A STUDY OF CUSTOMERS' ATTITUDINAL AND

BEHAVIORAL INTENTIONS TOWARD LODGING

COMPANIES' CORPORATE SOCIAL

RESPONSIBILITY INITIATIVES

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"Ask, and it will be given to you. Search, and you will find. Knock, and the door
will be opened to you. Everyone who asks will receive. He who searches will
find. The door will be opened to the one who knocks (Matthew7:7-8)."

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CHAPTER I

INTRODUCTION

Overview

Promoting a company's efforts to "give back" to society has become one of the latest trends in marketing. Whether it is about donating money to charities, producing environmentally friendly products, or sponsoring a good-cause event, we see a lot more societal marketing strategies than we did a decade ago. Companies that have realized the importance of understanding current market trends have integrated corporate social responsibility (CSR) into new marketing strategies. Over 90% of the US Fortune 500 companies already have explicit CSR initiatives and discussed CSR issues on their websites (Kortler & Lee, 2005; Lichtenstein, Drumwright, & Braig, 2004; Málovics, Csigéné, & Kraus, 2008). CSR has become not only "the right thing to do," but also "the smart thing to do" (Smith, 2003).

Although there have been arguments about whether or not it works and how it works toward different stakeholder groups (Hay, Gray, & Gates, 1976), CSR has become increasingly popular and the latest trend in marketing (Smith, 2003). Before a company adapts CSR as a marketing strategy, it is important to understand the role of CSR in marketing and its influence on customers' perceptions of the company.

Previous research has suggested that there are two key components that influence customers' perceptions of a company's product: corporate ability (CA) and corporate social responsibility (CSR) associations (Brown & Dacin, 1997). While CSR has no direct influence on a company's production of its product/service, CA association is related to the company's expertise in producing and delivering its outputs (Brown & Dacin, 1997; Keller & Aaker, 1992). Some examples of the CA associations include the expertise of employees, manufacturing expertise, customer orientation, and industry leadership. In hospitality, CA can be perceived as a company's ability to provide and deliver quality service (e.g., friendliness, professionalism of employees) and physical environments (e.g., interior and exterior of a hotel). CA associations have been studied as main antecedents of customer satisfaction, loyalty, and company evaluation in numerous marketing literatures. In general, scholars have considered CA one of the primary dimensions of corporate image and reputation (Brown, 1998; Brown & Dacin, 1997). In relation to understanding a customer's evaluation of a company, the role of CA associations has been a major force. The ability of hotel companies to produce and deliver quality service/product to customers has an influence on the customer's evaluation of the hotels, which may later lead to his/her purchase decision and other behaviors (i.e., word-of-mouth).

On the other hand, CSR associations have been defined as "the managerial obligation to take action to protect and improve both the welfare of society as a whole and the interest of organizations" (Davis & Blomstrom, 1975). More recently, Brown and Dacin (1997) have conceptualized CSR broadly as a company's status and activities with respect to its perceived societal obligation. Numerous studies have shown that CSR leads

to positive impact on key stakeholder groups, such as employees, consumers, suppliers, distributors, and stockholders (Bhattacharya & Sen, 2003; Sen, Bhattacharya, & Korschun, 2006). Academic research on consumer responses to companies' CSR actions reveals its company-favoring effects on cognitive and affective (e.g., beliefs, attitudes, identification) as well as behavioral outcomes (e.g., patronage, loyalty) (Anisimova, 2007; Barone, Miyazaki, & Taylor, 2000; Bhattacharya & Sen, 2003; Brown & Dacin, 1997; McDonald & Rundle-Thiele, 2008; Salmones, Crespo, & Bosque, 2005; Sen et al, 2006). In hospitality, particularly in the hotel industry, the study of CSR and its role in marketing has been somewhat limited to environmental efforts, such as green marketing, waste management, and eco-tourism (Manaktola & Jauhari, 2007; Mostafa, 2006; Tsai & Tsai, 2008). The concept of CSR includes not only firms' environmental efforts, but economic, legal, and philanthropic efforts, such as community involvement, charity work, and the sponsorship of good-cause events. This study explores the CSR and its role in marketing, particularly customers' responses to hotels' CSR efforts.

Controversy over CSR

Although there have been mixed results of research findings about relationship between companies' CSR actions and financial performances (Lee & Park, 2009; McGuire, Sundren, & Schneeweis, 1988; Vance, 1975), companies have continuously developed marketing strategies around their CSR activities to communicate with customers. For example, Bank of America advertised its community involvement in the San Francisco area by showing that they donated a large sum of money to local museums. During the commercial, no product was introduced. A number of McDonalds' television

advertisements have shown their efforts to help children all around the world and no

McDonalds' product has been presented in the commercials. Some advertisements aim

both to promote the company's products and to show its CSR initiatives. For instance,

when a customer buys chicken nuggets from McDonalds on Children's Day, a part of the

sales will be donated to help children around the world. This may provide customers

additional benefits of buying the product. A customer can enjoy the product at the

everyday price. In addition, he/she may feel good about the purchase knowing that

he/she contributed to help children in a way.

Despite this increasing evidence of CSR marketing actions, many still regard such

activity as a secondary trade-off after economic-oriented strategic action. Friedman (1970)

supported this economic-oriented view by insisting that an organization's only social

responsibility is to increase its profits. Kraft (1991) also stated, "Social responsibility can

be considered truly a top priority only after managers have committed resources and have

demonstrated their willingness to *trade off* other priorities for social responsibility" (p.

488). To avoid being viewed as secondary and exploitative, these actions must be

integrated fully with traditional economic-oriented marketing actions at the strategic level

(Drumwright, 1996; Handelman & Arnold, 1999; Menon & Menon 1997; Robin &

Reidenbach 1987; Varadarajan & Menon 1988), rather than being regarded as a trade-off.

Scholars who believe in the traditional economic-oriented marketing stated that

the CSR marketing approach will disappear in decades because customers do not care

what companies do with the exception of price and product attributes (Friedman, 1970;

Lantos, 2001). Ricks' (2005) research suggested that corporate philanthropy has an

overall positive effect on consumer perceptions; however, the effects did not transfer to

brand evaluations or purchase intentions. In addition, CSR initiatives as a part of recovery strategy showed a non-significant effect on consumer perceptions.

Debates over the effectiveness of CSR marketing have already moved into corporate boardrooms. In 2005, 360 different CSR-related shareholder resolutions were filed on various issues, such as labor conditions and global warming. Governments as well as stakeholders demand to see companies' efforts to resolve social issues (Porter & Kramer, 2002, 2006). Table 1 demonstrates the pros and cons of CSR presented by Lawrence and Weber (2008).

Table 1-1. The Pros and Cons of Corporate Social Responsibility

Pros	Cons
Balance corporate power with responsibility	Lowers economic efficiency and profit
Discourage government regulation	Imposes unequal costs among competitors
Promotes long-term profits for business	Imposes hidden costs passed on to stakeholders
Improves business value and reputation	Requires skills business may lack
Corrects social problems caused by business	Place responsibility on business rather than individuals

Note: Source from Lawrence and Weber (2008). Business & Society: Stakeholder, Ethics, Public Policy (12th ed.). New York: NY, McGraw-Hill Irwin (p.50, Figure 3.3)

Problem Statement

Despite the increasing popularity of CSR practices and its marketing uses, little effort has been devoted to empirically examine its influences in the context of the hospitality industry, especially in regard to the potential effects of CSR initiatives on consumer responses. Specific CSR efforts, such as green marketing, cause-related marketing, or eco-tourism, have been separately studied in numerous studies; however, CSR as a whole has seldom been explored in hospitality research. Since the concept of CSR is now widely recognized by the public, companies have embraced and practiced CSR activities (Jones, Comfort, & Hillier, 2008). It has become critical to determine whether these CSR efforts create results, such as positive customers' attitude toward the company, and their behavioral responses, such as purchase (Lee & Park, 2009, Sen & Bhattacharya, 2001, 2004).

This study aims to provide a framework to understand the role of CSR as a marketing strategy, especially in building a corporate image and reputation, and to further explore CSR effects on a customer's attitude and behavior toward the company by responding to the following questions:

- Do companies' CSR activities have an effect on a customer's attitude (i.e., image and reputation of the company) and/or behavior (i.e., purchase, word-of-mouth) toward the company?

- How does an individual customer's CSR support and attribution toward the company's CSR actions have an impact on his/her evaluation of the company and purchasing decision?

By understanding the effectiveness of CSR practices in the market place and its impact on customers' responses toward the company, it will be highly beneficial to the firm that always tries to attract potential customers as well as keep a strong relationship with the current customers. CSR strategies will provide the firm a competitive edge over its competitors.

Purpose of the Study

There are two main purposes for this study: (1) to propose and test a theoretical model that explores the effects of CSR and corporate ability (CA) to customer-company identification (CCID), customers' corporate evaluation (CE), and purchase intention (PI) and (2) to provide a better understanding of how marketers should use CSR initiatives in their marketing strategies and practical applications.

Four main objectives of this study are as follows:

1. To review CSR literatures and investigate CSR initiatives in the hotel industry;

2. To examine a theoretical model proposed to assess path relationships, specifically to understand effects of corporate ability (CA) and CSR associations in relation to a customer's identification with the company (CCID), his/her evaluation of the company(CE), and his/her purchase intentions (PI);

3. To explore the moderating role of a customer's level of CSR support and CSR attribution in the relationships between corporate social responsibility (CSR) initiatives and his/her identification with the company (CCID), his/her evaluation of the company (CE), and his/her purchase intention (PI); and

4. To provide recommendations to hospitality management who considers adopting CSR strategies and suggest future research issues.

Significance of the Study

There are both theoretical and practical significance to this study. The theoretical significance is to provide a framework for understanding the role of CSR in hospitality marketing and customers' reaction to CSR initiatives. A main theoretical significance is that the study examines a structural model that includes CSR, CCID, CE, and PI in path relationships, instead of analyzing multiple separated relationships between/among constructs as many other previous studies attempted (Mohr & Webb, 2005; Rick, 2005; Sen & Bhattacharya, 2001). In addition, this study attempts to understand various aspects of CSR, such as environmental efforts and philanthropic activities, and its effectiveness on customers' responses internally (identification and attitude) and externally (purchase and word-of-mouth), and finally build a comprehensive theoretical model that assesses the effects of CSR from a marketing standpoint, more specifically, on customers' attitudes and behavioral intention. As a result, this study provides a conceptual model of the role of CSR on customers in the relationship between CSR initiatives and customers' evaluation of the company (CE), and customers' purchase intention (PI). In particular, a direct relation between CSR and purchase intention (PI) is added to be tested in the model, which has not been a part of many previous studies. In addition, this study includes customer-company identification (CCID) as a mediating role between CSR and customers' corporate evaluation (CE).

To have a better understanding of the moderating role of personal characteristics of customers, a customer's level of support for CSR and his/her attribution toward a company's CSR actions are included in the model to identify who reacts to CSR

initiatives positively or negatively in relation to customers' corporate evaluation and purchase intention. In summary, this study attempts to develop a comprehensive theoretical model that examines path relationships among CSR, corporate ability (CA), customer-company identification (CCID), customers' corporate evaluation (CE), and purchase intention (PI) simultaneously, moderated by CSR support and CSR attribution, which few previous studies have attempted.

Researchers have conducted studies to assess effects of CSR on customer responses with the products including technology products (i.e., printer) and consumer products (i.e., printer, liquid medicine, athletic shoes) (Brown & Dacin, 1997; Mohr & Webb, 2005); however, a very limited topic of hospitality research has been conducted in the area of CSR as a marketing instrument. This study provides a foundation to understand the role of CSR initiatives on customers' attitudes and behaviors in hospitality research. The proposed model of the study incorporates previous studies into a theoretical model to assess the effects of CSR on customers' response particularly accustomed to the lodging industry.

The practical significance of the study is that management can learn what can be seen as a framework for understanding the role of CSR in marketing. The proposed model of the study enables management to assess the effectiveness of CSR initiatives in relation to building strong identification and a positive image of the company, as well as increasing purchase intention. By understanding the effectiveness of CSR practices in the market place and its impact on customers' responses toward the company, it will be highly beneficial to the firm that always tries to attract potential customers as well as keep a strong relationship with its current customers. If used properly, CSR practices will

provide the firm a strong competitive advantage. Management can encourage hotels to practice CSR activities which may lead to a more positive image of the company; on the other hand, managers can try to remove/reorganize some of the CSR practices that do not have much effect on image improvement, which will not lead to the company's benefit. Management needs to understand the power of CSR initiatives that goes beyond what they can reach through producing and delivering quality products and think of CSR as a long-term investment. As a result, hotels can provide a better environment along with services that fit both customers' needs and society's need.

Organization of the Study

This dissertation consists of five chapters. Chapter one provides overview, problem statement, purposes and objectives, and significance of the study. Chapter two reviews previous research in regard to corporate social responsibility and its role in business in general and marketing in particular, conceptual framework, proposed model, and hypotheses of the study. Chapter three includes research design, instrument, sampling and data collection process, and data analysis methods. Chapter four presents the process and results of data analysis and findings from the results. Finally, chapter five discusses implications of the findings, limitations of the study, and recommendations for future research.

CHAPTER II

LITERATURE REVIEW

Overview

Corporate social responsibility (CSR) is known by several names, such as social responsibility (SR), corporate citizenship, and corporate sustainability (Holcomb, Upchurch, & Okumus, 2007). Mostly it has been studied in management and business ethics studies, but not much in marketing until recent years. The current attention to CSR as a marketing tool has not been around long; however, its effects on various stakeholders have shown the importance of companies' CSR initiatives (Bhattacharya & Sen, 2003, 2004).

The first half of this chapter reviews previous studies in CSR including its definitions, concepts, and the evolution of CSR, and its impact on various stakeholders (e.g., employees, customers, stockholders) in general. The second half presents a conceptual framework for this study including CSR and its influences on customers' attitudes toward the company and their behavioral intentions, particularly their purchase intentions. The purposes in this part of the study are to (1) introduce the concept of corporate associations including CSR and corporate ability (CA), (2) present previous studies in CSR in management theories, business ethics studies, and marketing research,

and finally (3) provide a conceptual framework of the study and propose the research model and hypotheses.

Corporate Social Responsibility

Over the past fifty years, corporations have struggled with the issue of the company's responsibility to society (Carroll, 1991). The idea that companies have social responsibilities has evoked widespread interest and concern both in business and academia as well as in the field of business administration (Vaaland, Heide, & Grønhaug, 2007). Today's business organizations are expected to exhibit not only ethical behavior but also moral management. However, over the past half century the bar has been steadily raised. Not only are firms expected to be virtuous, they are being called to practice "corporate citizenship" (Carroll, 2000), accepting some accountability for societal welfare (p. 187).

As the relationship between society and business has changed over the years, the definition and concept of CSR has been evolved as well. From the 1950s through the 1970s, the CSR concept included corporate policies and management ethics; however, Jones (1980) started to include the other stakeholder groups, such as customers, employees, suppliers, and neighboring communities, into the CSR concept and companies' responsibilities toward these groups. Table 2-1 summarizes the changes of CSR definitions.

Table 2-1. Evolving Definitions of Corporate Social Responsibility

Definitions of CSR	
1950s	"It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Bowen, 1953, p.6).
1960s-1970s	"In its broadest sense, corporate responsibility represents a concern with the needs and goals of society which goes beyond the merely economic. Insofar as the business system as it exists today can only survive in an effectively functioning free society, the corporate social responsibility movement represents a broad concern with business's role in supporting and improving that social order" (Eells & Walton, 1974, p. 247).
1980s	"Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders. Two facets of this definition are critical. First, the obligation must be voluntarily adopted; behavior influenced by the coercive forces of law or union contract is not voluntary. Second, the obligation is a broad one, extending beyond the traditional duty to shareholders to other societal groups such as customers, employees, suppliers, and neighboring communities" (Jones, 1980, p. 59).
	"Corporate social responsibility relates primarily to achieving outcomes from organizational decisions concerning specific issues or problems which have beneficial rather than adverse effects on pertinent corporate stakeholders. The normative correctness of the products of corporate action has been the main focus of corporate social responsibility" (Epstein, 1987, p. 104).
1990s-	"A business organization's configuration of principles of social responsibility, processes of social responsiveness, and policies, programs, and observable outcomes as they relate to the firm's societal relationships" (Wood, 1991, p. 693).
	"CSR is a company's commitment to minimizing or eliminating any harmful effects and maximizing its long-run beneficial impact on society" (Mohr, Webb, & Harris, 2001, p. 47).
	"CSR is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources" (Kotler & Lee, 2005, p. 3).

So, when did this idea of corporate social responsibility appear and gain its popularity? The concept of CSR has been mainly discussed and developed in business ethics and management theories. Frederick's (1987, 1992) studies demonstrate how the idea of corporate social responsibility (CSR1) emerged first during the early twentieth century into US-based corporations and have become popular since the 1950s. Frederick

(1987) describes the origin of business and society thought in the US in the following

manner:

> The idea that corporations have social responsibilities that go beyond the pursuit
> of profits is heard in the early years of the twentieth century from business
> executives themselves... This puzzling beginning of social responsibility thinking
> is explained by remembering the context in which business firms were operating
> at the time… When the U.S. Steel Corporation was formed in 1901, many
> observers saw in it a treat, not just to competitive enterprise, but to a democratic
> way of life. Looming corporate power, growing by leaps and bounds, particularly
> when linked with the known financial abuses of the robber barons, might well
> overwhelm Jeffersonian ideals, put many communities under the corporate heel,
> complete the subjugation of working people, and even capture the seats of
> governmental power… One result of these fears was liberal and radical criticism
> directed against business. A further result was the extension of antitrust laws,
> banking regulations, food and drug regulations, and public utility guidelines to a
> wider range of business firms. In this climate of increasing public alarm about
> business power and of expanding governmental control, we find business
> executives beginning to speak of their social responsibilities (p.142-143).

