.298	0.708***	29.703	0.653***
CSR Customer	Customer Trust	207.239	0.701***	29.892	0.654***
CSR Employee	Customer Trust	111.961	0.585***	6.342	0.370*
CSR Society	Customer Trust	52.970	0.445***	9.652	0.439**
Brand Image	Behavioral Loyalty	60.707	0.469***	3.835	0.296*
Customer Trust	Behavioral Loyalty	147.136	0.637***	8.892	0.426**
Brand Image	Customer Trust	49.085	0.431***	19.432	0.572***
Degree of freedom		216		41	

Notes: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

For the last part, sample group's annual income level is separated into three subsets with regression equations developed to explore the proposed model. The outcome exhibited is summarized in Table 8.9 which indicates varying statistical results among the different income levels.

Firstly, all the independent variables significantly influence dependent variables positively ($p < 0.001$) for middle annual income level (120,000~180,000 RMB) and high annual income level (>180,000 RMB) subsets. Those two groups have achieved an analogous effectiveness of CSR dimensions: CSR society performs the best in improving brand image ($\beta = 0.719$ for mid income level and $\beta = 0.756$ for high income level) while CSR customer tends to be the most influential factor to customer trust ($\beta = 0.731$ for mid income level and $\beta = 0.783$ for high income level).

Meanwhile, the lower annual income level (<120,000 RMB) sub-sample has bucked the trend on CSR dimensions' effectiveness: CSR customer is the most efficient to improve for both brand image and customer trust ($\beta = 0.556$ for brand image and $\beta =$

0.451 for customer trust), while CSR employee is less significant ($p < 0.05$) on customer trust. Moreover, CSR society has lost significance to customer trust ($p > 0.05$) and created a negative effect ($\beta = -0.159$).

Secondly, all three income level samples perceive a similar influence on behavioral loyalty which relies more on customer trust level. In all, with regards to evidences in Table 8.9, it is safe to conclude that customers who have higher income would indicate a better developed effectiveness among all the proposed relationships.

Table 8.9 Regression model summary – split by annual income

Independent Variable	Dependent Variable	<120,000 RMB		120,001 ~ 180,000 RMB		>180,000 RMB	
		F	Beta	F	Beta	F	Beta
CSR Customer	Brand Image	26.798	0.556***	47.194	0.591***	64.753	0.618***
CSR Employee	Brand Image	13.161	0.424**	48.732	0.597***	89.794	0.679***
CSR Society	Brand Image	13.007	0.422**	93.968	0.719***	139.921	0.756***
CSR Customer	Customer Trust	15.332	0.451***	101.010	0.731***	165.874	0.783***
CSR Employee	Customer Trust	6.028	0.302*	28.474	0.494***	51.400	0.573***
CSR Society	Customer Trust	1.558	-0.159	21.989	0.447***	42.573	0.537***
Brand Image	Behavioral Loyalty	5.131	0.281*	20.410	0.434***	36.772	0.509***
	Behavioral Loyalty	23.119	0.527***	42.792	0.572***	79.780	0.657***
Customer Trust	Customer Trust	1.163	0.138	28.536	0.495***	44.875	0.547***
Degree of freedom		61		89		106	

Notes: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

4.5 Hypotheses results

Current study has explored the relationships among three dimensions of corporate social responsibility: CSR customer, CSR employee and CSR society, with behavioral loyalty, being mediated by brand image and customer trust factors from the

perspective of customers. To be more specific, the influences of CSR dimensions on brand image and customer trust have been evaluated initially, after, brand image and customer trust have been verified of their significance on behavioral loyalty; subsequently these two variables' mediating role has been confirmed between CSR dimensions and behavioral loyalty.

The study also examines the relationship between brand image and customer trust for an additional indicator. Proposed hypotheses have been tested by regression equation, conclusion of results is summarized in Table 9 below.

Table 9 Hypotheses testing results

Hypothesis	Beta	t value	Results
H1a. CSR towards customer will positively influence on brand image.	0.642***	13.421	Supported
H2a. CSR towards employee will positively influence on brand image.	0.639***	13.328	Supported
H3a. CSR towards society will positively influence on brand image.	0.707***	16.043	Supported
H1b. CSR towards customer will positively influence on customer trust.	0.760***	18.724	Supported
H2b. CSR towards employee will positively influence on customer trust.	0.561***	10.850	Supported
H3b. CSR towards society will positively influence on customer trust.	0.464***	8.386	Supported
H4. There is a positive relationship between brand image and behavioral loyalty	0.509***	9.475	Supported
H5. There is a positive relationship between customer trust and behavioral loyalty.	0.681***	14.924	Supported
H6. There is a positive relationship between brand image and customer trust.	0.515***	9.627	Supported

Notes: *** $p < 0.001$

From the foregoing evidences discussed in regression chapter and present in Table 9, all measured independent variables appear to have significant influence on dependent variables ($p < 0.001$).