In the early 1950s, CSR had two principles: charity principles and stewardship

principles. The charity principle obligated the well-to-do to extend comfort to those less

fortunate while the stewardship principle allowed corporate executives to view

themselves as stewards or fiduciary guardians of society's resources. The charity

principles further became one of the important responsibilities of the business community

which nowadays is viewed as philanthropic responsibility; the stewardship principle

meant the core purpose of business which is profit making and is now called economic

responsibility (Frederick, 1987). Though CSR has started to protect private enterprises

from corporate giants, how a firm can balance between making profits and helping the

less fortunate has become a problem and created conflicts (Frederick, 1992).

The second phase of CSR is called corporate social responsiveness (CSR2).

During the early 1970s, business's role in society added a subtle change to the first phase

of corporate social responsibility (CSR1). Social responsiveness delivered much more action-oriented and result-oriented intention than the older notion of CSR1. Behind this change, there were demands for action and for reform and full significance of the social protest movements of the 1960s.

The third phase of CSR is corporate social rectitude (CSR3) developed by the mid-1980s. It added the value and ethics components to CSR1 and CSR2. Scholars have argued that the traditional value system of business based on profit and financial performance is insufficient to meet society's needs (Cavanagh, 1984; Sethi, 1982). Minorities and women, environmentalists, employees, and consumers are now the business' concerns and how to satisfy them is a major issue the business needs to resolve (Frederick, 1987).

As society has gone through different phases, people have demanded many more responsibilities from businesses. Businesses and society have had to work together to satisfy the public's needs as well as businesses' goals. Table 2-2 summarizes and demonstrates the developments of CSR concepts, drivers of CSR, and public policy instruments since 1950s.

Table 2-2. Evolving Phases of Corporate Social Responsibility

	Phases of CSR	CSR Drivers	CSR Policy Instruments
1950s	**Corporate Social Responsibility** Corporate philanthropy-acts of charity Managers as public trustee-stewards Balancing social pressures	Executive conscience Company image/reputation	Philanthropic funding Public relations
1960s-1970s	**Corporate Social Responsiveness** Social-impact analysis Strategic priority for social response Organizational redesign and training for responsiveness Stakeholder mapping and implementation	Social unrest/protest Repeated corporate misbehavior Public policy/government regulation Stakeholder pressures Think-tank policy papers	Stakeholder strategy Regulatory compliance Social audits Public affairs function Governance reform Political lobbying
1980s	**Corporate/Business Ethic** Foster an ethical corporate culture Establish an ethical organization climate Recognize common ethical principles	Religious/ethic beliefs Technology-driven value changes Human rights pressures Code of ethics Ethics committee/training Stakeholder negotiations	Mission/vision/values statements CEO leadership ethics
1990s-	**Corporate/Global Citizenship** Stakeholder partnerships Integrate financial, social, and environmental performance Identify globalization impacts Sustainability of company environment	Global economic trade/investment High-tech communication networks Geo-political shifts/competition Ecological awareness/concern NGO pressures	Intergovernmental compacts Global audit standards NGO dialogue Sustainability audits/reports

Note: Adapted from William C. Frederick, Corporation, Be Good! The Story of Corporate Social Responsibility (Indianapolis, IN: Dog Ear Publishing, 2006), Lawrence and Weber, Business & Society: Stakeholder, Ethics, Public Policy (12th ed., New York: NY, McGraw-Hill Irwin, 2008, p.59, Figure 3.5).

CSR Domains

Throughout the past several decades, numerous aspects of CSR have been the subject of investigation in academic and business literature. Although the nature and scope of the CSR remains uncertain, scholars have tried to summarize and categorize various CSR activities (Maignan & Ferrell, 2001; Smith, 2003). One thing they all agree is that the purpose of business is to generate profits for shareholders, which is economic responsibility. In addition, following laws and legislations and keeping their business ethics seem to be a must-responsibility that society and the public automatically expect from business. Table 2-3 shows a summary of prior CSR models and its major domains. It is noted that Carroll's (1998) four dimensions of CSR—economic, legal, ethical, and philanthropic responsibilities—have been widely accepted among others and the four aspects of CSR are described in detail in the following part.

Table 2-3. Summary Research Findings of Various Domains in CSR Activities

Scholars	Dimensions in CSR
Carroll, A.B. (1979,1998, 2000)	Economic, Legal, Ethical, Philanthropic (= discretionary)
Leigh et al. (1988) and Salmones et al. (2005)	Ethical-legal, Philanthropic, Ecological impact
Spitzek (2005)	Must-responsibility, Should-responsibility, Can-responsibility
Rondinelli and Berry (2000)	Commercial self-interest, Expanded self-interest with immediate benefits, Expanded self-interest with long-term benefits, Promoting the common good
Lantos, G.P. (2001)	Economic, Legal, Ethical, and Altruistic
Kinder, Lydenberg, Domini and Co. Inc. (1999)	Six main domains: community support, diversity, employee support, environment, non-US operations, and product (e.g., product safety, research and development/innovation)
Windell, K. (2007)	Social, Environmental, Economic

Economic Responsibility

Some scholars argue that companies do not need to promote socially responsible actions because their only responsibility is to be profitable for stockholders (Friedman, 1970), which is an economic dimension of CSR. Novak (1996) defines economic responsibility as to be profitable for principals by delivering a good quality product at a fair price to customers. Novak more fully describes seven economic responsibilities: "(1) satisfying customers with goods and services of real value; (2) earning a fair return on the funds entrusted to the corporation by its investors; (3) creating new wealth, which can accrue to non-profit institutions which own shares of publicly-held companies and help lift the poor out of poverty as their wages rise; (4) creating new jobs; (5) defeating envy though generating upward mobility and giving people the sense that their economic conditions can improve; (6) promoting innovation; and (7) diversifying the economic interests of citizens so as to prevent the tyranny of the majority" (also summarized by Lantos, 2001, p. 597).

One aspect interesting to many financial economists is the financial impact of CSR for profit-seeking corporations. Regarding the relationship between companies' CSR activities and their performances (especially financial performance), the literature presents three assertions. The first group of researchers has argued for a positive impact from companies' CRS actions on financial performances based on stakeholder theory (Pava & Krausz, 1996; Preston & O'Bannon, 1997; Freeman, 1984). The second group, supporting the trade-off theory of Friedman (1970), has found a negative relationship between CSR activities and financial performances as measured by stock price changes (Vance, 1975) or, for example, excess return (Wright & Ferris, 1997). The third group

has supported no particular relationship between CSR activities and financial performances (Aupperle, Carroll, & Hatfield, 1985; Teoh, Welch, & Wazzan, 1999), partially arguing the existence of too many confounding factors to reveal a particular impact from CSR on corporate performance.

In recent research, Rodriguez and Cruz (2007) found a positive relationship between hotel companies' CSR activities and their return on asset. However, in measuring CSR activities, they collected data based on managers' opinions, which might be biased, thereby leading to a construct validity issue. In hospitality research, studies for CSR actions and its impact on financial performance have been examined in hotels and casinos (Lee & Park, 2009). The study has revealed mixed results; hotels' CSR has a simultaneous and positive relationship with financial performances while casinos' CSR has no simultaneous or particular effect on firms' financial performances.

Legal and Ethical Responsibilities

Business ethics and legal responsibilities have been studied in management studies and these are considered as must-responsibility (Carroll, 2000; Spitzek, 2005). These responsibilities are expected to be implemented all of the time, and only when companies breach one of these responsibilities, it becomes an issue. The result is often negative publicity. Although many scholars categorize legal and ethical responsibilities together in their discussions of CSR, legal and ethical responsibilities can be completely different (Lantos, 2001).

Maignan and Ferrell (2001) summarize some of the legal responsibilities including: accurate reporting of business performance, ensuring that products meet all legal standards, avoiding discrimination in hiring and compensation, and meeting all

environmental regulations. Legal duties involve obeying the law and playing by the rules. However, laws and legislation have flaws to ensure responsible actions. They only provide a moral minimum for business conduct; they are reactive (telling what ought not to be done) rather than proactive, (telling what ought to be done); and they are often followed involuntarily (Carroll, 2000; Lantos, 2001).

On the other hand, ethical duties overcome the limitations of legal responsibilities. They involve being moral, doing what is just and fair; respecting peoples' rights; and avoiding and preventing damage caused by others (Smith & Quelch, 1993). Although ethical responsibilities are not necessarily codified into law, they include those policies, institutions, or practices that are either expected (positive duties) or prohibited (negative duties) by members of society (Carroll, 2000). They derive their source of authority from religious beliefs, moral traditions, and human rights commitments (Lantos, 2001; Novak, 1996). Some of the examples of ethical responsibilities by Maignan and Ferrell (2001) are: implementing a code of conduct, organizing ethics training programs, incorporating integrity in the performance evaluation of employees, and providing full product information to customers. Today, virtually all members of the business system agree, at least in theory, that corporations are expected to keep at least their promises on legal and ethical responsibilities.

Philanthropic Responsibility

 Carroll's (1998) philanthropic responsibility, also known as discretionary responsibility, is the most controversial issue raised over the legitimacy of CSR. Philanthropy means "giving back" time and money in the forms of voluntary service, voluntary association, and voluntary giving. This reflects society's wish to see businesses

participate actively in improving society beyond the minimum standards set by the economic, legal, and ethical responsibilities (Maignan & Ferrell, 2001). Over the past half century, business has been judged not only by its economic and moral performances, but also by its social contributions (Carroll, 1998; Lantos, 2001; Maignan & Ferrell, 2001, 2004). Philanthropic responsibility includes activities, such as providing work-family programs, reaching out to communities, and giving donations to charitable organizations (Maignan & Ferrell, 2001).

In marketing, philanthropic efforts by companies have been shown through cause-related marketing (CRM). Whether it is to help children around the world, homeless people in the community, or providing shelters for animals, philanthropy has been implemented in many different ways. By doing this, companies hope to create a positive image of the company, which may lead a customer to purchase a product from the company (Cornwell & Coote, 2005; Nan & Heo, 2007; O'Cass & Lim, 2001).

Environmental Responsibility

Separate from the philanthropic definition of CSR, environmental responsibility has gained remarkable attention from governments, organizations, and the general public in recent years. Laws and legislations have been made and corporations have voluntarily participated in developing environmentally responsible ways to conduct their business. Global warming and pollution have generated a great deal of public concern regarding the environment, which leads many to support environmental protections (Choi, Parsa, Sigala, & Putrevu, 2009).

This environmental aspect of CSR has perhaps gained the most attention from marketing managers, and firms have put a tremendous amount of effort toward

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communicating with customers about their environmental efforts. Consumer behaviors on

green purchasing and attitudes toward environmentally friendly products have been

studied in many marketing studies (Chan, 2001; Choi et al., 2009; Manaktola & Jauhari,

2007; Tanner & Kast, 2003; Tsai & Tsai, 2008). In hospitality particular, Green Hotels

Association (www.greenhotels.com; www.istaygreen.org) and Green Restaurant

Association (www.dinegreen.com) have been founded to encourage organizations'

environmental practices. Even the gaming industry has started to adopt an eco-friendly

environment using eco-friendly slot machines and non-smoking area. Green casinos

(www.egmgreen.com) have started to show recently and it reveals the growing attention

from every aspect of business. For example, the Palazzo Casino and Resort in Las Vegas

has received the Leadership in Energy and Environmental Design (LEED) certificate as

the largest building project in the world and also has eco-friendly slot machines and non-

smoking playing sections on the casino floor (www.palazzo.com).

Although Carroll's (1998, 2000) four-dimension of CSR has been widely

accepted by many scholars, existing marketing literature seems to generally agree on at

least three dimensions of CSR: economic, philanthropic (also called social or

discretionary), and environmental (Leigh & Murphy, 1988; Málovics et al., 2008; Salmones

et al., 2005).

Effects of CSR Performance on Organizations

Since the scope of the CSR concept has expanded to stakeholders, including

employees, distributors, and customers (Maignan et al., 1999), there have been numerous

studies to examine the effectiveness of CSR on organizations. Many studies in

management research have been conducted to assess the impact of CSR on financial

performance and the results were conflicting. Some have found that there is a positive relationship between CSR and financial performances (Abbott & Monsen, 1979; Kang, Lee, & Huh, 2010; Lee & Park, 2009; Luo & Bhattacharya, 2006) while others have showed a negative or little association between the two (Vance, 1975; Lee & Park, 2009). On the other hand, studies to examine the impact of CSR on employees have shown similar results, reflecting that there is a positive relationship between an organization's CSR performances and an employee's performance (Larson et al., 2008).

Porter and Kramer (2006) stated, "CSR can be much more than a cost, a constraint, or a charitable deed. It can be a source of opportunity, innovation, and competitive advantage" (p. 80). Organizations should identify the particular set of societal problems that can help gain the greatest competitive advantage (Porter and Kramer, 2002, 2006). In addition, companies have come to understand that they can gain or lose considerable publicity when the media, such as *Fortune Magazine*, *CSR Wire* (www.csrwire.com), and *Corn International*, publish reports regarding companies' CSR performances; for instance, *Fortune's* "World's most admired companies" or "100 best companies to work for" lists. Companies must realize that CSR can become an opportunity, an innovation, and again, a competitive advantage (Porter & Kramer, 2006).

Organizational Benefits

Research found that companies with CSR initiatives have witnessed employees' increasing commitment to the causes and to their jobs (Collier & Esteban, 2007; Cone, Feldman, & DaSilva, 2003), positive attitudes toward the company (Larson et al., 2008), higher level of job satisfaction (Brammer et al., 2007), and positive behavioral

performances (Larson et al., 2008). By improving its public image and reputation through CSR actions, companies can earn employees' loyalty and trust, which relates to their job performances (Sen & Bhattacharya, 2004, 2006).

Some research has focused particularly on employees' relationships with their employer organizations (Bergami & Bagozzi, 2000; Dutton, Dukerich, & Harquail, 1994; Kristof, 1996; O'Reilly, Chatman, & Caldwell, 1991). It focuses on the role of person-organization (P-O) fit, the fit between employees and organizational values. This can drive an employee's commitment to his/her employer organization (Kristof, 1996) and CSR initiatives provide a meaningful basis for such P-O fit evaluations (Sen & Bhattacharya, 2001).

Financial Benefits

Although there have been conflicting results in studies examining the relationship between firms' CSR performances and financial performances, more recent studies on CSR have shown a positive impact on customers. As a result, companies expect to see a positive return on their CSR investments. A positive association between CSR initiatives and financial performance has been reported in numerous studies (Lee & Park, 2009; McGuire et al., 1988; Stanwick & Stanwick, 1998); additionally, Luo and Bhattacharya (2006) have found that there is a positive relationship between CSR and the market value of the firm that is mediated by customer satisfaction. This relates to organizational benefits of CSR performance which evidently show that satisfied employees perform better. Thus, they create more customer satisfaction.

However, it is important to note that organizations do not always get positive reactions when they talk about their CSR efforts. Spending too much time and money bragging about a company's philanthropic efforts is no better than being silent about them-and can even be damaging (Cone et al., 2003). Companies, such as Philip Morris, might have spent millions of dollars on good deeds: however, the fact that they spent more on publicizing their good works makes their good works disappear (Yoon, Gurhan-Canli, & Schwarz, 2006). People also start to question the purpose behind the company's "good work." In the case of the casino industry, one study found that there is no significant relationship between CSR performance and financial performance (Lee & Park, 2009).

Effects of CSR Performance on Consumers

Various stakeholder group members receive various benefits from a company's CSR efforts. The benefits of CSR for companies include increased profits, customer loyalty, trust, positive brand attitude, and combating negative publicity (Yoon et al., 2006; McDonald & Rundle-Thiele, 2008). CSR is considered worthwhile if companies' activities can produce consumers' support. Marketing researchers have tried to determine the conditions that encourage consumers to integrate CSR in their evaluation of purchasing alternatives (Maignan & Ferrell, 2001). In the market place, environmental and philanthropic dimensions of CSR have been used to promote a company's effort to give back to society (Choi et al., 2009; Jones et al., 2008; Osterhus, 1997). As a marketing strategy, some companies have recently shown their environmental and philanthropic efforts via mass media including television commercials, magazines,

sponsoring events, Internet websites, and so on. The following part discusses theories and previous literatures that involve CSR as a marketing instrument and its impact on customers.

The Concept of Corporate Associations

Consumers develop images of a company based on what they know or feel about the company (Brown & Dacin, 1997). This knowledge and these feelings come from the information that an individual holds about the company in his/her memory. This memory, based on the associative network memory model, relies on information stored in the memory network that is organized according to some set of relationships (Anderson, 1983; Collins & Loftus, 1975). Each memory node represents information or a concept related to the category and is connected to other nodes in a complex web of associative links. At any point in time, an information node can be triggered, and a process of spreading activation occurs from node to node that determines the amount of information retrieved from memory. Spreading activation occurs in memory depending on the strength and salience of an associative link to a node. For example, when a customer thinks about the product category of coffee shops, he/she might think of Starbucks. Other information he/she has associated with Starbucks may be considered, such as quality services, various flavors, or the company's reputation for social responsibility. Thus, corporate knowledge may be thought of as existing on a company node located in memory where other associations are linked. As a result, the total set of corporate associations held in a consumer's memory comprises its corporate image or how it is perceived (Anderson, 1983; Collins & Loftus, 1975; Madrigal, 2001). This memory can

be built by stimuli, such as advertisements of the company, newspaper articles,

purchasing experience, and/or referral. The total set of information that he/she held in

his/her memory about the company is referred to as "corporate associations" (Aaker,

1991; Brown & Dacin, 1997; Keller, 1993). Corporate associations are defined as follows:

> Corporate associations describe the cognitions, affects (i.e., moods and emotions), evaluations (attaching to specific cognitions or affects), summary evaluations, and/or patterns of associations (e.g., schemata, scripts) with respect to a particular company (Brown, 1998).

Corporate associations have six categories: corporate abilities, interaction with

exchange partners, interaction with employees, social responsibility and contributions,

specific marketing considerations, and product considerations. Two general types of

corporate associations are identified: corporate ability (CA) and corporate social

responsibility (CSR).

Corporate Ability (CA) Associations

One major type of corporate association is corporate ability. Corporate ability

(CA) refers to the ability that related to the company's expertise in producing and

delivering its products and services. The degree to which the company is perceived to

have abilities to be successful is considered as corporate ability (CA). If the company

primarily focuses on this part, it would pay attention to the expertise of employees,

research and development, technological innovation, manufacturing expertise, customer

orientation, industry leadership, and so on (Brown & Dacin, 1997; Keller & Aaker, 1993).

Research has shown that corporate ability (CA) including price and quality of the product

is still the most dominant criteria in consumers' purchasing decision (Boulstridge &

Carrigan, 2000).

In hospitality research, customer satisfaction and loyalty studies have mainly

focused on product and service aspects of hospitality and which aspects of products and

services lead to customer satisfaction. This directly links to the company's ability to

produce and deliver products and services, for example, in the lodging industry, physical

aspects of the hotel (i.e., interior and exterior of a hotel), technology adaptation, and

industry leaderships are included in corporate ability (CA) associations.

Corporate Social Responsibility (CSR) Associations

CSR association is referred to "a company's status and activities with respect to

its perceived societal obligation" (Brown and Dacin, 1997, p. 68). Although CSR may or

may not have direct impact on customer's experience, companies have engaged in

socially responsible actions not only to fulfill external duties such as laws and regulatory

compliance, but also to increase competitiveness in the market place (Drumwright, 1994;

Porter & Kramer, 2006).

Brown and Dacin (1997) conducted one of the first academic studies to examine

the effect of CA and CSR associations on a company's image and product evaluation.

Their study has shown that there is a direct relationship between a company's CSR and

consumers' evaluations of the company and its product. The result of their study indicates

that the CSR effect on the consumers' preference for a new product occurs through the

consumers' overall evaluation of the company itself. The research model and results of

Brown and Dacin's (1997) study influenced many of the current CSR related studies in

marketing research Figure 1.
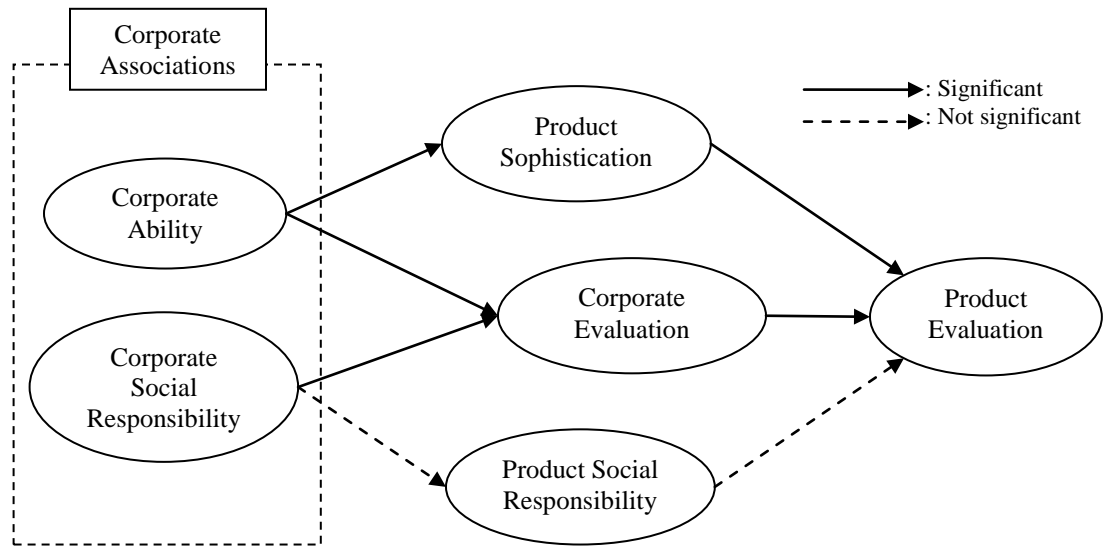
Figure 1. Brown and Dacin's (1997) Research Model

After Brown and Dacin's (1997) study, numerous research studies on CSR effects have revealed the positive effects of CSR on the company, including cognitive and affective (e.g., beliefs, attitudes, attributions, identifications) as well as behavioral (e.g., patronage) outcomes (Barone et al., 2000; Sen & Bhattacharya, 2001; Klein & Dawar, 2004). By understanding consumer reactions to CSR, companies can develop CSR strategies that are optimal from not only a normative perspective, but also a business one (Bhattacharya & Sen, 2003).

Effects of CSR on Customers' Attitudes

Recent research suggests that socially responsible organizational behavior can positively affect consumers' attitudes toward the organization (Brown & Dacin, 1997; Martin & Ruiz, 2007; Perez, 2008; Sen & Bhattacharya, 2003, 2004). The findings

indicate that consumers' awareness of a company's CSR practices have a positive

influence on customers' attitudes toward the company, including an organization's image,

reputation, and evaluation of product attributes (Brown & Dacin, 1997; Creyer & Ross,

1997; Martin & Ruiz, 2007; Perez, 2008). The effect occurs both directly and indirectly

through customer–company identification (Lichtenstein et al., 2004). For example, if a

consumer purchased products from a company that had recently teamed up with an

environmental organization, would others conclude that he/she sincerely cared about the

environment? This issue is important because many consumers are interested in reflecting

their self-images by using or purchasing certain products and brands (Yoon et al., 2006).

Customers can be triggered by a company's CSR initiatives to develop a positive

attitude toward the company. However, that is not always the case. Becker-Olsen,

Cudmore, and Hill (2006) investigated the role of perceived fit (e.g., similarity between

its mission and CSR initiatives) and timing of a CSR initiative (reactive vs. proactive) on

consumers' responses to CSR initiatives. The results show that a low-fit between cause

and the company's CSR action negatively affects consumer's belief, attitudes, and

intentions and even with the high-fit initiatives if a firm was perceived reactive rather

than proactive, its CSR initiatives have a negative impact on consumers. Thus, the

companies should find an appropriate CSR action that can be perceived by customers as a

right fit between CSR and the company.

Effects of CSR on Customers' Behaviors

Much research suggests that CSR increases customer-company identification

(CCID), repeat purchase, customer loyalty and trust, and combating negative publicity

(Yoon et al., 2006; McDonald & Rundle-Thiele, 2008); however, others confirm that it is unlikely that consumers will blindly accept these CSR programs as sincere actions. They may or may not reward the firm (Barone et al., 2000; Creyer & Ross, 1997; Ellen, Webb, & Mohr, 2000; Sen & Bhattacharya, 2001), and in fact, some research suggests that consumers will punish organizations that are perceived as insincere in their social involvement (Becker-Olsen et al., 2006; Sen & Bhattacharya, 2001; Simmons & Becker-Olsen, 2006). Thus, Companies must carefully review their CSR practices and when and how to use them for marketing communication purposes.

Mohr and Webb's study (2005) performed an experiment to examine the influence of different prices and various CSR dimensions on consumers' response. They have manipulated two CSR domains (environment and philanthropy) and prices (higher and lower than average). The result found that both CSR domains have a positive impact on customers' purchase intention, and the environmental domain has a stronger impact on purchase intent than price does.

In summarizing the first part of this chapter, numerous studies have shown that CSR can have a positive impact on key stakeholder groups, such as employees, consumers, distributors, and stock holders (Sen & Bhattacharya, 2004; Sen et al., 2006). Academic research on consumer responses to companies' CSR actions reveals its company-favoring effects on cognitive and affective (e.g., beliefs, attitudes, identification) as well as behavioral outcomes (e.g., patronage, loyalty) (Anisimova, 2007; Bhattacharya & Sen, 2003; Barone et al., 2000; Brown & Dacin, 1997; McDonald & Rundle-Thiele, 2008; Salmones et al., 2005; Sen et al., 2006).

Figure 2 summarizes the benefits of companies' CSR initiatives for each stakeholder group. Figure 3 draws a conceptual model developed by the results of literature review, particularly for customers and employees and their interactive perspective.

Stakeholder   **Effects**

Company	Increase in Profit, Positive Image/Reputation
Employee	Job Satisfaction, Pride, Loyalty, Trust, Word of Mouth
	CSR Initiatives
Consumer	Purchase, Loyalty, Resilience, Price Premium, Word of Mouth
Society	Getting Supports (time and money), Building Awareness on Issues/Cause
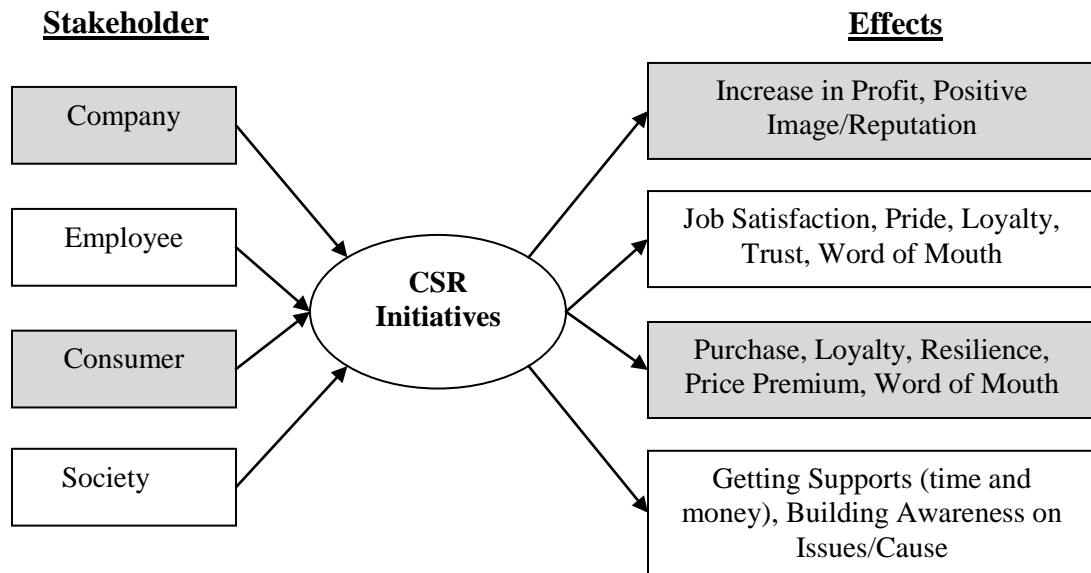
Note: Adaptation of Bhattacharya and Sen (2003, 2004)

Figure 2. Benefits of CSR Initiatives from Various Stakeholder Groups
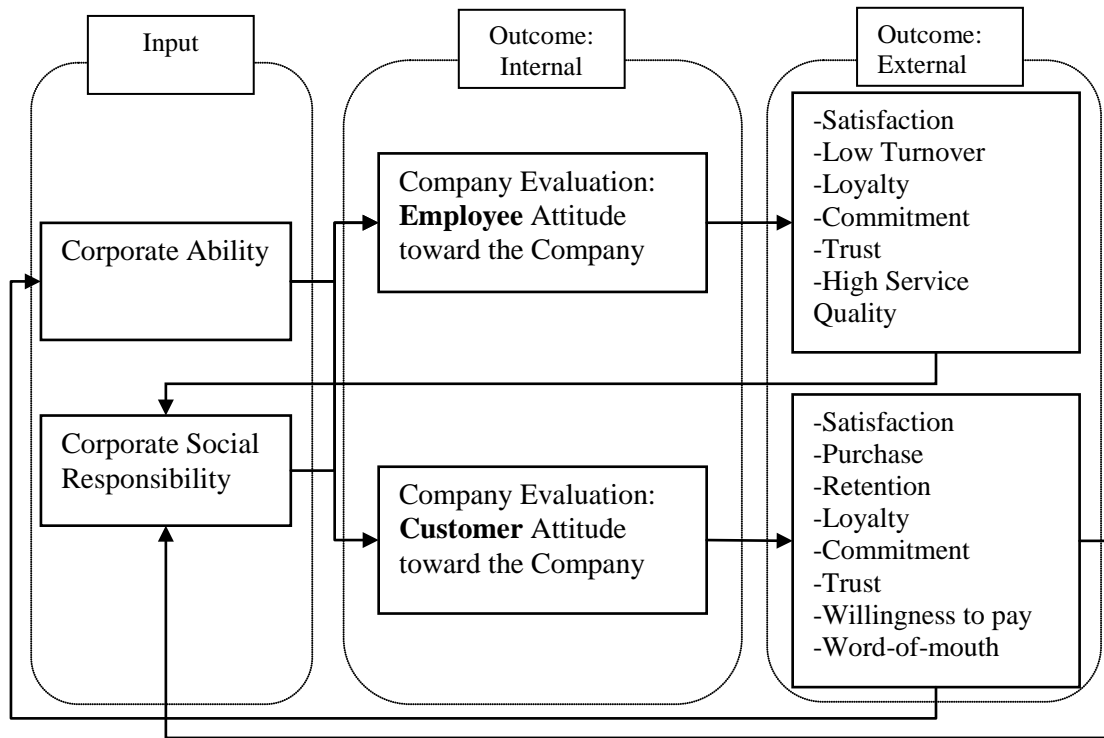
Note: Adaptation of Sen and Bhattacharya (2004)

Figure 3. Summary of Chain Reaction from CA and CSR in Service Organization

CSR Studies in Hospitality

CSR is a relatively new concept in hospitality. Green marketing, eco-tourism, and sustainable tourism have been the main focus of CSR research, and they have been studied to assess the impact of environmental efforts of hospitality organizations in the market place. Manaktola and Jauhari (2007) found that the consumers using hotel services in India are conscious of environmentally friendly practices. Consumers reserve rooms with the hotels that have adopted green practices while not compromising on service quality. The consumers prefer to use hotels that follow these practices; however, they are not willing to pay extra money for these services. Tsai and Tsai (2008) also found the similar results.

Some studies have aimed to investigate whether or not there is a difference between consumers' attitudes toward hotels' green practices in different countries. Choi et al. (2009) examined consumers' attitudes and behavior intentions toward the environmentally responsible practices of hotels in Greece and the United States. Specifically examined is the impact of green practices on consumers' willingness to pay for such hotel practices. The results indicate that consumers in both countries were more likely to purchase and demonstrate a strong willingness to pay for hotels that provide green practices. Furthermore, the results reveal that consumers in Greece have higher environmental concerns and willingness to pay than those in the United States.

Although there is ample research conducted in the field of green practices, eco-tourism, and green marketing, other areas of CSR aspects, such as philanthropic, legal and ethical, and economic dimensions, have been neglected in the area of hospitality research. For example, cause-related marketing (CRM), which is a philanthropic aspect of CSR, has become an increasingly popular business practice as it has advanced from a short-term revenue increase tactic to a way for improving brand equity and corporate image (Mohr & Webb, 2005; Nowak, 2004). However, the effect of CRM has rarely been investigated in hospitality marketing research. For this reason, Bohdanowicz and Zientara's (2008) study stands out among other CSR studies. Their study found that a growing number of hotel companies have incorporated the philanthropy concept into their business model. Furthermore, they have improved the quality of life in local communities and the well-being of their employees. Another study examining the corporate giving of the.US lodging industry has found that the industry made various contributions worth more than $815 million or 3.6% of total industry profits in 2005

(McGehee et al., 2009). This study was the first attempt to quantify corporate giving, one of philanthropic efforts, by hotels and developed a theoretical foundation for CSR research in the hospitality industry.

In an attempt to measure the relationship between companies' CSR performances and their financial performances, there have been a few studies in hospitality research. Lee and Park's study (2009) has examined the relationship between CSR and firm value and profitability for hotels and casinos. The findings show mixed results: hotel companies' CSR has a simultaneous and positive relationship with financial performance while casinos' has no simultaneous or particular effect on financial performances. In another study, the airline and restaurant industries were tested to examine the effects of CSR on two financial performance measures: profitability and firm value (Kang et al., 2010). The study found that restaurants show a positive impact of positive CSR performances on firm value; yet, it does not reveal any significant impact of CSR on profitability. On the other hand, airlines show a negative impact of positive CSR activities on profitability as well as a negative impact of negative CSR activities on firm value (Kang et al., 2010).

In the context of CSR activities as a whole, Holcomb et al. (2007) have conducted content analysis on hotels' websites to identify their CSR patterns. The results show that 80 percent of the hotel companies reported socially responsible activities, such as charitable donations, and CSR has gained tremendous attention over the past decade.

Despite the increase in popularity of CSR, the role of CSR on customers' attitudes and behaviors has rarely been explored in hospitality marketing. CSR includes not only environmental but also philanthropic, legal and ethical, and economic efforts.