In the first instance, the findings indicate that each dimension of CSR, CSR customer,

CSR employee and CSR society displays positive effect on brand image. This is consistent with the prior researches reported perceived CSR in positively affecting the brand image (e.g., Brown and Dacin, 1997; Martinez, Perez and Bosque, 2014; Kennedy, 1977; Wu and Wang, 2014). Among the respective effects of three CSR dimensions, CSR society is the most influential dimension on enhancing the hotel brand image ($\beta = 0.707$), while CSR customer ($\beta = 0.642$) and CSR employee ($\beta = 0.639$) is slightly less effective. Therefore, hypothesis 1a, 2a and 3a are all supported.

Secondly, according to Roman (2003), Choi and La (2013), ethical behavior and customer perceived CSR of company positively relate to customer trust of company. This finding is also demonstrated with this study by the significant and positive relationship between three CSR dimensions and customer trust ($p < 0.001$). From a customer's point of view, they perceive more on CSR factors relating to customers themselves and their trust, which endures long-term relationships with the company (Molm et al., 2000). CSR customer proves to be a more significant factor ($\beta = 0.760$) than the positive influence from CSR employee ($\beta = 0.561$) and CSR society ($\beta = 0.464$) dimensions. Those parameters are supportive of hypothesis 1b, 2b and 3b.

Thirdly, Martinez, Perez and Bosque (2014) have found the positive relationship between brand images with customer loyalty within the Latin American hotel industry; Perez and Bosque (2015) utilized the same model to much success in the banking industry as well.

Table 9 present figures indicating that the above finding is also applicable to the Chinese hotel industry. Hypothesis 4 is supported with positive relationship between brand image and behavioral loyalty ($\beta = 0.509$, $p < 0.001$). Moreover, brand image plays a significant mediating role between CSR dimensions and behavioral loyalty as Table 7.1 to Table 7.3 presented. The supportive result also continues to be found for hypothesis 5, reflecting that positive customer trust produces better customer loyalty ($\beta = 0.681$, $p < 0.001$) in agreement with previous research in the service sector (Choi and La, 2013) and finance industry (Roman, 2003). In addition, customer trust is

another significant mediator linking three CSR dimensions and behavioral loyalty from the Chinese hotel customer perspective (Table 7.1 to Table 7.3).

An additional key finding in the study which was not examined in detail from previous researches is that for the Chinese hotel industry, customers have a higher tendency to establish customer trust with brand from a positive hotel brand image they perceive, which subsequently supports hypothesis 6 ($\beta = 0.515$, $p < 0.001$).

Finally, to elaborately investigate this study model, variation of relationships' effectiveness has been examined depending on customer's demographic characteristics. Table 10 summarizes all the impacts among diverse customer features.

The following points can be extrapolated from the data gathered:

1. Hotel frequent guest and non-frequent guests are found to have similar patterns of CSR dimensions, with the exception of different dimensional effectiveness on brand image. Frequent customers' brand image perception is more sensitive to hotel CSR activities focusing on customer sector; but those non-frequent hotel guests are influenced by CSR society dimension. This situation may be caused by non-frequent customers' fundamental knowledge of varying hotels being from public sources, which are more relating to community activities or charity sectors; while frequent customers have more opportunity to communicate with the hotels themselves and they are knowledgeable with more customer relevant information.
2. It is found that in hotel brand level segment; there are differences among the most effective CSR dimension on brand image. Luxury five-star hotel customers tend to build a good brand image more by referring to hotel social CSR performance, while respondents whom stay in the lower level – five-star and business four-star hotels take into consideration CSR employee relative with brand image establishment. This group of consumers expresses more sentiment on how the respective hotels treat their staff for a company's image instead of themselves or community.