As other industries have adopted CSR as one of their main marketing strategies, the hospitality industry should also consider it and its potential effects on customers' attitudes and behaviors.

Conceptual Framework

Corporate Associations as Antecedents of Corporate Evaluation (CE) and Purchase Intention (PI)

The conceptual framework articulates the relationships between corporate associations (both CSR and corporate ability (CA)) and consumers' evaluations of the company (CE), and further, intent to purchase products from the company (PI).

The study has adapted the basic framework of the theoretical models of Brown and Dacin's (1997) and Sen and Bhattacharya's (2001) research. The model consists of two key components of corporate associations: corporate ability (CA) and CSR associations (See Figure 1). While a company's ability to produce and deliver quality products (CA) is critical to the company's image and reputation, studies suggest that it is the company's CSR initiatives that give customers insight into the company's "character" (Brown & Dacin, 1997; Keller & Aaker, 1992; Sen & Bhattacharya, 2004). In addition, research shows that CSR leads to positive impact on consumer responses. CSR has shown its company-favoring effects on cognitive and affective (e.g., beliefs, attitudes, identification) as well as behavioral outcomes (e.g., patronage, loyalty) (Anisimova, 2007; Bhattacharya & Sen, 2003; Barone et al., 2000; Brown & Dacin, 1997; McDonald & Rundle-Thiele, 2008; Salmones et al., 2005; Sen et al., 2006).

The study explore the relationship among CSR activities, corporate ability (CA), customers' corporate evaluation (CE) including company's image, reputation, and overall impression of the company, and customer's purchase intention (PI). In addition to this basic model, a customer-company identification (CCID) is later added to the model as a mediator between CSR and CE; the importance of its role is described in the next section. As moderators, the study adds customers' general beliefs and supports toward CSR issues and their attitudes toward the firm's CSR actions. Figure 4 shows the basic conceptual model and framework for the study, which is based on Brown and Dacin's (1997) and Sen and Bhattacharya's (2001, 2004) studies. The inputs are performed by hotel companies including CSR and CA and internal outcome means customers' attitudes toward the company based on the hotel's CSR and CA performances. The last part is to measure the external outcome of customers' responses as results of hotels' CSR and CA performances. The study includes customers' purchase intentions to assess the external outcome of hotels' CSR and CA performances.
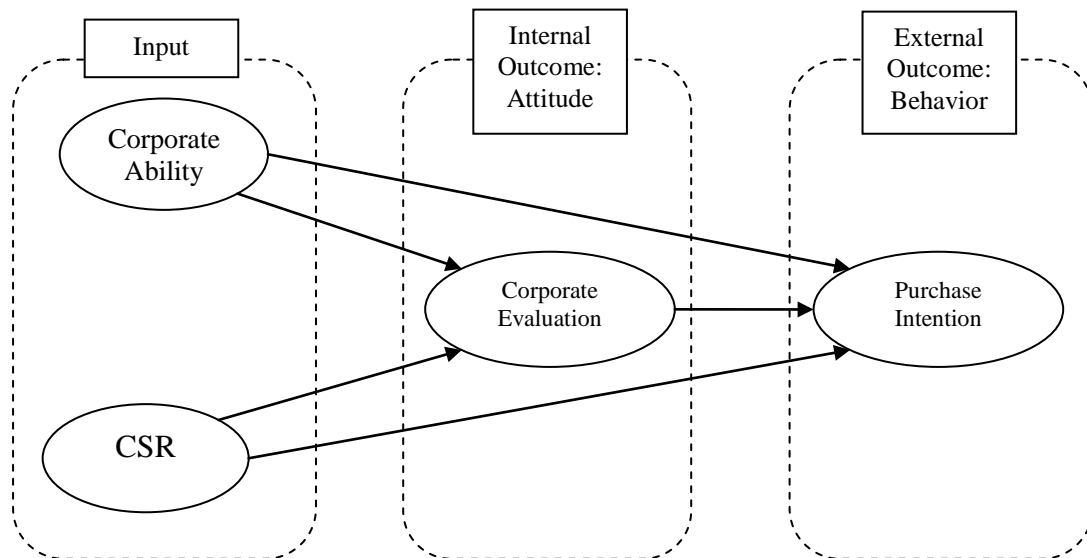
Figure 4. Basic Conceptual Framework

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In hospitality, corporate ability (CA) can be referred to as a company's ability to provide and deliver quality service and physical environments (e.g., friendliness and professionalism of employees, interior and exterior of a hotel). Customers can learn a company's CA associations from their personal experiences with the company, word-of-mouth communication, or media reports (Brown & Dacin, 1997). In general, scholars have considered corporate abilities one of the primary dimensions of corporate image and reputation (Brown, 1998). In relation to understand a customer's evaluation of a company, the role of corporate ability associations cannot be overlooked. The ability of hotel companies to produce and deliver quality service/product to customers has an influence on the customer's evaluation of the hotels, which may lead to his/her purchase decision and other behaviors (i.e., referral to others).

Customers' Corporate Evaluation (CE) and Purchase Intention (PI)

Most studies in CSR research have showed a positive relationship between organizations' CSR and customers' evaluation of the company (Brown & Dacin, 1997; Madrigal, 2001; Mohr & Webb, 2005; Perez, Alcaniz, & Herrera, 2009; Sen & Bhattacharya, 2004). Mohr and Webb's (2005) study examined the influence of two CSR domains (environment and philanthropy) and price on customers' evaluation of company and purchase intention. An experiment with 2x2x2 factorial design (two CSR domains and two CSR levels), two prices (High-Low) were used to test the hypothetical company and its product (athletic shoes), and the results show that CSR in both domains had a positive impact on customers' corporate evaluation and purchase intention. Furthermore, they found that low price did not appear to compensate for a low level of CSR.

However, the results of some studies show otherwise. In a proactive condition, corporate philanthropy has an overall positive effect on consumer perceptions of corporate associations while the effects did not lead to brand evaluations or purchase intentions. In addition, philanthropy as a part of a recovery strategy has a non-significant effect on consumer perceptions (Ricks, 2005). Although a few studies show a negative or no effect of CSR on customers' perceptions (Lee & Park, 2009; Ricks, 2005), it is important to note that those cases were aimed at particular industries, such as tobacco, oil, and gaming; hence, the negative image of the product itself might have influenced the results of the study.

Consumers' awareness of CSR practices positively influences attitudes toward the organization (Brown & Dacin, 1997; Creyer & Ross, 1997), corporate reputation (Fombrun & Shanley, 1990), and the evaluation of product attributes (Creyer & Ross, 1997). Consumers are demanding more out of organizations than simply a product of quality at a low price (Handelman & Arnold, 1999); they expect organizations to demonstrate some social values as contribution to the community. However, CSR is far from being the most dominant criteria in consumers purchasing decisions (Boulstridge & Carrigan, 2000), and traditional criteria such as price, quality, and brand familiarity seem to remain the most important choice criteria. Consumers continue buying for personal reasons rather than societal ones (Beckmann et al., 2001; Martin & Ruiz, 2007). For these reasons, corporate ability (CA) still has an important role in customers' corporate evaluation. Therefore, the study draws the following hypotheses to test the relationship among corporate social responsibility (CSR), corporate ability (CA), customers' corporate evaluation (CE), and purchase intention (PI).

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Hypothesis 1: A company's CSR is positively related to customers' corporate

      evaluation (CE).

Hypothesis 2: A company's corporate ability (CA) is positively related to

      customers' corporate evaluation (CE).

Hypothesis 3: A company's CSR is positively related to customers' intention to

      buy (PI) a product from the company.

Hypothesis 4: A company's corporate ability (CA) is positively related to

      customers' intention to buy (PI) a product from the company.

Hypothesis 5: Customers' corporate evaluation (CE) is positively related to

      customers' intention to buy (PI) a product from the company.
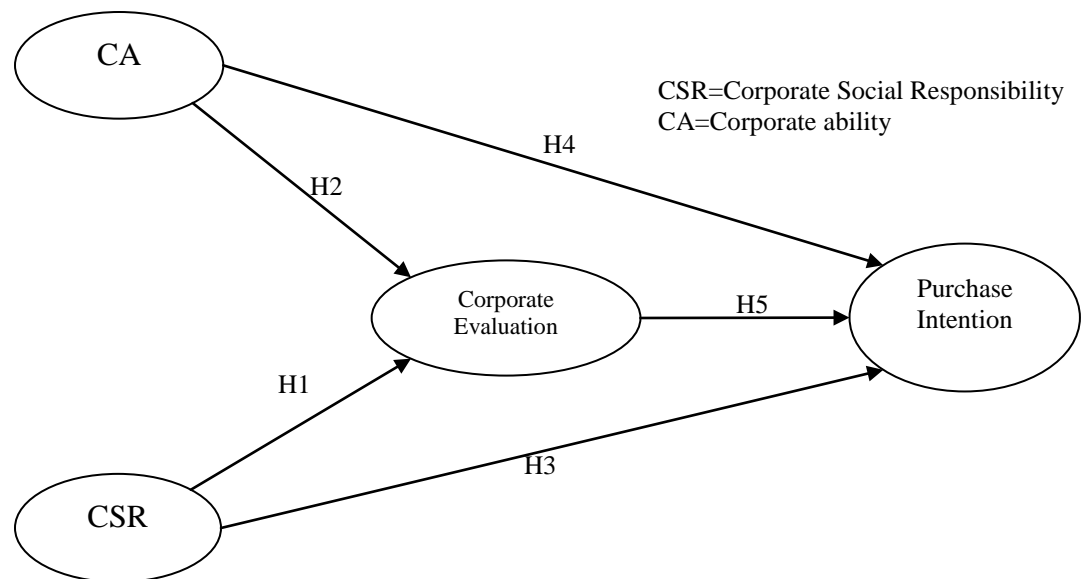
Figure 5. Basic Relationship Hypotheses

Customer-Company Identification (CCID)

Corporate Associations and Customer-Company Identification (CCID)

Corporate identity, also called organizational identification, refers to the features, characteristics, traits, or attributes of a company that are presumed to be central, distinctive and enduring (Albert & Whetten, 1985; Balmer, 2001; He & Mukherjee, 2009). Researchers have suggested that organizational identification theory may provide a basis for understanding how CSR generates the active support of customers (Maignan & Ferrell, 2004; Sen & Bhattacharya, 2001). CSR reflects the organization's status and activities related to its perceived social obligations (Brown & Dacin, 1997) and socially responsible corporate behaviors may trigger consumer identification (Lichtenstein et al., 2004; Martin & Ruiz, 2007).

Identification involves evaluating self-image congruence to that of the organization (customer-company identification). The degree of overlap between a customer's self-image and the company indicates the strength of identification (Dutton et al., 1994). Ashforth and Mael (1989) found that individuals support and commit to an organization whose identity is congruent with their own. Furthermore, Brown et al. (2005) have demonstrated that identification has a positive influence on commitment toward an organization.

Customers' reactions to CSR are subject to the degree of congruence or overlap they perceive between a company's character, as revealed by its CSR efforts, and their own (Sen & Bhattacharya, 2001). By increasing consumers' identification with the corporation, companies can benefit from CSR initiatives. For example, when a company initiates a CSR action, customers who have more overlapping of identification with the

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company (they see the company similar to their self-image) are more likely to support the company (Lichtenstein et al., 2004).

Identification has been studied primarily in the context of organizational identity and membership; however, consumers in the current market place want to learn more about products and the company that produces the products. When customers develop a relationship with the companies, they may identify with such companies even in the absence of formal membership. Such identification is more likely to stem from a company's CSR actions than from its corporate ability (CA) (Sen & Bhattacharya, 2001; Martin & Ruiz, 2007; Perez, 2008). A company's character formed by its CSR actions is often more distinctive by virtue of its different and personal bases (e.g., sponsorship of social causes, environmentalism) than other CA-based (e.g., manufacturing expertise) aspects of the company, particularly among competitors. In addition, identification with a company engaged in CSR actions can contribute to customers' self-esteem (Sen & Bhattacharya, 2003, 2004).

Corporate Evaluation and Customer-Company Identification (CCID)

Sen and Bhattacharya's (2001) study manipulated CSR to find a role of customer-company identification (CCID) in company evaluation. Results indicated that CSR has a positive effect on consumers' corporate evaluation, partially mediated by CCID. Furthermore, many studies show the positive effects of people's identification perceptions on their organization-related beliefs and actions. Kristof's (1996) study provided a case with a range of organizational settings among different organizational stakeholders of the positive effects of CCID on organizational preferences, satisfaction, and commitment.

Stronger identification with an organization not only strengthens customers' desire to

support that organization (i.e., organizational commitment, loyalty), but it also enhances

organization-relevant citizenship behaviors (i.e., referral) (Bergami & Bagozzi, 2000;

Dutton et al., 1994; Mael & Ashforth, 1992).

In summary, the study expects a company's CSR initiatives as well as CA to have

an effect on CCID. Then, CCID will positively affect customers' corporate evaluations

(CE). Therefore, CCID is added to the basic model of the study (Figure 6) and the study

draws the following hypotheses:

Hypothesis 6: A company's CSR is positively related to customer-company

identification (CCID).

Hypothesis 7: A company's corporate ability (CA) is positively related to

customer-company identification (CCID).

Hypothesis 8: Customer-company identification (CCID) is positively related to

customers' corporate evaluation CE).
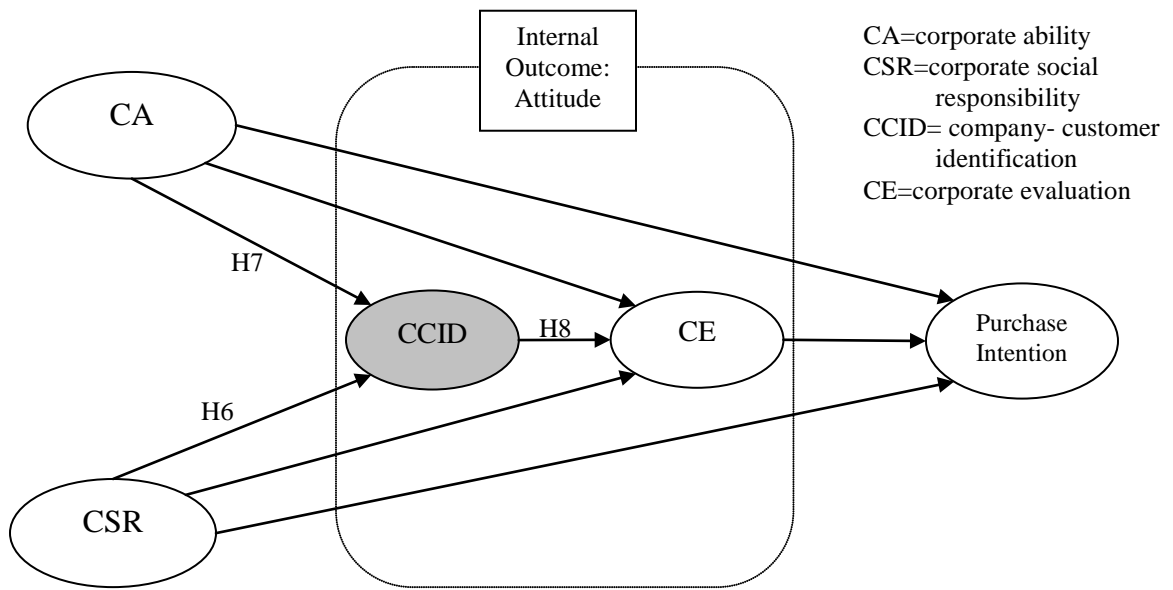
Figure 6. Customer-Company Identification Added on the Model

Moderating Role of CSR Support and CSR Attribution

It seems like personal trait variables have an impact on whether and how strong

consumers respond to a company's social responsibility (Mohr & Web, 2005; Sen &

Bhattacharya, 2001). Individuals high on a certain personality trait, for example, socially

conscious consumer behavior, would modify their consumption behaviors accordingly.

Consumer surveys reveal that consumers have a more positive image of a

company that supports a cause they care about. If price and quality remains equal they

would consider switching products/ brands associated with a cause (Ellen et al., 2000,

2006). In addition, customer-company identification (CCID) can vary with customers'

personal support for the company's CSR actions (CSR support). Sen and Bhattacharya's

(2001) study shows that customers with high-CSR support are likely to give more

positive evaluations of the company with CSR efforts based on the greater customer-

company identification that these high-CSR support customers feel for the company.

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They discussed that consumers whose self-concept includes high support for the company's CSR will perceive greater congruence between themselves and that company (CCID) than those whose support for CSR is low. In a previous study, the role of CSR support has noted as "cause affinity among key constituents" (Drumwright, 1996) in customers' responses to CSR. In addition, Mohr and Webb's (2005) study explored a positive relationship between CSR and on customers' corporate evaluation (CE) and purchase intention (PI) moderated by customers' level of CSR support. Therefore, the study draws the following hypotheses:

Hypothesis 9-1: When CSR support is high, CSR has a stronger effect on CCID than when CSR support is low.

Hypothesis 9-2: When CSR support is high, CSR has a stronger effect on CE than when CSR support is low.

Hypothesis 9-3: When CSR support is high, CSR has a stronger effect on PI than when CSR support is low.

On the other hand, the customer's level of skepticism or attitude toward the company's motivation for developing the CSR activities is a consumer response examined to determine whether there are differences between customers' perception of CSR programs. Skepticism has been defined as a tendency toward disbelief (Obermiller & Spangenberg, 1998), or the overall tendency to question (Boush et al., 1993). In the case of CSR programs, consumers are often likely to express skepticism (negative CSR attribution) about a company's motivation for generating such a program, particularly when the company publicizes their efforts (Webb & Mohr, 1998). For example, cause related marketing program has been criticized (Drumwright, 1996; Varadarajan & Menon,

1988). Those programs may face consumer backlash (Osterhus, 1997) if customers question the validity of a company's offer (Schwartz, 1977). The attributions that customers make of the company's motives for conducting the program may influence how they respond (Ellen et al., 2000).

Attribution theory, which tries to explain how people link actions and emotions to particular causes both internal and external, has been applied to the business context in a variety of situations (Folkes, 1988). Ellen et al. (2000) summarized as following.

> When the behavior being evaluated is helping behavior, extrinsic motives can be viewed as egoistic or self-interested, and intrinsic motives can be thought of as altruistic or other-interested. The goal of altruistically motivated behavior is to improve the welfare of others, and the behavior itself is intrinsically rewarding. On the other hand, egoistic behavior aims for external rewards for the self, so the helping behavior is seen as the means to attaining the reward (Bendapudi, Singh, & Bendapudi, 1996; Piliavin & Charng, 1990; Sherry, 1983). Because companies are typically viewed as existing for profit, helping behavior may be viewed as simply self-interested, a means for attaining extrinsic rewards. Alternatively, a company may be ascribed with some altruistic or other-interested motives when its offers are viewed as involving sacrifice of its best interests (p. 395).

Research has suggested that people who are highly skeptical of this CSR marketing tactic tend to have negative attribution toward the companies' CSR actions and warned that companies making cause-related marketing (CRM) offers could be perceived as self-interested and profit making, and they may experience negative outcomes (Drumwright, 1994; Varadarajan & Menon, 1988; Webb & Mohr, 1998). In other words, if customers believe that a company is genuinely interested in social issues and the goal of its CSR action is to improve the welfare of others, they are likely to be more positive and less skeptical toward the company's CSR efforts. Therefore, the study draws the following hypotheses:

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Hypothesis 10-1: When CSR attribution is high, CSR has a stronger effect on

CCID than when CSR attribution is low.

Hypothesis 10-2: When CSR attribution is high, CSR has a stronger effect on CE

than when CSR attribution is low.

Hypothesis 10-3: When CSR attribution is high, CSR has a stronger effect on PI

than when CSR attribution is low.

CSR=Corporate social responsibility
CA=Corporate ability
CCID=Customer-company identification
CE= Customers' corporate evaluation
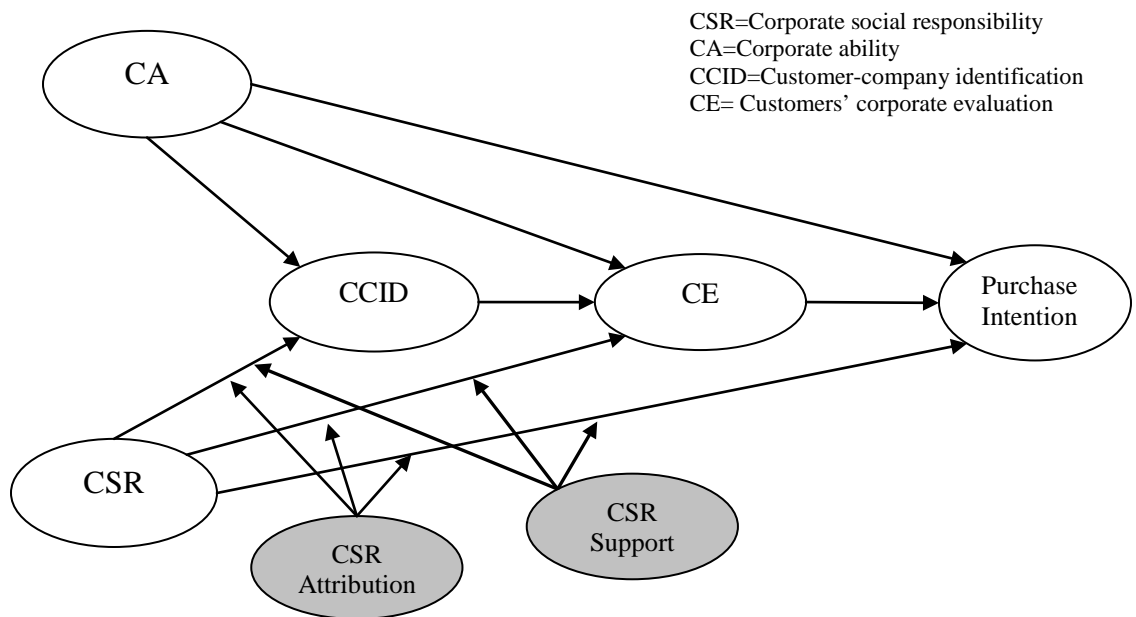
Figure 7. Proposed Model for the Study

Research Hypotheses and Proposed Model of the Study

All hypotheses in path relationships are summarized as follows:

H 1:   A company's corporate social responsibility (CSR) is positively related to

customers' corporate evaluation (CE).

H 2:   A company's corporate ability (CA) is positively related to CE.

H 3:   CE is positively related to customers' intention to buy (PI) of a product from the

company.

H 4:   CSR is positively related to PI.

H 5:   CA is positively related to PI.

H 6:   CSR is positively related to CCID.

H 7:   CA is positively related to CCID.

H 8:   CCID is positively related to CE.

All hypotheses in testing moderating effects are summarized as follows:

H 9-1: When CSR support (CSR SUP) is high, CSR has a stronger effect on CCID than

when CSR SUP is low.

H 9-2: When CSR SUP is high, CSR has a stronger effect on CE than when CSR SUP is

low.

H 9-3: When CSR SUP is high, CSR has a stronger effect on PI than when CSR SUP is

low.

H 10-1: When CSR attribution (CSR ATT) is high, CSR has a stronger effect on CCID

than when CSR ATT is low.

H 10-2: When CSR ATT is high, CSR has a stronger effect on CE than when CSR ATT

is low.

H 10-3: When CSR ATT is high, CSR has a stronger effect on PI than when CSR ATT is

low.

The study also explores the relationship as a whole between/among CSR, CA,

CCID, customers' corporate evaluation (CE), and purchase intention (PI) simultaneously.

Table 2-4 and Figure 9 summarize the research hypotheses and overall model of the study.

Table 2-4. Summary of Research Hypotheses and Structural Relationships of Constructs

Hypotheses	Structural Relation	Direction/Effect
Direct Effect		
H1	CSR → CE	positive effect
H2	CA → CE	positive effect
H3	CSR →PI	positive effect
H4	CA →PI	positive effect
H5	CE →PI	positive effect
H6	CSR →CCID	positive effect
H7	CA →CCID	positive effect
H8	CCID → CE	positive effect
Moderating Effect		
H9-1	High CSR SUP on CSR→CCID	strong positive effect
	Low CSR SUP on CSR→CCID	weak or no effect
H9-2	High CSR SUP on CSR→CE	strong positive effect
	Low CSR SUP on CSR→CE	weak or no effect
H9-3	High CSR SUP on CSR→PI	strong positive effect
	Low CSR SUP on CSR→PI	weak or no effect
H10-1	High CSR ATT on CSR→CCID	strong positive effect
	High CSR ATT on CSR→CCID	weak or no effect
H10-2	High CSR ATT on CSR→CE	strong positive effect
	High CSR ATT on CSR→CE	weak or no effect
H10-3	High CSR ATT on CSR→PI	strong positive effect
	High CSR ATT on CSR→PI	weak or no effect

CSR=corporate social responsibility
CCID=customer-company identification
CE=customer's corporate evaluation
CSR SUP=CSR support
CSR ATT=CSR attribution
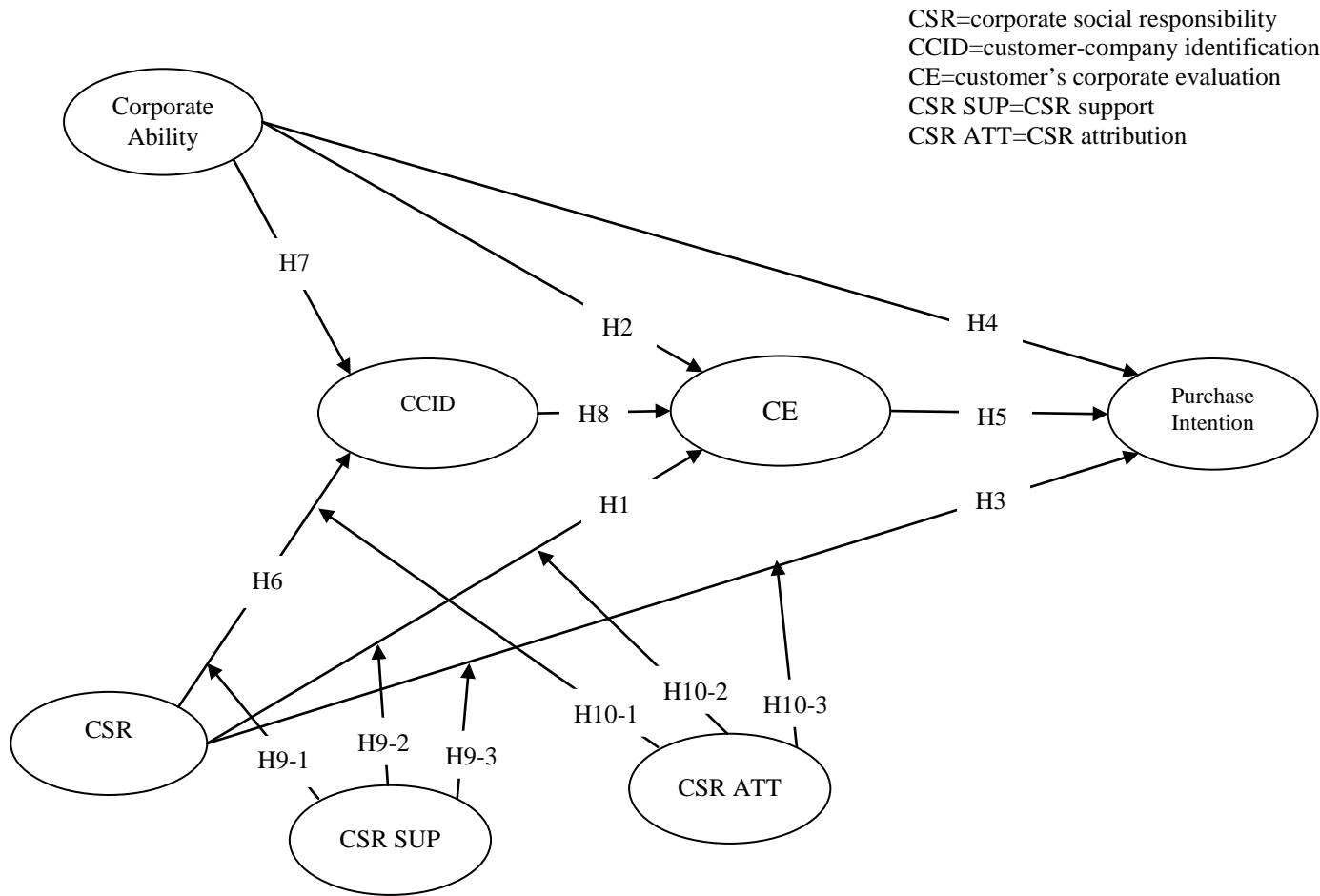
Figure 8. Overall Structural Model and Hypotheses of the Study

CHAPTER III

METHODOLOGY

Research Framework and Design

The research included three main stages. Stage I was to identify measurement items for corporate ability (CA) and corporate social responsibility (CSR) in hospitality. A pre-test was conducted and the purpose of this was to identify important measurement items for CA and CSR particularly for the lodging industry, where few previous studies have been conducted in this area. In Stage II, a survey questionnaire was developed and a pilot test was conducted. Four scenarios that included a hypothetical hotel setting with different combinations of levels of CSR (high-low) and CA (high-low) attributes were developed in order to create enough variation for the study. In addition to the scenarios, a self-administrated questionnaire was developed to assess the impact of corporate ability (CA) and CSR on customer-company identification (CCID), customers' corporate evaluation (CE), and purchase intention (PI). A pilot test was performed with a group of college students to examine the reliability of the questionnaire, and the necessary adjustments in wording were made before distributing the survey to the sample population of the study. In Stage III, an online survey was conducted via www.surveymonkey.com.

The next parts explain how each step of the design had been conducted. A detailed research framework and design is shown in Figure 8.

```
┌─────────────────────────────────────────────────────────────────────┐
│  Stage I: CSR and CA Measurement Development for the Lodging Industry  │
└─────────────────────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │ Pre-test: Identify measurement items for CA and CSR from │
        │ literature review using a group of students at Oklahoma  │
        │ State University                                         │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │          Stage II: Survey Questionnaire Design          │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │ Design a questionnaire that includes measurement items for│
        │ each construct and CA and CSR measurements from the      │
        │ results in Stage I                                       │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │ Build scenarios with different CSR and CA information     │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │ Pilot test: Check reliability of the questionnaire on a  │
        │ group of students at Oklahoma State University           │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │ Revise questionnaire if necessary for the next stage     │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │     Stage III: Survey, Data Collection, and Data Analysis │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │ Survey: Send e-mail invitations to the sample population │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │ Data Collection: Collect the data via surveymonkey.com   │
        └───────────────────────────────────────────────────────┘
        ┌───────────────────────────────────────────────────────┐
        │ Date analysis: Conduct descriptive, exploratory factor and│
        │ confirmatory factor analysis, structural equation modeling│
        │ method                                                   │
        └───────────────────────────────────────────────────────┘
```
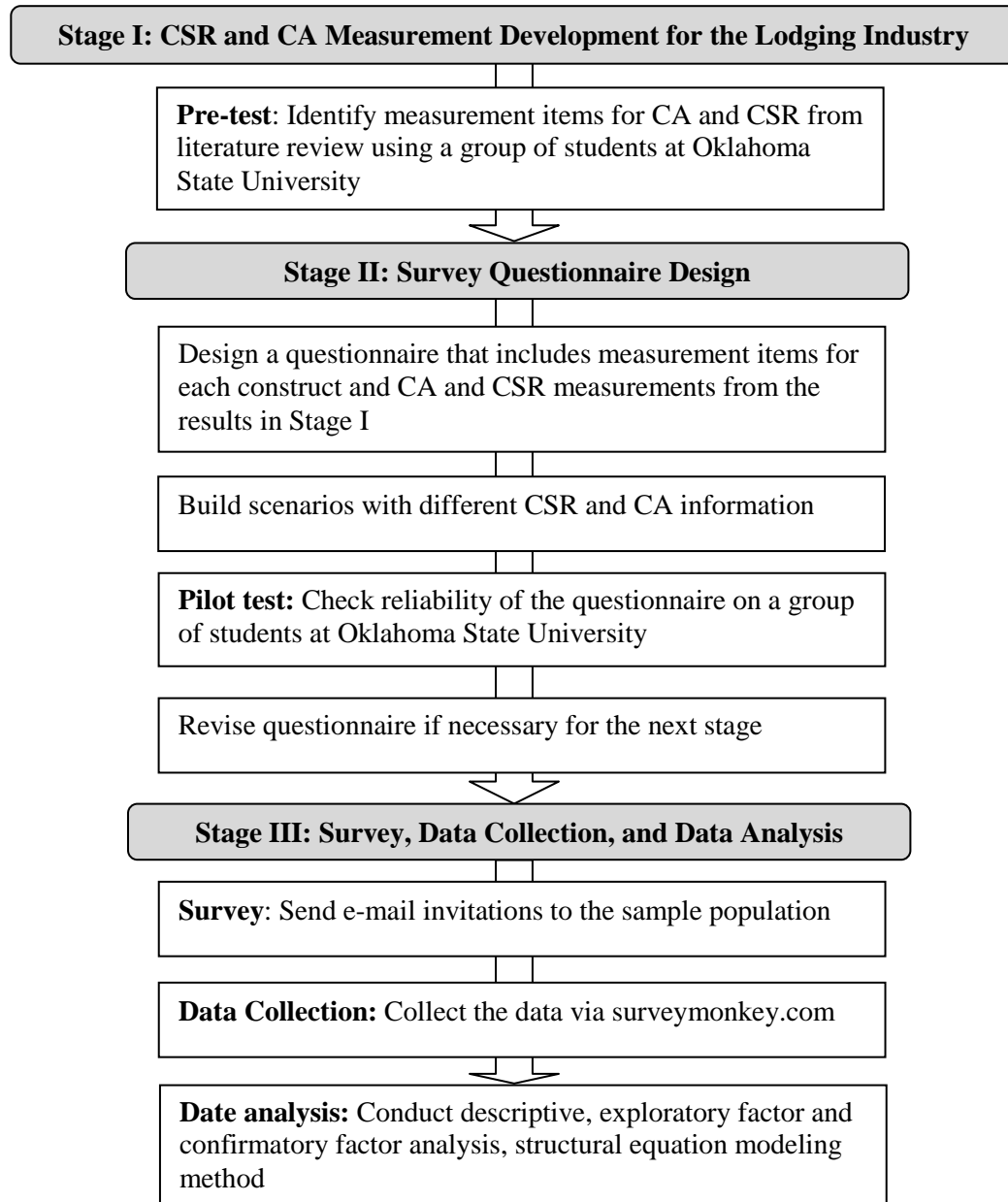
Figure 8. Research Design

Stage I: CSR Measurements in Lodging Industry

One of the problems with this study was the lack of information for CSR measurements in hospitality research. To be able to test the model, the study needed measurements for corporate ability (CA) and CSR associations accustomed to the hotel industry in particular. CA components were easily found in numerous studies conducted in customer satisfaction and hotel performance evaluation areas; for example, many studies focused on service quality (e.g., professionalism, friendliness, responsiveness of employees) as well as physical aspects of hotel product (e.g., hotel interior and exterior, technology adaptation); however, CSR aspects of hotels have rarely been studied from customers' point of view. In order to find the measurement items for CSR and CA components for the hotel industry, a pre-test was conducted. CA and CSR items from previous hospitality marketing literatures (Dube & Renaghan, 1999; Ekinci et al., 2008; Holcomb et al., 2007; Huckestein & Duboff, 1999; Lichtenstein et al., 2004; Shanka & Taylor, 2003) were summarized in a list.