3. Among customers of varying frequent travelers, the two subsets of less frequent travelling customers appear to have the same trend on all proposed relationships. However, the most frequent customers with more than nine times stay in three years under the same hotel brand level had a higher sensitivity to CSR customer dimension performance than CSR employee or CSR society on affecting hotel brand image. Along with customers' increasing familiarity with hotels, they prefer to consider brand's image more relating to hotel's responsibility that favors to a product or customer themselves rather than the internal or external factors. However, brand image perception of the most frequent customers is unable to influence their loyalty behavior. Customer's mentally trust strongly affected by CSR customer performs the significant role in building brand loyalty of them.
4. CSR customer dimension tends to have stronger impact on brand image of business travelers; whereas leisure tourists focus more on social performance of CSR. The difference may be due to customers' information source and their travelling pattern. Leisure tourists travel less frequently and they may seek brand information through advertising and other external sources.
5. Both short and long stay customer perform similarly on the factors. In addition, CSR performance produced a stronger impact on brand image of the longer LOS customers, and comparatively their behavioral loyalty will be more enhanced by both brand image and customer trust than the short LOS customers.
6. According to Kidwell et al. (1987) and Serwinek (1992), difference of gender is not a significant contributor in varying business ethical attitudes. In this current study, male and female customers emphasize the same dimension of CSR in positively influencing brand image and customer trust, although female respondents reacted positively towards a higher level of CSR performance. This correlates to the findings of prior researchers.
7. Customers in the younger segment (18~31 years old) do not have a positive and

significant relationship between CSR society and customer trust. For them, brand image is influenced by hotel CSR performance concerning customers. A conjecture of this trend may be that these younger customers have just started their career development, and is more attentive towards brands of a product or service as opposed to humanity or community aspects. On the contrary, customers of the older group (>42 years old) are more mature, and present higher sensitiveness towards all CSR dimensions in effecting both brand image and customer trust.

8. Differences of customers' educational level did not appear to cause any variation of previous stated relationships between CSR. The only trend of significance was that, comparatively, customers with lesser education levels have shown that CSR effects on brand image, customer trust, as well as the influence on behavioral loyalty were more prominent than customers with higher levels of education.
9. From the observation of Table 10, customers with relative lower income level (<120,000 RMB) correlated with the same attitudes towards CSR effects as consumers of the younger age bracket. Customer trust is not significantly influenced by CSR society and CSR customer dimension presented as the largest effect on perceived brand image. Furthermore, high income earners (>180,000 RMB) indicated a similar CSR effectiveness on brand image and customer trust with the older clients; the results showed a higher level of association compared with younger and lesser earning clients. A fundamental cause leading to this parallel phenomenon may be that respondents in the younger age (18~31 years old) segment are mostly in the wealth accumulation phase and as such have lower incomes; in contrast, customers above 42 years old are mostly in the higher income level segment (>180,000 RMB) due to more senior positions and accumulated wealth.

Table 10 Impacts on different customer groups defined by respondent features

Customer groups	Does all CSR dimensions have significant impact on (xxx)		Which CSR dimension is mostly effective		Does (xxx) significantly effect on behavioral loyalty		Which variable is more influential on behavioral loyalty	Does brand image positively impact on customer trust
	brand image	customer trust	brand image	customer trust	brand image	customer trust	behavioral loyalty	customer trust
Hotel frequent guests (6 times per year)								
Frequent	Yes	Yes	CSR customer	CSR customer	Yes	Yes	Customer trust	Yes
Non-frequent	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
Hotel brands								
Luxury five-star hotels	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
Five-star hotels	Yes	Yes	CSR employee	CSR customer	Yes	Yes	Customer trust	Yes
Business four-star hotels	Yes	Yes	CSR employee	CSR customer	Yes	Yes	Customer trust	Yes
Stay frequency under this brand (in 3 years)								
<6 times	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
6~9 times	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
>9 times	Yes	Yes	CSR customer	CSR customer	No	Yes	Customer trust	Yes
Tourist type								
Business	Yes	Yes	CSR customer	CSR customer	Yes	Yes	Customer trust	Yes
Leisure	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
Average length of stay								
1~3 days	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
>4 days	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
Gender								
Male	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
Female	Yes	Yes	CSR society	CSR customer	Yes	Yes	Customer trust	Yes
Age								
18~31 years	Yes	No	CSR	CSR	Yes	Yes	Customer trust	Yes

old			customer	customer				
32~41 years	Yes	Yes	CSR	CSR	Yes	Yes	Customer trust	Yes
old			society	customer				
>42 years old	Yes	Yes	CSR	CSR	Yes	Yes	Customer trust	Yes
			society	customer				
Education								
College or	Yes	Yes	CSR	CSR	Yes	Yes	Customer trust	Yes
undergraduate			society	customer				
Postgraduate or	Yes	Yes	CSR	CSR	Yes	Yes	Customer trust	Yes
higher			society	customer				
Annual income level								
<120,000 RMB	Yes	No	CSR	CSR	Yes	Yes	Customer trust	No
			customer	customer				
120,001 ~	Yes	Yes	CSR	CSR	Yes	Yes	Customer trust	Yes
180,000 RMB			society	customer				
>180,000 RMB	Yes	Yes	CSR	CSR	Yes	Yes	Customer trust	Yes
			society	customer				



Chapter 5 – Discussion

5.1 Conclusion

This study has explored whether, and to what extent the different dimensions of corporate social responsibility influenced hotel customers' behavioral loyalty, through the mediating roles of brand image and customer trust in the context of hotel service providers within the Chinese market. The results give suggestions to service providers that they could enhance customer behavioral loyalty by undertaking diverse CSR practices based on the theoretical contributions of the hierarchy of effects model.

Referring to prior researches, CSR is a valuable driver of branding consequences (Brown and Dacin, 1997; Hoeffler and Keller, 2002; Luo and Bhattacharya, 2006; Ricks, 2005; Sen and Bhattacharya, 2001; Singh et al., 2008; Liu et al., 2014) and Chinese customers are now evaluating brands based upon on perceived CSR information (Tian et al., 2011). Findings of this study consistently indicate that good CSR practices no matter whichever dimension it relates to will cause an improvement of the service provider's brand image significantly.

Previous researches also suggest that corporate moral conduct impacts enormously on firm relationships with customers, and unethical marketing behavior adversely influences consumers' attitudes and behavioral intentions (Lagace et al., 1991; Folkes and Kamins, 1999; Whalen et al., 1991). Paine (2000) has posited that the maintenance of high ethical standards will provide the basis of trust in companies and Choi and La (2013) have confirmed the positive relationship between ethical-legal aspects of perceived CSR and customer trust in the service industry after service failure and recovery. Present study is aligned with prior findings that Chinese hotel customers will be able to establish their customer trust with hotel brands while they perceived a positive CSR implementation.

An additional contribution in current findings is the effects of different domains of

CSR performance on brand image and customer trust. Results reveal that society dimension of CSR has the heaviest impact on Chinese customer's brand image of hotels among the three CSR dimensions investigated; for Chinese hotel customer's trust, CSR customer dimension plays the most effective role rather than CSR employee and CSR society dimensions.

As a consequence, current findings further demonstrate in parallel with prior researches that hotel image is one of the most important factors in consumers' recommendation and purchase intent. CSR influences on customer brand loyalty is higher after mediating the influence of brand image (Kandampully and Suhartanto, 2000; Martinez et al., 2013); the strong mediation effect of customer trust indicates that positive perceptions of CSR lead to customer trust and influences loyalty in turn (Choi and La, 2013).

The second additional contribution of this study is the comparative examination of different mediating effectiveness among three CSR dimensions. In the context of Chinese hotel industry, customers tend to correlate more so with CSR customer dimension with their behavioral loyalty than the employee and society dimension; meanwhile, the relationship appears to have a greater effect while mediating by customer trust rather than hotel brand image. However, between the two mediators, brand image positively leads to customer trust; this was not evident in previous findings but exists in this study.

5.2 Managerial Implications

Empirical results from current study show service providers would be able to seek valuable information from customer responses for their practical CSR campaigns. Hotel industry in China is becoming far more competitive and building a loyal customer base is crucial foundation for developing and maintaining a hotel's sustainable competitive advantage. To be more specific in demonstrating principle findings, practical implications are provided on how to operate CSR practices,

strategically for brand differentiation and trust preference which may support hotel service providers to compete in this market.