The twenty attributes of CA and CSR were provided to participants, and they were asked to rate the degree to which each item was related to the quality of product and service they received in a hotel. A seven-point Likert-type scale (1 = not at all important; 7 = extremely important) was used. Forty-five hospitality students participated, and as a result, the study selected four items for CA associations (quality of services, room features, employees' professionalism, and hotel features), which were rated high, and four items for CSR (community involvement, fulfillment of social responsibility, environmental responsibility, and socially responsible actions), which were rated low. The selected items were used in the survey questionnaire.

Stage II: Survey Questionnaire Design

Scenario Development

In this research, a scenario was one of the essential parts in the survey questionnaire design. Since there was no guarantee that survey participants would understand and recognize a hotel's CSR efforts, the study had decided to use a hypothetical hotel setting, providing information regarding a hypothetical European hotel which plans to enter the US market. Using such scenarios, the study was able to provide information regarding a hotel's corporate ability (CA) conditions and its CSR activities, which participants were required to understand before answering the survey questionnaire.

Four different settings of scenarios were developed in order to create enough variation to test the proposed model of the study. Two corporate ability (CA) settings (high and low) and two CSR settings (high and low) were mixed in a form of 2x2 setting (high CA and high CSR; high CA and low CSR; low CA and high CSR ; low CA and low CSR). Appendix A shows the scenarios tested in the study.

Instrument

A self-administered questionnaire was used. On the cover page, a respondent was asked to read a scenario which provided a hypothetical hotel company's description with its CSR activities and CA attributions. After reading the scenario, respondents were asked to answer whether or not they fully read and understood the description of the hotel. If they checked the box below stating, "Yes, I have fully read the company profile above," they were allowed to move on to the questionnaire.

Section I of the questionnaire asked respondents to provide their overall

evaluation of the hotel company (three items) and their purchase intention (four items)

based on the information given in the scenario. The first part included questions

regarding the overall evaluation of the hotel, including the image of the hotel using a

seven-point Likert-type scale (1 = very unfavorable; 7 = very favorable; 1 = negative; 7 =

positive) and the question: "I think the hotel is a well-established company" (1 = strongly

disagree; 7 = strongly agree), which were adapted from Brown and Dacin's (1997),

Perez's (2009), and Marin and Ruiz's (2006) studies. In addition, the respondents were

asked of their purchase intentions using a seven-point Likert-type scale (1 = strongly

disagree; 7 = strongly agree). Items from Berens et al. (2005) and Perez et al.'s (2009)

studies were adapted.

Section II asked respondents to evaluate both CSR and CA attributes (eight items)

based on information given on the scenario, using a seven-point Likert-type scale (1 =

strongly disagree; 7 = strongly agree). These measurements were developed by pre-test

in Stage I and four of each CA and CSR associations were selected to be asked. The list

of items tested on the pre-test was from the studies conducted by Ekinci et al. (2008),

Shanka and Taylor (2003), Huckestein and Duboff (1999), Lichtenstein et al. (2004),

Dube and Renaghan(1999), and Holcomb et al. (2007).

Section III asked how respondents perceive the company in relation to their self-

image, to measure customer-company identification (CCID). The study used two items,

including one verbal and one visual, from Brown et al.'s (2005) study. Items for verbal

identification were rated on a seven-point Likert-type scale (e.g., 1 = strongly disagree

and 7 = strongly agree). In addition, visual identification was measured with a picture that

had seven different overlapping levels that correspond to the level of identification between respondents and hotels described in the scenario. For example, if a respondent felt that the hotel resembled his/her self image, he/she would select the picture with two circles (one representing hotel and the other representing himself/herself) fully overlapped or mostly overlapped.

Section IV asked respondents about CSR support and attribution. In this section, the purpose was to gather information about a participant's level of support for CSR issues and his/her attribution of companies' CSR initiatives. The items were measured to test whether or not there were moderating effects of an individual customer's CSR support level and toward the hotel's CSR activities in the relations between hotels' CSR activities and customer-company identification (CCID), customer's evaluation of the hotel company (CE), and purchase intention (PI). The respondents were asked to read the questionnaire, for example, "Hotel companies should have environmental programs to conserve water and energy," and asked to rate their level of support/attribution in a seven-point Likert-type scale (e.g., 1 = strongly disagree and 7 = strongly agree). The items were adapted from Mohr and Webb's (2005) and Marin and Ruiz's (2007) studies.

In Section Five, respondents were asked to provide their demographic information, such as gender, age, marital status, education, and annual household income. The section also included a question regarding their frequency of hotel stays.

Pilot Test

Prior to the main survey on sample population, a pilot test was conducted to assess the validity and reliability of the instrument. Fifty-three university students participated to identify the appropriateness and wording of each question and scenario, as

well as the length and format of the instrument and scenarios. Separate reliability tests were performed for each construct, and the results show Cronbach's alphas of .952 for Corporate Ability, .958 for Corporate Social Responsibility, .766 for Customer-company Identification, .897 for Corporate Evaluation, .949 for Purchase Intention. All constructs were above the minimum value of .70 suggested by Hair et al. (2006), which shows the evidence of reliability exists.

Stage III: Sampling, Data Collection, and Data Analyses

Data Collection and Sampling

The online survey was distributed via e-mail. The main reasons for choosing online survey as a data collection vehicle were its potential to reach large audiences inexpensively and to secure rapid replies (Cook et al., 2000; Schmidt, 1997). Although the sample of individuals who respond to an online survey may not be entirely representative of the study's intended population, this problem may disappear as Web literacy decreases (Umbach, 2004). In addition, on-line booking has become the most popular method for hotel customers to make a reservation; therefore, the study assumed that hotel customers in general were familiar with Internet and Web-searching.

The study used a convenience sampling and targeted students of Oklahoma State University (OSU), including undergraduates and graduate students. Using a student sample as target subjects may cause a positive or negative impact on research. One of the arguments about using student data is generalizability and external validity of research. Because students are a homogenous group of people, it may not truly represent the general population (Burnett & Dunne, 1986; Gordon et al., 1986). On the other hand,

students have strong cognitive skills that are necessary for laboratory experiments (Sears, 1986; James & Sonner, 2001). In addition, the use of student samples can be justified on the assertion of the fact that students are ''real-life consumers'' and familiar with the hospitality context (Collie et al., 2000; Mattila, 2001). Additional benefits of using a student sample include convenience and cost-saving (Gordon et al., 1986). For this study, using a student sample has a major advantage since the OSU student database includes not only undergraduate students who will be future tourist once they graduate and start earning income, but also graduate students who regularly travel around for many different reasons (i.e., conferences, job interviews, visiting family and friends, etc.). As a result, the demographic profile of respondents of the study found that there is a variety of groups in terms of age, household income, marital status, and frequency of hotel stay, the exception being education level. Detailed results are discussed in Chapter 4.

An e-mail invitation was sent to each of Oklahoma State University's students' e-mail address. The invitation included the purpose of the study, survey procedures, benefits, and confidentiality and participant's rights. At the end of e-mail, it provided a direct link to the online survey for those who wished to participate in the survey. Approximately 16,000 e-mail invitations were sent to OSU students from May 5 to May 9, 2010. The online survey was collected via www.surveymonkey.com for the next three weeks. A total of 819 respondents participated in the survey; among them, 136 were deleted after a missing data check and an outlier test. In detail, 72 responses were deleted for missing responses and 64 were deleted after an outlier check. A total of 683 responses were used to analyze the data and the overall valid response rate was 4.3%. Detailed response rates were provided on Table 3-1.

Table 3-1. Response Rate Result

Scenario	E-mail sent	E-mail responded	Response rate	Missing answers	Usable responses	Usable response rate
A	3967	205	5.17%	35	170	4.29%
B	3975	217	5.46%	37	180	4.53%
C	3959	194	4.90%	30	164	4.14%
D	3966	203	5.12%	34	169	4.26%
Total	15867	819	**5.16%**	136	683	**<u>4.30%</u>**

Data Analysis

In order to assess the overall model of the study, Hair et al.'s (2006) and Kline's (2005) Six Stages in Structural Equation Modeling were adapted. From the results of that literature review, the study incorporated those stages, and the following steps were adapted and implemented in this study.

Statistical analysis for the study included descriptive statistics, exploratory factor analysis (EFA), confirmatory factor analysis (CFA), structural equation modeling (SEM), and hierarchical regression analysis. Detailed information for each statistic analysis follows and an overall data analysis plan for the study is shown in Table 3-2.

Table 3-2. Overall Data Analyses Plan for the Study

Step	Description	Data Analysis
Step1.	Defining individual constructs based on literature reviews and pre-test	*Descriptive Statistics*
Step 2.	Developing the overall measurement model based on literature reviews and pre-test	-
Step 3.	Collect, prepare, and screen the data	*Descriptive Statistics*
Step 4.	Assessing the measurement model validity	*Exploratory Factor Analysis* and *Confirmatory Factor Analysis*
	a) If necessary, re-specify the model and evaluate the fit of the revised model to the same data	
Step 5.	Specifying the structural model	-
Step 6	Assessing structural model validity	*Structural Equation Modeling*
	a) Evaluate model fit, interpret the parameter estimates, and consider equivalent models,	
	b) If necessary, re-specify the model and evaluate the fit of the revised model to the same data	
	c) Evaluate moderating effects	*Hierarchical regression*
Step 7.	Given a satisfactory model, accurately and completely describe the analysis in written reports	-

Note: adapted from Kline (2005) and Hair et al. (2006)

Descriptive Statistics

In the Stage I, descriptive analyses were used to determine items for CSR and CA measurements. Mean, median, and standard deviation of variables were used to identify measurement items for CSR and CA that were to be tested on the survey questionnaire in the next stages for overall model testing. Later, descriptive statistics were also used to analyze respondents' demographic characteristics for the study and to discover outliers in the data.

Exploratory Factor Analysis (EFA)

In general, one goal of exploratory factor analysis (EFA) is to understand underlying groups and reduce variables to a smaller number of factors. The reason for

using EFA in this study is to check that all measured variables are related to every factor by a factor loading estimate. Simple structure results when each measured variable loads highly on only one factor and has smaller loadings on other factors (Hair et al., 2006). In this study, the later was the case. With eight measurement items selected in pre-test for corporate associations (CA and CSR) measurement, EFA with a VARIMAX rotation was performed to see if each type of corporate associations (CA and CSR) was correctly measured. The Bartlett test of sphericity and the Kaiser-Meyer-Olkin measure of sampling adequacy (MSA) were obtained to measure the degree of inter-correlations among the variables and the appropriateness of factor analysis. Two factors were expected to be obtained as a result and they were to be used as exogenous variables in the overall model.

Confirmatory Factor Analysis (CFA)

For the overall model testing, a two-step process recommended by Anderson and Gerbing (1988) was followed. First, Confirmatory Factor Analysis (CFA) assessed measurement reliability and validity; second, Structural Equation Modeling (SEM) was followed. The main goal of CFA was to assess how well the measurement variables represented the constructs (Hair et al., 2006). All the multi-item constructs in the theoretical framework for this study were tested by using a maximum likelihood (ML) technique by LISREL 8.8 program.

Various fit indices, including Chi-square, comparative fit index (CFI), goodness of fit index (GFI), normed fit index (NFI), root-mean-square error of approximation (RMSEA), and standardized root mean square (SRMR), were reviewed (see Table 3-3),

and convergent validity was assessed by the correlation among items which make up the scale or instrument measuring a construct (internal consistency validity). Internal consistency is a type of convergent validity which seeks to assure there is at least moderate correlation among the indicators for a concept. Two statistics were used to test the internal consistency of the measurement items: composite reliability (CR) and average variance extracted (AVE) estimates.

Without compromising the proposed model, an appropriate adjustment was made using modification index to improve the model fit and to meet the appropriate fit index criteria.

Table 3-3. Goodness of Fit Index and Desirable Range

Fit Index	Desirable Range	Interpretation and Comments
Absolute Fit Index		
Chi-square (χ^2)	p>0.05	Badness-of- fit, Sensitive to sample size
Goodness of Fit (GFI)	≥0.9	Sample-based, Value above .9 considered good fit
Root-mean-square residual (RMR)		Measure of the mean absolute value of the covariance residuals
Root-mean-square error of approximation (RMSEA)	<0.08	Sample-based, badness of fit, Sensitive to sample size and model parsimony
Standardized root mean square (SRMR)	<0.05	A measure of the mean absolute correlation residual
Incremental Fit Index		
Comparative fit index (CFI)	≥0.9	Assessment of relative improvement in fit of the researcher's model compared with baseline model
Normed fit index (NFI)	≥0.9	Sample based
Adjusted goodness of fit (AGFI)	≥0.9	Sample-based, parsimony-adjusted

*Note: Sources from Kline (2005) and Hair et al. (2006)

Structural Equation Modeling (SEM)

When a research model includes multiple indicators in constructs and multiple

relationships among constructs, SEM is an appropriate data analysis method. Constructs

are unobservable (latent variable) represented by multiple observable variables just like

multiple variables representing a factor in factor analysis (Hair et al., 2005). One of the

benefits of using SEM is to be able to examine a series of dependent relationships of

constructs simultaneously and incorporate the effects of measurement error on the

structural coefficients. Thus, SEM is an extension and generalization of multiple

regression and factor analysis (Hair et al., 2005). In addition, SEM is highly flexible and

within the limits of identification; it allows great flexibility in how the equations are

specified (Kline, 2005; Rigdon, 1998).

SEM consists of two models: measurement model and structural model.

Measurement model has already been discussed in confirmatory factor analysis (CFA).

After CFA, Structural Equation Modeling (SEM) using LISREL 8.8 was followed to

assess the overall fit of the structural models and each path was tested. Again, various fit

indices were used to check statistical significances of each path and overall fit (Table 3-3).

A competing model was tested against the original model of the study, and the chi-square

differences between the models were reported to see which model fit better than another.

Figure 9 presents the path diagram for the structural model of the study.


Hierarchical Multiple Regressions

There are various approaches to assess a moderating effect for statistical

significance. If the independent variables are continuous or categorical, the general

strategy is to test for an interaction effect using hierarchical multiple regression analysis. Bennett (2000) demonstrated detailed steps to test a moderating effect using hierarchical regression. First, the independent variables including the moderator are entered into the model as predictors of the dependent variable. The independent variables do not have to be significant. In the next step, an interaction term (the product of two independent variables, which represents the moderator effect) is entered. If the interaction term shows a statistical significance on the dependent variable, it is considered that there is a moderating effect present. Cohen and Cohen (1984) have provided more insights on moderating effect as follows: The interaction term represents a joint relationship between the two independent variables and this relationship accounts for additional variance in the outcome variable beyond that explained by either single variable alone. In other words, several different regression slopes represent the association, rather than just one, and the association of the independent variable with the outcome variable depends on the value of the moderator variable. It should be noted that this conditional relationship is symmetrical; it can also be said that the association of the moderator and the outcome variable depends on the value of the independent variable. (Cohen & Cohen, 1983)

Moderating effects for this study were tested by hierarchical multiple regression analysis using SPSS18. Since the moderating effects of CSR support and CSR attribution were measured on scales, it was appropriate to use hierarchical multiple regression analysis (Cohen & Cohen, 1986; Hair et al., 2006, Kim et al., 2001). Moderating effects were to see if there was moderating effects of CSR support and CSR attribution of respondents on the relationship between CSR scores and customer-company identification (CCID), customers' corporate evaluation (CE), and purchase intentions (PI).