- First, the results of this study indicate the premise that CSR affects customer behavioral loyalty positively through brand image; it is appropriate to strengthen hotel brand value in the market by implementing CSR commitments. In the past decade, the concept of CSR had gained considerable support and attracted intensive media attention in China. Chinese consumers tend to have increased awareness and expectations towards business obligations in the broader society (Ramasamy and Yeung, 2009). It would be beneficial for hotels to allocate media and marketing resources with particular attention towards the flourishing social media channels to elaborate their diverse CSR practices for higher awareness among consumers. Furthermore, one of the findings point out that the most valuable CSR sector for hotel brand image is society dimension. Therefore, service providers should fund adequate CSR programs with particular focus on reflecting a strong commitment towards a community's sustainable development and environmental ecology.
- Second, it is noteworthy that customer behavioral loyalty will be improved with stronger customer trust. Particularly, the greatest attention needs to be paid to improving customers' interest of CSR customer dimension. Chinese customers are sensitive to the improvement of company's relative CSR performance in their repeat purchasing decisions. It mainly regards to service quality, product innovation, and company's guarantee that will affect customers' satisfaction level and fulfillment, which will in turn relate to the customer's purchasing decision. The essential role of CSR practices identified in current study indicates that managers should recognize how customers perceive the influence of CSR and prioritize strategic initiatives on customers' interests. Hotel management team should design and implement strategies for delivering consistent service quality, fairly treating customers and fulfilling promises to build up customer's confidence in the hotel's brand, allowing for an enduring long-term relationship.

➤ Third, for diverse results of different segments in accordance to personal preferences of customers, appropriate CSR strategies should be utilized by the hotel management team. From the preceding discussed findings, it is suggested that:

1. Basing on different categorical hotels under the same hotel group, management team should design CSR strategies individually. For example, luxury five-star hotel which is the elite category of a hotel group, it would be necessary to deliver relevant CSR information regarding sponsorships or donations to the community; for lower tier hotels: five star and business four star hotels should concentrate on improving external employment programs and internal development programs to attract customer interests to enhance brand image;
2. Frequent and business travelers tend to concern more about customers' relative CSR performance. Managers should take the opportunity to enhance brand loyalty within this customer group, as their frequent visits contribute higher revenue. Hotels can establish customer loyalty programs with improved benefits, enhanced service quality and frequent communication with valued customers;
3. Hotel operators could focus on guests who stay longer in the hotel ($LOS > 4$) by providing extra offers and personalized concierge services to improve behavioral loyalty;
4. Wealthier customers (annual income $> \text{RMB}180,000$) with higher age (> 42 years old) are more sensitive to positive CSR perceptions in influencing their behavioral loyalty. It is appropriate for hotel managers to establish notable CSR reputations and enhance hotel CSR achievements with media exposure to target these customers' potential repeat buying behavior. On the contrary, for young customers with limited income, managers should change the

strategic direction to show tangible aspects such as personalized customer care and higher product quality as these guests are less sensitive to CSR society information.

- Fourth, effects of CSR are able to positively enhance behavioral loyalty, but on the other hand, it cannot offset negative results if a hotel has an existing negative brand image due to poor consumer satisfaction and trust. To avoid such circumstances, it does not matter if a hotel brands have achieved great reputation in terms of CSR performances, the hotel management team should forever be striving to improve hotel service quality and endeavoring superior business performances in the market to achieve long term financial returns.

5.3 Limitations

This study analyzed how different dimensions of CSR influence customer behavioral loyalty in the hotel industry of China. Nonetheless, there are some limitations of the present study that have to be addressed.

The full sample of this study only included 259 eligible questionnaires due to limited resources and time constraints. Therefore, findings and subsequent implications will be limited by sample size. Data of this research were collected from customers in five cities of southern China and it may not accurately represent general population of China. Furthermore, 97% of the samples are of relative younger customers (< 51 years old) and all of them have reported their education level of college or higher. In this regard, study results are unable to represent the perspective of customers above 51 years old and/or with a lower education level. The comparability of these segments' responses is weak.

This study focuses on international brand hotels in China market and segmentation is varied only within hotel star-rating. The comparison is only done within the hotel industry which is a lengthways investigation. Whereas crosswise analysis comparison on the hotel group level has not been examined. Moreover, CSR performance

demonstrated by local Chinese hotels is not included in this study; its influential effects might vary current findings.

The three main dimensions of CSR, CSR customer, CSR employee and CSR society have been addressed and evaluated in this study. Multiple items of each scale are considered to be visible and measureable to customers. However, while dealing with CSR or sustainability, social desirability bias can be an issue because respondents are likely to have a higher anticipation on the preconceived idea. Furthermore, beyond the three CSR dimensions, other CSR factors need to be considered, such as shareholder, competitor and supplier concerns. Their influences on behavioral loyalty have not been investigated in the current setting.

5.4 Suggestion for future direction

In view of these foregoing limitations, several suggestions are provided to further study the relationship between CSR and customer behavioral loyalty.

Firstly, it would be preferable to enlarge the research sample size and approach an even distribution of demographics, such as age groups, gender, annual income etc.