By following the steps described by Bennett (2000) and Cohen and Cohen (1984), the main effect of CSR was inserted first, CSR support (or CSR attribution) second, and interaction between CSR and CSR support (or CSR attribution) last as independent variables. Interaction effects, not main effects, were the only concern here to see if there were any moderating effects of CSR support and CSR attribution exist on dependent variables (CCID, CE, and PI). The results were reported in Chapter 4.
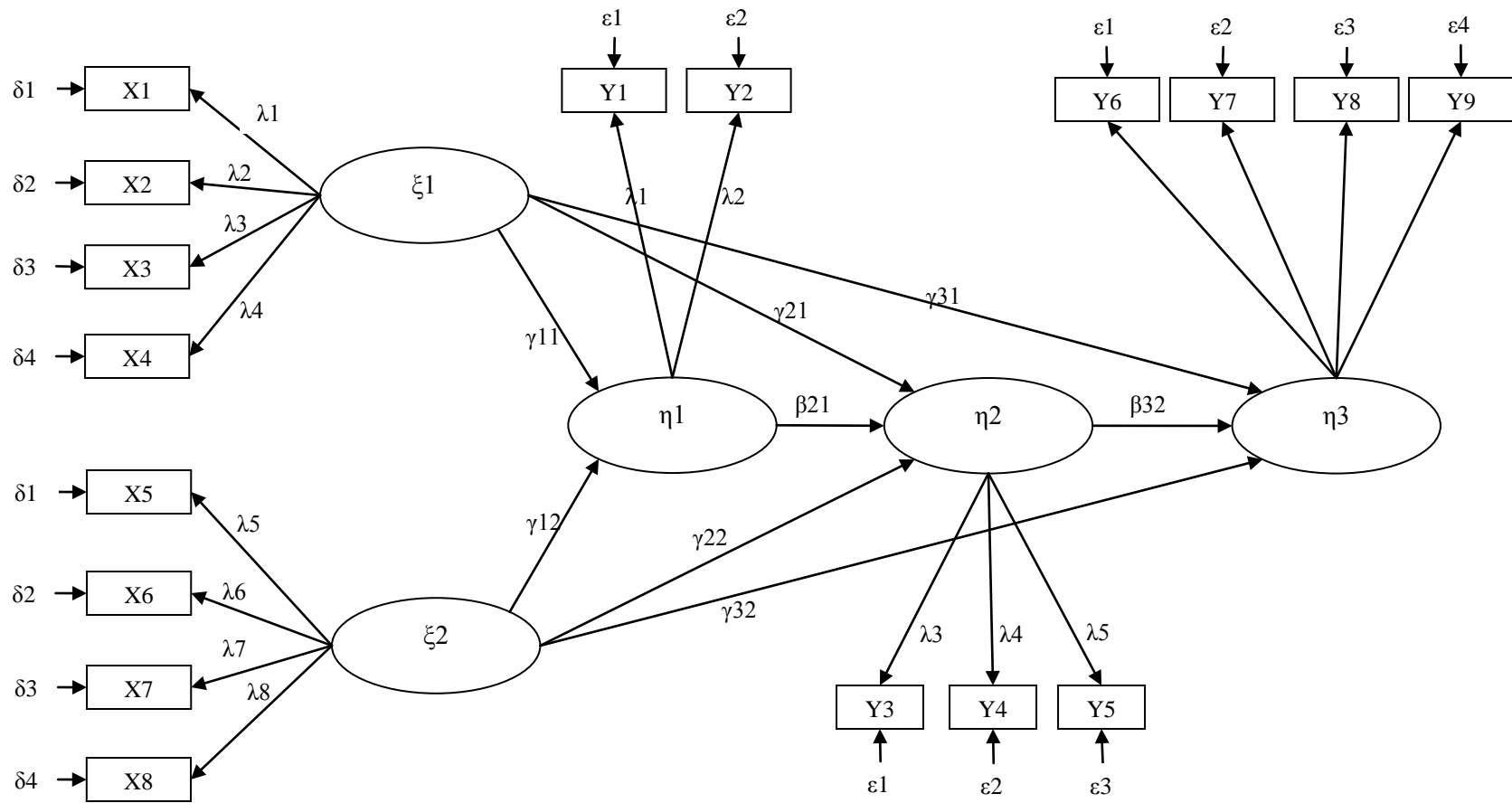
Note: ξ1= corporate ability, ξ2=corporate social responsibility, η1=customer-company identification, η2=corporate evolution, η3=purchase intention

Figure 9. Path Diagram for the Structural Model

CHAPTER IV

RESULTS

Demographic Profile of Respondents

Among 819 responses received, seventy-two responses were deleted for excessive

missing responses. To detect outliers, collected responses were separated by scenarios

and tested for both univariate and multivariate outliers using SPSS. A box plot for each

question was drawn to identify univariate outliners and Mahalanobis D^2 test was

performed for multivariate outlier check. As a result, an additional sixty-four responses

were deleted.

Of the 683 respondents, 54.4% were male and 45.6% were female, which was

balanced adequately. Of the respondents, 64.3% were married and 45.7% were singles.

Since the survey was conducted on a university campus, 45.5% of respondents were

twenty-four years of age or younger, which reflected that the sample population was

characteristic. Furthermore, 57.7% of respondents were either college graduates or have

graduate degree of some kind. Considering the fact that the data was collected from the

first to the third week of May and the university has many graduate programs, the results

indicated that many of respondents were either in graduate programs or just graduated.

For annual household income information, 34.1% of respondents answered under

$20,000, 31.1% from $20,000 to $59,999, and 34.8% more than $60,000 a year. Among

them, 15.2% of respondents answered that they made $100,000 or greater a year.

Respondents were divided into two balanced groups at the income level of $40,000, 50.4%

making less than $40,000 and 49.6% earning more than 40,000 a year. From the

demographic information results, the study found that some of the variables, such as age

and education, were skewed due to the fact that the sample population consisted of

university students including undergraduate and graduate students; however, it has also

shown that most of the respondents were hotel customers. In the frequency of hotel stays,

48.6% of respondents answered that they stay in a hotel one to three times a year on

average and another 48.6% answered that they stay in a hotel at least four times or more

(only 2.8% answered that they do not stay in a hotel). Table 4-1 presents the results of

the respondents' demographic characteristics information in detail.

Table 4-1. Respondents' Demographic Profile

	Frequency (n)	Valid Percentage (%)
Gender:		
Female	371	54.4
Male	311	45.6
No response	1	
Age:		
18-24	310	45.5
25-34	199	29.2
35-44	89	13.0
45-54	59	8.7
55-64	24	3.5
65 and over	1	0.1
No response	1	
Education:		
High school diploma	33	4.9
Some college/Associate degree	255	37.5
College graduate	189	27.8
Graduate degree	203	29.9
No response	3	
Marital Status:		
Single	431	64.3
Married	239	35.7
No response	13	
Annual Household Income:		
Under $20,000	228	34.1
$20,000 to $39,999	109	16.3
$40,000 to $59,999	99	14.8
$60,000 to $79,999	65	9.7
$80,000 to $99,999	66	9.9
$100,000 or greater	102	15.2
No response	14	
Frequency of Hotel Stay (per year):		
None	19	2.8
1-3 times	332	48.6
4-6 times	187	27.4
7-10 times	74	10.8
More than 10 times	71	10.4

Exploratory Factor Analysis on Corporate Associations

An exploratory factor analysis (EFA) was performed to check if all measured variables were related to each factor by a factor loading estimate as well as each measured variable loaded highly on only one factor and had a smaller loading on the other factor in corporate associations as exogenous variables (CA and CSR). In the Stage I, a pre-test had selected measurement items from lists of hotels' physical aspects, service quality, and hotels' other performances, such as corporate social responsibility actions, and as a result, eight items were chosen to be tested for the study. Principle component analysis with VARIMAX rotation was conducted and the results revealed two factors, CA and CSR, which supports the proposed model of the study. To check the degree of intercorrelations among the variables and the appropriateness of factor analysis, the Bartlett test of sphericity and the Kaiser-Meyer-Olkin measure of sampling adequacy (MSA) were obtained. The Bartlett test of sphericity showed that the result of EFA was statistically significant, indicating that the correlation matrix has significant correlations among variables. In addition, the Kaiser-Meyer-Olkin measure of sampling adequacy (MSA) measured to check the degree of each variable to be predicted without error. The score of .80 or above is considered as meritorious and the result of MSA showed .857, which is supported by Hair et al.'s (2006) guideline. Table 4-2 summarizes the results of EFA.

Table 4-2. Exploratory Factor Analysis on Corporate Associations

Attributes	Factor Loadings		Communality	Item-total Correlation
Factor 1: Corporate Ability		F2		
I think the AJEKSA Hotel provides quality services.		.947	.915	.900
I think the AJEKSA Hotel provides quality room features.		.929	.868	.875
I think the AJEKSA Hotel's employees show professionalism.		.908	.838	.864
I think the AJEKSA Hotel has quality hotel features overall.		.951	.931	.907
Factor 2: Corporate Social Responsibility	F1			
I think AJEKSA Hotel is aware of environmental issues.	.957		.922	.931
I think AJEKSA Hotel fulfils its social responsibilities.	.961		.944	.943
I think AJEKSA Hotel gives back to the community.	.972		.953	.946
I think AJEKSA Hotel acts in a socially responsible way.	.959		.951	.945
Measure of sampling adequacy (MSA)	.867			
Bartlett's Test of Sphericity	.000	(Sig.)		
Initial Eigen Value	4.606	2.716		
Variance (%)	47.073	44.461		
Cumulative Variance (%)	47.073	91.534		
Cronbach's Alpha	.957	.979		

Measurement Model

Before assessing the hypothesized relationships in the structural model, a confirmatory factor analysis was conducted to check the adequacy of the measurement components of the proposed model. Model fit for the measurement model was good (χ^2 = 953.36, df =109, comparative fit index [CFI] = .98; goodness-of-fit index [GFI] = .86; standardized root mean residual [SRMR] = .034; normed fit index [NFI] = .98) considering the fact that the study had a large sample size (N = 638). Table 4-3 presents the summary statistics and phi matrix of the constructs, and Table 4-4 shows the descriptive statistics analyses results and pair-wise correlations between measurement items.

Table 4-3. Mean, Standard Deviations, and Phi Matrix

	Mean	SD	1	2	3	4	5
1. Corporate ability	4.64	1.66	1.00				
2. Corporate social responsibility	4.14	2.02	0.32	1.00			
3. Customer-company identification	3.35	1.52	0.65	0.69	1.00		
4. Corporate evaluation	4.68	1.64	0.83	0.64	0.81	1.00	
5. Purchase intention	4.08	1.66	0.85	0.55	0.78	0.91	1.00

Note: N = 683; All phi-values are significant at $p<.01$

Table 4-4. Descriptive Statistics and Pair-wise Correlations of Measurement Items

Variable	Mean	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)
(1) CE1	4.56	1.86	1.00																
(2) CE2	4.49	1.96	.882	1.00															
(3) CE3	4.98	1.61	.658	.617	1.00														
(4) PI1	4.07	1.74	.812	.765	.630	1.00													
(5) PI2	4.24	1.71	.825	.786	.631	.885	1.00												
(6) PI3	4.10	1.78	.772	.729	.587	.865	.833	1.00											
(7) PI4	3.92	1.81	.747	.710	.590	.826	.803	.902	1.00										
(8) CA1	4.55	1.79	.749	.680	.634	.758	.742	.686	.659	1.00									
(9) CA2	4.93	1.75	.686	.619	.573	.700	.687	.652	.611	.849	1.00								
(10) CA3	4.39	1.75	.710	.676	.595	.732	.717	.676	.647	.855	.759	1.00							
(11) CA4	4.71	1.76	.758	.710	.653	.774	.769	.733	.694	.897	.892	.840	1.00						
(12) CSR1	4.04	2.17	.516	.564	.337	.418	.477	.394	.392	.211	.151	.187	.240	1.00					
(13) CSR2	4.18	2.04	.552	.589	.382	.447	.516	.437	.440	.269	.204	.246	.290	.904	1.00				
(14) CSR3	4.12	2.10	.515	.566	.343	.414	.483	.387	.411	.218	.157	.209	.244	.921	.925	1.00			
(15) CSR4	4.20	2.03	.577	.617	.383	.482	.545	.461	.461	.293	.229	.279	.324	.898	.942	.939	1.00		
(16) CCID1	3.56	1.75	.697	.677	.470	.659	.670	.659	.650	.539	.504	.542	.578	.575	.594	.569	.622	1.00	
(17) CCID2	3.14	1.48	.649	.628	.450	.616	.620	.617	.612	.482	.470	.466	.530	.522	.553	.524	.566	.775	1.00

Note: All correlations are significant at $p<.01$

Convergent validity is assessed by the correlation among items which make up the scale or instrument measuring a construct (internal consistency validity), by the correlation of the given scale with measures of the same construct using scales and instruments proposed by other researchers and, preferably, already accepted in the field (criterion validity), and by correlation of relationships involving the given scale across samples. Internal consistency is a type of convergent validity which seeks to assure there is at least moderate correlation among the indicators for a concept. Poor convergent validity among the indicators for a construct may mean the model needs to have more factors. Two statistics were used to test the internal consistency of the measurement items: composite reliability (CR) and average variance extracted (AVE) estimates. All estimates were generated through a maximum likelihood (ML) technique by using LISREL 8.8.

Composite reliability and average variance extracted estimates were calculated as follows (Fornell & Larcker, 1981, p. 45).

$$\text{Composite reliability} = (\textstyle\sum \lambda)^2 / \{(\textstyle\sum \lambda)^2 + \textstyle\sum \theta\} \qquad (1)$$

$$\text{Average variance extracted} = \textstyle\sum \lambda^2 / (\textstyle\sum \lambda^2 + \textstyle\sum \theta) \qquad (2)$$

In the formula, λ represents standardized factor loading and θ represents variance for each loading (1 minus the square of each loading). The composite reliability indices of each scale were all greater than Bagozzi's (1980) recommended level of .70, and all variance extracted scores (AVE) were also .78 or higher and exceeded the .50 cutoff recommended by Fornell and Lacker (1981), which suggests that the measures are internally consistent. Table 4-5 shows the detailed results of construct validity assessments.

Table 4-5. The Results of the Measurement Model

Construct and Indicators	Std. loading	SMC*	CR*	AVE*
Corporate Ability (α = .957)			0.97	0.89
CA1 I think the AJEKSA Hotel provides quality services	0.95	0.91		
CA2 I think the AJEKSA Hotel provides quality room features	0.93	0.87		
CA3 I think the AJEKSA Hotel's employees show professionalism	0.91	0.82		
CA4 I think the AJEKSA Hotel has quality hotel features overall	0.98	0.95		
Corporate Social Responsibility (α = .979)			0.98	0.94
CSR1 I think AJEKSA Hotel is aware of environmental issues	0.95	0.91		
CSR2 I think AJEKSA Hotel fulfils its social responsibilities	0.97	0.95		
CSR3 I think AJEKSA Hotel gives back to the community	0.98	0.96		
CSR4 I think AJEKSA Hotel acts in a socially responsible way	0.98	0.96		
Customer-company Identification (α = .862)			0.90	0.82
CCID1 The image I have of AJEKSA Hotel overlaps with my self-image.	0.94	0.88		
CCID2 degree of overlap between what you are like and what the AJEKSA Hotel is like (1-farther; 7-complete overlap)	0.87	0.75		
Corporate Evaluation (α = .889)			0.92	0.78
CE1 Overall, the AJEKSA Hotel is	0.97	0.93		
CE2 I think the image of the AJEKSA Hotel is	0.93	0.87		
CE3 I think the AJEKSA Hotel is a well-established company.	0.74	0.55		
Purchase Intention (α = .958)			0.97	0.88
PI1 I will definitely reserve a room with AJEKSA Hotel.	0.96	0.92		
PI2 It is very likely that in the near future I will book a room with AJEKSA Hotel.	0.94	0.88		
PI3 I will recommend AJEKSA Hotel to others who seek my advice.	0.94	0.88		
PI4 I will say positive things about AJEKSA Hotel to others.	0.92	0.84		

Note: SMC = squared multiple correlation; CR = composite reliability; AVE = average variance extracted

Discriminant validity, the second major type of construct validity, is the extent to which a construct is truly distinct from other constructs (Hair et.al, 2005). One way to check the discriminant validity of constructs is to compare the variance extracted estimates and the square of the parameter estimate between measures. If the variance extracted estimates of two constructs are greater than the square of the correlation between the two constructs, discriminant validity exists (Fornell & Larcker, 1981; Hair,

et al., 2005; Netemeyer et al., 1990). All the variance extracted estimates of the two

constructs in the model were greater than the square of the correlation between the two

constructs; therefore, the study concluded that there was the evidence of discriminant

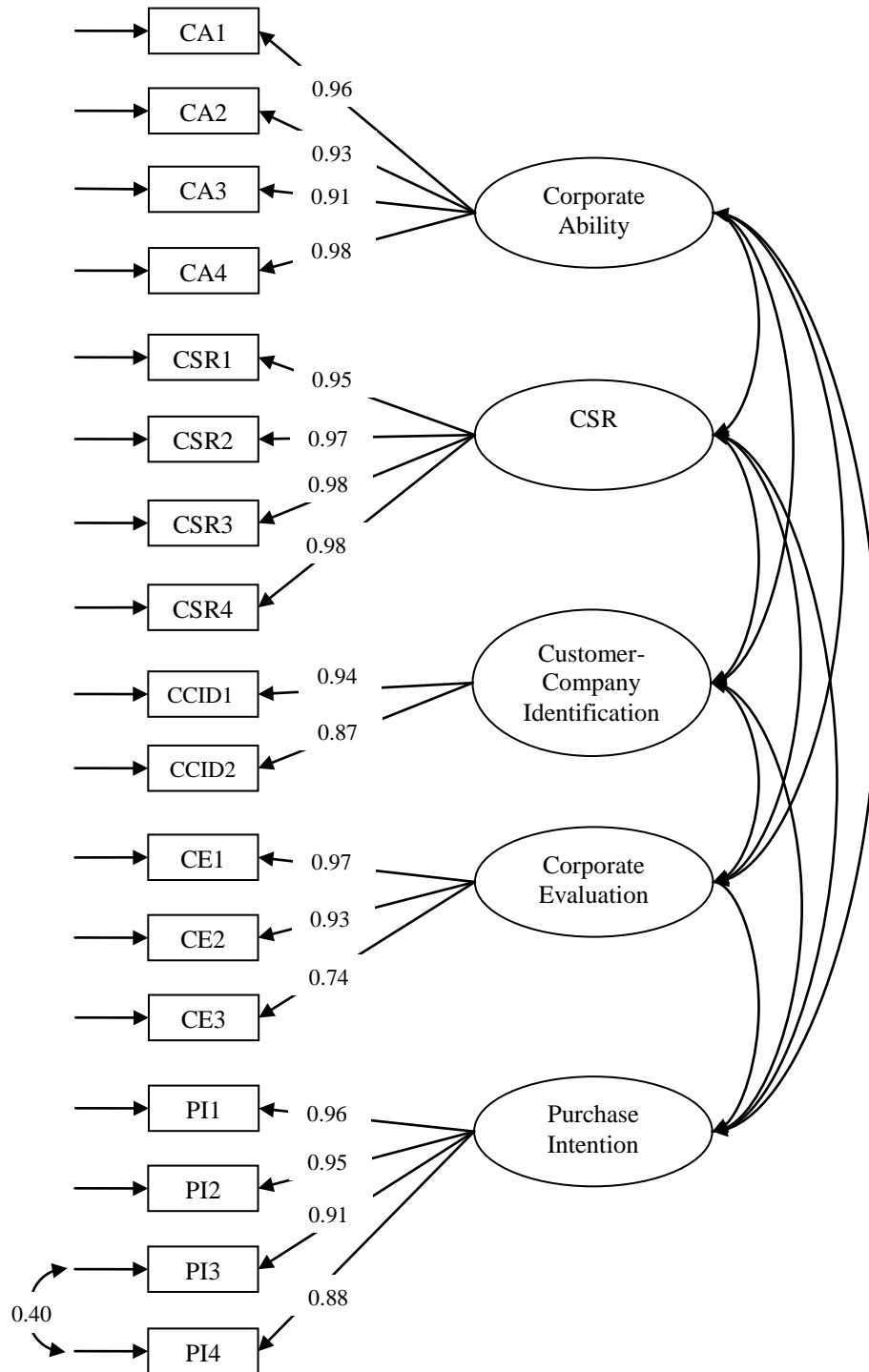validity. Table 4-6 shows the results of discriminant validity assessment.