Secondly, resources of current study limit the sample geography; Chinese market provides tremendous opportunity for service providers; with the economic and cultural variation between first-tier and lower-tier cities in China. Therefore, consumption habits of customers from different cities would be significantly different and should be considered for investigation. In addition, future studies should include local Chinese hotels as a comparison with global chains and their approach to CSR. Further study could also sample CSR attributes with geographic comparisons and analysis performed between foreign and Chinese hotel brands in cities for market share and saturation.

Lastly, further studies are encouraged to utilize current results by extending the model and to include new variables; in accordance with CSR society dimension. It would be

wise to consider using other approaches such as projective techniques to ensure a more controlled environment. Besides the three dimensions of CSR, the potential influences of other CSR behavior could also be investigated. Future research may further test the proposed relationship model by utilizing different composite measurements of loyalty and then explore whether the influence of current variables would project in the same direction as this study.



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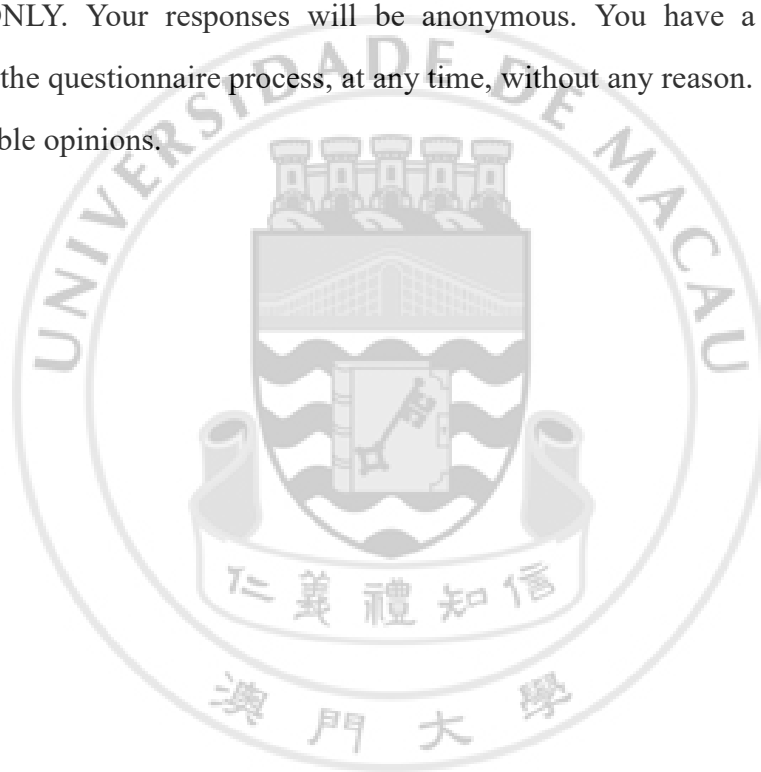
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Appendix I Questionnaire sample in English

Dear respondent,

It is highly appreciated for you to take part in this academic survey “How CSR affects Customer Trust, Brand Image and Behavioral Loyalty? An Empirical Study in Hotel Industry” conducted by University of Macau. Please kindly help to fill the questionnaire. This questionnaire will take you approximately 10-15 minutes to finish. According to the law, and academic ethics, all personal information will be kept confidential. All information collected will be used for academic research purpose ONLY. Your responses will be anonymous. You have a right to stop answering the questionnaire process, at any time, without any reason. Thank you for your valuable opinions.



Question Part

Section 1 Hotel Staying Experience

Please tick (✓) the corresponding answers under question A and B based on your own experience.

A. Have you often stayed in a hotel overnight when you travel for leisure or business purpose? (“Often” means at least 6 times a year)

☐ YES ☐ NO

B. Please choose or illustrate one hotel brand that you have stayed most often?

- ☐ JW Marriott JW 
- ☐ Marriott Hotels 
- ☐ Courtyard by Marriott 
- ☐ Crowne Plaza Hotel 
- ☐ Hilton Hotels 
- ☐ DoubleTree by Hilton 
- ☐ Hilton Garden Inn 
- ☐ Intercontinental Hotel 
- ☐ Holiday Inn Hotel 
- ☐ Other International Hotel Chain Brands, please identify _____

Next, please tick (✓) the corresponding answers beside each statement based on your own evaluation on the specific hotel you have chosen in question B.

C. How many times have you stayed in hotels under this brand or similar level hotels in the nearest 3 years?

☐ <6 ☐ 6 ~ 9 ☐ 9 ~ 12 ☐ >12

D. In most times, what is your tourist type when you stayed in a hotel?

☐ Business ☐ Leisure

E. In most times, what is your average length of per stay in hotel (day)?	<input type="checkbox"/> 1 ~ 3 <input type="checkbox"/> 4 ~ 7 <input type="checkbox"/> 7 ~ 14 <input type="checkbox"/> >15
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Section 2

According to the hotel brand you chose in question B, in your opinion:

CSR Customer	Strongly Disagree				I don't know				Strongly Agree
This hotel establishes procedures to comply with customers' complaints;	1	2	3	4	5	6	7		
This hotel treats its customers honestly;	1	2	3	4	5	6	7		
This hotel has employees who offer complete information about hotel products/services to customer;	1	2	3	4	5	6	7		
This hotel uses customers' satisfaction as an indicator to improve the product/service marketing;	1	2	3	4	5	6	7		
This hotel makes an effort to know customers' needs.	1	2	3	4	5	6	7		
CSR Employee	Strongly Disagree				I don't know				Strongly Agree
This hotel pays fair salaries to its employees;	1	2	3	4	5	6	7		
This hotel offers safety at work to its employees;	1	2	3	4	5	6	7		
This hotel treats its employees fairly (without discrimination or abuses);	1	2	3	4	5	6	7		
This hotel offers training and career opportunities to its employees;	1	2	3	4	5	6	7		
This hotel offers a pleasant work environment (e.g. flexible hours, conciliation).	1	2	3	4	5	6	7		
CSR Society	Strongly Disagree				I don't know				Strongly Agree
This hotel helps solving social problems;	1	2	3	4	5	6	7		
This hotel uses part of its budget for donations and social projects to advance the situation of the most unprivileged groups of the society;	1	2	3	4	5	6	7		
This hotel contributes money to cultural and social events (e.g.	1	2	3	4	5	6	7		

music, sports);							
This hotel plays a role in the society beyond the economic benefits generation;	1	2	3	4	5	6	7
This hotel is concerned with improving the general well-being of society;	1	2	3	4	5	6	7
This hotel brand is concerned with respecting and protecting the natural environment.	1	2	3	4	5	6	7
Brand Image	Strongly Disagree	I don't know				Strongly Agree	
This hotel brand arouses sympathy;	1	2	3	4	5	6	7
This hotel brand transmits a personality that differentiate itself from competitors;	1	2	3	4	5	6	7
The hiring of services with this hotel brand says something about the kind of person I am;	1	2	3	4	5	6	7
I have a picture of the kind of people who contract with this hotel brand;	1	2	3	4	5	6	7
Services offered by this hotel brand are of high quality;	1	2	3	4	5	6	7
Services offered by this hotel brand have better features than those of competitors;	1	2	3	4	5	6	7
Services offered by this hotel brand are usually more expensive than those of competitors.	1	2	3	4	5	6	7
Customer Trust	Strongly Disagree	I don't know				Strongly Agree	
Generally speaking, I trust the hotel group;	1	2	3	4	5	6	7
Overall, I can confidently rely on the hotel group;	1	2	3	4	5	6	7
The hotel group is safe to patronize.	1	2	3	4	5	6	7

Section 3

Overall, what do you think about your relationship with this hotel brand?

Behavioral Loyalty	Strongly	I don't know				Strongly	
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	Disagree	Agree					
I usually use this hotel brand as my first choice compared to other brands;	1	2	3	4	5	6	7
I could find other hotel brands offering services at lower prices than this brand;	1	2	3	4	5	6	7
There are different hotel brands that might offer additional services;	1	2	3	4	5	6	7
It would be costly in terms of money, time and effort to end the relationship with this hotel brand.	1	2	3	4	5	6	7

Section 4

Personal Information

Your gender is:	<input type="checkbox"/> Female	<input type="checkbox"/> Male
Your age is:	<input type="checkbox"/> 18 ~ 21	<input type="checkbox"/> 22 ~ 31
	<input type="checkbox"/> 42 ~ 51	<input type="checkbox"/> 32 ~ 41
Your highest degree obtained (including current study):	<input type="checkbox"/> high school or below	<input type="checkbox"/> 52 ~ 61
	<input type="checkbox"/> college or undergraduate	<input type="checkbox"/> > 61
	<input type="checkbox"/> postgraduate or higher	
Annual income (RMB):	<input type="checkbox"/> < 60,000	<input type="checkbox"/> 60,001 ~ 90,000
	<input type="checkbox"/> 90,001 ~ 120,000	<input type="checkbox"/> 120,001 ~ 180,000
	<input type="checkbox"/> 180,001 ~ 300,000	<input type="checkbox"/> > 300,001

The end of survey

Thank you very much for your help

Appendix II CSR practices of Marriott, Intercontinental and Hilton

Hotels & Resorts

Hotel Groups	CSR Activities	Practices	CSR Customer	CSR Employee	CSR Society
<u>Marriott</u>	Human Rights	Support and respect the protection of human rights within the company's sphere of influence and strive to conduct our business operations accordingly.		✓	
	Fight Illegal Traffic	Aimed at raising awareness and providing guidance on how tourists can help fight the trafficking of persons, wildlife, cultural artifacts, illicit drugs and counterfeit goods.	✓		
	Reducing our Consumption	Reduce consumption of water, waste and energy in our hotels and corporate offices and are focused on integrating greater environmental sustainability throughout our business.			✓
	Developing Green Hotels	Working in partnership with the (USGBC) for (LEED®) and (GBCI), Marriott is empowering our hotel development partners to build green hotels.			✓
	Collaborating with Suppliers	Teamed-up with our vendors to provide price-neutral products that conserve energy, reduce and divert waste and are comprised of more sustainable materials.	✓		✓
	Inspiring Associates & Guests	Invite our guests and associates to support the environment through everyday actions at home, at work and while traveling.	✓		
	Supporting Conservation Globally	Investing in a portfolio of innovative conservation initiatives that are part of our "Spirit to Preserve" environmental strategy.			✓
	Shelter & Food	We are committed to alleviating poverty, feeding the hungry, and creating places of refuge for people in times of disaster.			✓
	Ready for Jobs	Training and educating the next generation. We create opportunities through programs that provide work experience and life skills to youth, and provide on-the-job training in our hotels.		✓	
	Vitality of Children	Committed to addressing poverty, the greatest threat to children's health and wellbeing. We also help children and families facing medical challenges through volunteerism and fundraising.			✓
<u>Starwood 'Global citizenship'(acquisition with Marriott)</u>	Hotel of the Future	Provides a framework to build the world's most resilient best-in-class properties that maximize agility and adaptability,	✓		
	Make a green choice (MAGC)	Our guests can choose to help reduce our environmental footprint.			✓
	Sustainable Food & Beverage	Integrate leading sustainable and social practices and principles into our core food & beverage strategy and operation	✓		✓
	Sustainable Meeting Practices (SMP)	A globally aligned collection of initiatives that integrate environmental and social concerns into the meeting process.			✓

<u>Intercontinental</u>	Check out for Children	Check Out for Children™ raises funds for UNICEF to improve the lives of millions of the world's most vulnerable children.			✓
	Human rights	Conducting our business in a manner that is consistent with the Universal Declaration of Human Rights and to protect human rights within our company's sphere of influence.		✓	
	Starwood Associate Relief Fund (SARF)	Provide grants to associates who have suffered significantly as a result of a natural disaster or other emergency hardship			✓
	Starwood Cares for the Community	Support and encourage volunteerism in local communities,			✓
	Workplace readiness Program	Support charitable partners who prepare underserved individuals for obtaining and retaining employment within their community.		✓	
	IHG Green Engage	IHG Green Engage tracks the use of energy, carbon and water and the management of waste in our properties along with the associated costs.			✓
	IHG Academy	The IHG Academy provides local people with the opportunity to develop skills and improve their employment prospects in one of the world's largest hotel companies.			✓
	IHG Shelter in a Storm Program	Support our guests, employees and the local community with financial support, vital supplies and accommodation.	✓	✓	✓
	Human Rights	Training Management team on child trafficking.		✓	
		Hilton Global Anti-Trafficking Fund for Children			✓
		Global Vital Voice Freedom Exchange within women leaders		✓	
		Grants for Local Solutions supporting creative local solutions to global challenges			✓
	Volunteerism and Engagement	Global Month of Service - worldwide projects contributions for community services			✓
	<u>Hilton</u>	Hilton Responds --Donated to relief organizations for year round support and in times of need to protect Hilton Team Members, franchise employees, guests and communities.	✓	✓	✓
		Reduction on Energy, water and CO2 emission of per occupied room.			✓
	Environment	Reduce food waste in operations and supply chain and collaborate with soap recyclers			✓
		Building programs with local farmers to offer local sourcing options			✓