Although the overall model fit indices indicated the measurement model fits well,

there was a chance to even improve the model fit by using modification index. The result

of CFA presented that there is high correlation between observed variable of PI3 and PI4

and modification index showed that by correlating theta-delta (δ) of the two variables,

chi-square will be decreased approximately by 321.12. Two variables were reviewed and

found that both of variables share many similar words in sentences. They were in the

same construct of purchase intention, not compromising other constructs; therefore, the

study had decided to modify the model and correlated errors of PI3 and PI4 (δs). The fit

index comparison between original CFA and modified CFA is presented in Table 4-7,

and the revised measurement model is presented in Figure 10.

Table 4-6. Discriminant Validity among the Constructs

	Construct	AVE	Squared correlation			
			1	2	3	4
1.	Corporate ability	0.89				
2.	Corporate social responsibility	0.94	0.81			
3.	Customer-company identification	0.82	0.69	0.71		
4.	Corporate evaluation	0.78	0.41	0.29	0.10	
5.	Purchase intention	0.88	0.66	0.61	0.42	0.48

Table 4-7. Changes in Fit Indices after Modification

Fit Index	Original CFA	Modified CFA (errors of PI3 & PI4 correlate)
df	109	108
χ^2	953.36	649.35
$\Delta \chi^2$	-	304.01
CFI	0.98	0.99
NFI	0.98	0.98
GFI	0.86	0.90
AGFI	0.80	0.86
RMSEA	0.106	0.084
SRMR	0.034	0.032
χ^2/df	8.75	6.01

Model Fit Indices: χ^2=649.35; df=108; CFI=0.99; NFI=0.98; SRMR=0.032; RMSEA=0.084

Figure 10. Measurement Model after Modification

While many of fit indices showed above the cut-off level, some were lower than suggested cut-off values. For example, normed chi-square (χ^2/df) ratio was 8.75 for the original measurement model and 6.01 for the revised CFA. Scholars have suggested 5.0 or lower; however, there are others suggesting this ratio is not reliable since it is directly related to the sample size (Kline, 2005). As the sample size grows, the chi-square becomes larger. To demonstrate the relationship between sample size and chi-square in CFA and SEM, Table 4-8 presents the results of CFA with different sample size. The data was randomly split into two groups using SPSS data sorting procedure, and one of the groups was split again to make a smaller sample size. The results showed smaller chi-square with a smaller sample size; therefore, a smaller normed chi-square ratio.

Table 4-8. Chi-square Changes with Different Sample Sizes

	Original	First Split	Second Split
Sample Size *(N)*	683	345	185
χ^2	953.36	554.44	438.92
df	109	109	109
$\Delta \chi^2$	-	-401.92	-115.52
χ^2/df	8.75	5.09	4.02

Structural Model

For evaluating the overall model, structural equation modeling (SEM) analysis method by LISREL 8.8 was used. One of the benefits of using SEM is to be able to examine a series of dependent relationships simultaneously, which is necessary for assessing the proposed model of the study.

After CFA and modification, SEM was followed to assess the overall fit of the hypothesized models and paths were tested simultaneously. Again, various fit indices were used to check statistical significances of each path and overall fit. Overall model fit for the structural model was good (χ^2 = 662.56, df =109, comparative fit index [CFI] = .99; goodness-of-fit index [GFI] = .90; root mean square error of approximation [RMSEA] = .085; standardized root mean residual [SRMR] = .033; normed fit index [NFI] = .98) considering the fact that the study had a large sample size (N = 638). Table 4-9 presents the summary results of in measurement model and structural model.

Table 4-9. Summary Results of Measurement and Structural Models

Fit Index	Measurement Model (CFA)	Structural Model (SEM)
χ^2	649.35	662.56
df	108	109
CFI	0.99	0.99
NFI	0.98	0.98
GFI	0.90	0.90
AGFI	0.86	0.86
RMSEA	0.084	0.085
SRMR	0.032	0.033

*Note: χ^2 = chi-square, df = degree of freedom, CFI = comparative fit index; GFI = goodness-of-fit index; RMSEA = root mean square error of approximation; SRMR = standardized root mean residual; NFI = normed fit index

Later, a competing model was tested against the original model of the study, and

the chi-square differences between the models were reported to see which model fits

better than another. Table 4-10 shows the mean, standard deviation, and pair-wise

correlation matrix of the constructs. In addition, Figure 11 presents the path diagram for

the overall structural model with observed variables and Table 4-11 shows the results of

path analysis of the structural model.

Table 4-10. Mean, Standard Deviation, and Pair-wise Correlation Matrix of Constructs

	Mean	SD	1	2	3	4	5
1. Corporate ability	4.64	1.66	1.00				
2. Corporate social responsibility	4.14	2.02	0.32	1.00			
3. Customer-company identification	3.35	1.52	0.65	0.69	1.00		
4. Corporate evaluation	4.68	1.64	0.83	0.64	0.82	1.00	
5. Purchase intention	4.08	1.66	0.85	0.55	0.75	0.92	1.00

Note: N = 683; All correlations are significant at $p<.01$
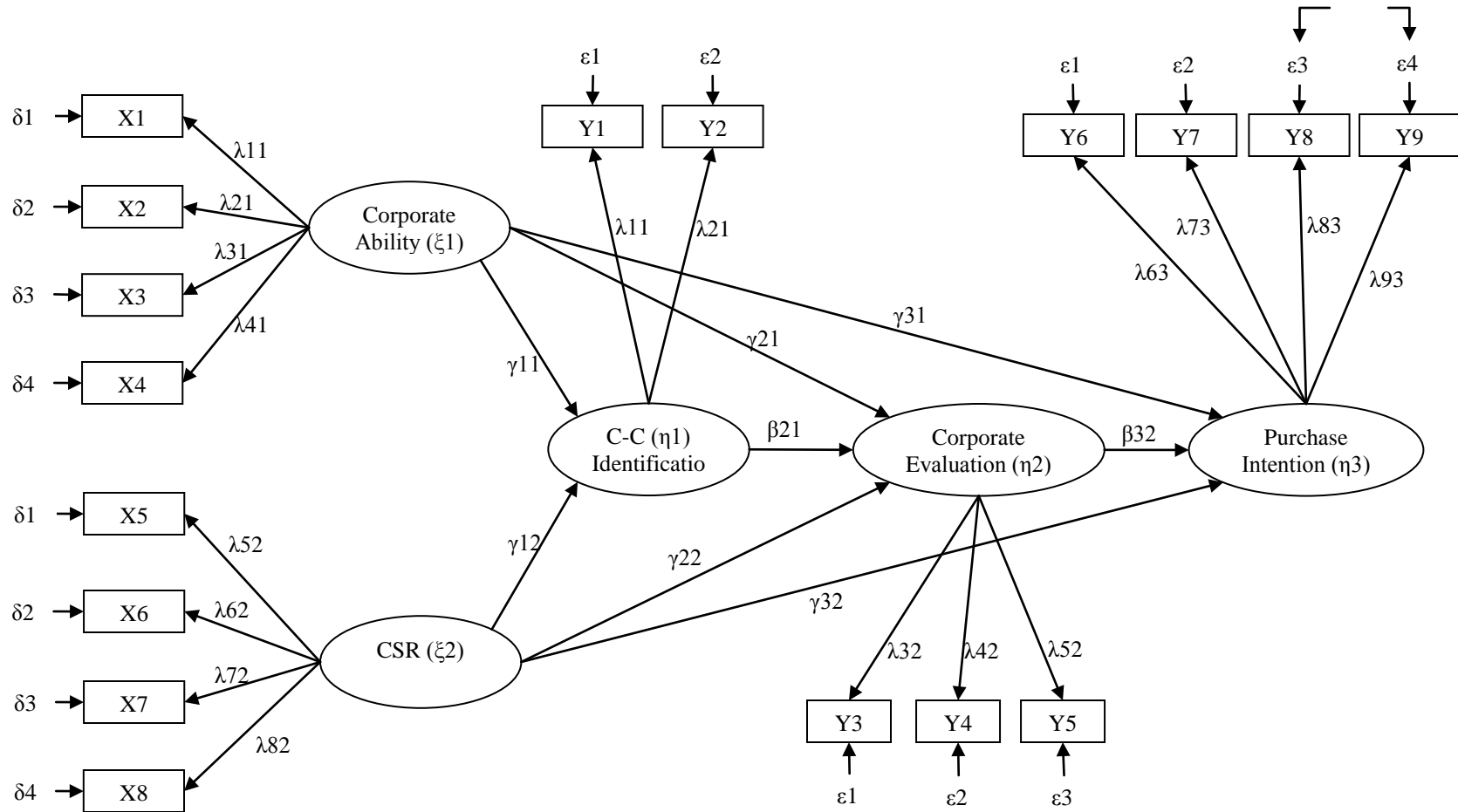
Figure 11. Overall Model

Table 4-11. Structural Path Estimates

Path From		Path To		Standardized Estimate	t-value
γ paths					
Corporate Ability	→	Customer- Company Identification	γ11	0.50	17.65**
Corporate Social Responsibility	→		γ12	0.56	19.56**
Corporate Ability	→	Corporate Evaluation	γ21	0.78	22.57**
Corporate Social Responsibility	→		γ22	0.40	11.21**
Corporate Ability	→	Purchase Intention	γ31	0.33	8.43**
Corporate Social Responsibility	→		γ32	0.06	2.23*
β paths					
Customer-Company Identification	→	Corporate Evaluation	β21	0.30	6.51**
Corporate Evaluation	→	Purchase Intention	β32	0.42	11.11**

Note: *p<.05; **p<0.01

All the t-values of paths were statistically significant at p<.05, supporting

hypothesized relationships among latent variables. Corporate social responsibility (CSR)

had a significant effect on customer-company identification (CCID) (γ 12 =.56, p<0.001),

corporate evaluation (CE) (γ 22 = .40, p<0.001), and purchase intention (PI) (γ 32 =.06,

p<0.05). Corporate ability (CA) association also had a strong effect on CCID (γ 11 =.50,

p<0.001), CE (γ 21 =.78, p<.001), and PI (γ 31 =.33,p<.001).

Corporate evaluation (CE) was significantly customer-company identification

(CCID) (β21 = .30, p<0.001), and purchase intention was also significantly influenced by

CE (β32 = .42, p<0.001).

Among all, the path from corporate ability (CA) to corporate evolution (CE) had

the most significant (*t* = 22.57, p<.001) effect and the path from CSR to purchase

intention (PI) had the weakest (*t* = 2.23, p<.05) influence in the model, but it was still

significant. Figure 12 provides the path estimates in the structural model and the overall
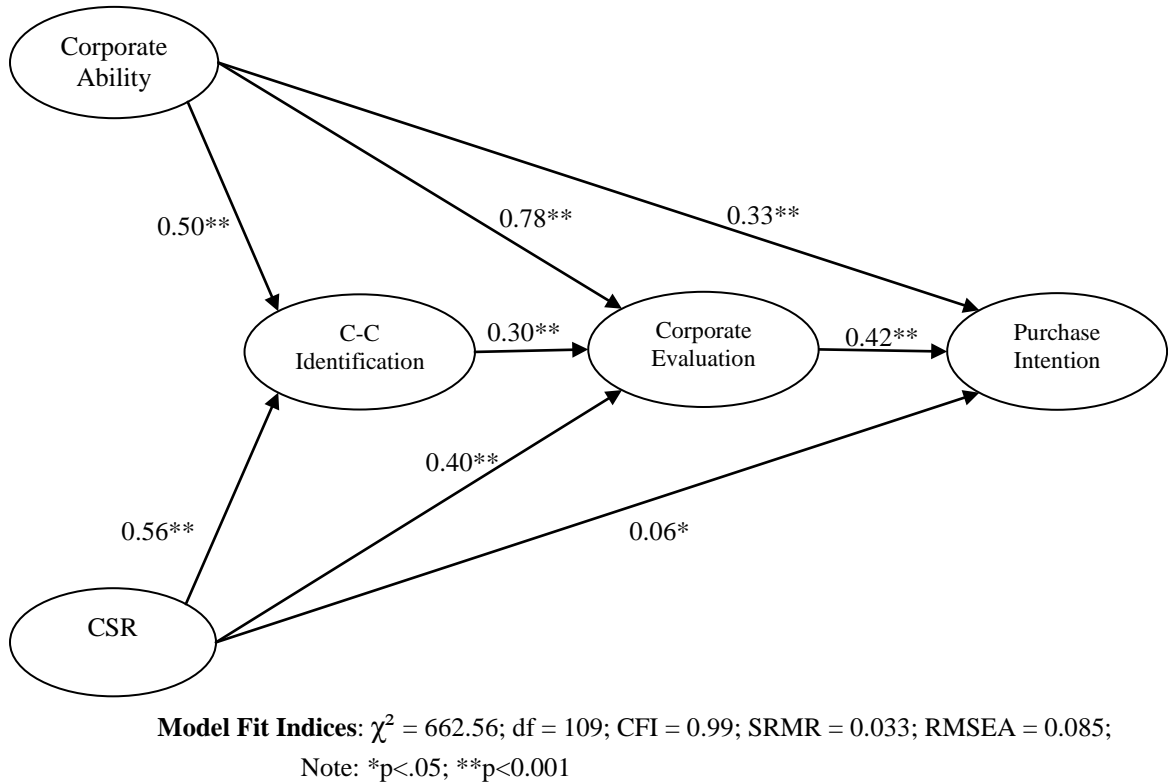
fit indices as well.

Model Fit Indices: χ^2 = 662.56; df = 109; CFI = 0.99; SRMR = 0.033; RMSEA = 0.085; Note: *p<.05; **p<0.001

Figure 12. Path Estimates in the Structural Model

Direct, Indirect, and Total Effects of the Structural Model

While the path estimates showed only direct effects among variables, there were also indirect and total effects among constructs. Table 4-12 demonstrates direct, indirect, and total effects in the structural model. It indicated that corporate ability (CA) had a significant indirect effect on corporate evaluation (CE) (standardized estimate = .15, p<.001) and purchase intention (PI) (standardized estimate = .39, p<.001), and CSR also had a significant indirect effect on CE (standardized estimate = .17, p<.001) and PI (standardized estimate = .24, p<.001). Among endogenous variables, customer-company identification (CCID) showed a significant indirect effect on PI (standardized estimate = .12, p<.001).

Table 4-12. Direct, Indirect, and Total Effects of Latent Variables

Variables	Customer-company Identification			Corporate Evaluation			Purchase Intention		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Corporate ability	0.50	-	0.50	0.78	0.15	0.92	0.33	0.39	0.72
Corporate social responsibility	0.56	-	0.56	0.40	0.17	0.56	0.06*	0.24	0.30
Customer-company identification	-	-	-	0.30	-	0.30	-	0.12	0.12
Corporate evaluation	-	-	-	-	-	-	0.42	-	0.42

Note: all standardized estimates are significant at p<.001; except * at p<.05

Competing Models

With SEM analysis, it is difficult to know whether the model is absolutely good or bad. Competing model strategy can be used to determine whether the model is relatively superior to another. A number of alternative models can be tested with the proposed model to compare model fit; however, fit alone does not guarantee that another model will or will not fit better or equally well (Hair et.al, 2006). The goal here is to present nested model(s) to compare with the proposed model and test chi-square differences ($\Delta \chi^2$) between models. Nested models can be created by either adding or removing paths, but not by doing both at the same time. In this study, the original model was almost saturated from measurement model ($\Delta df = 1$ between CFA and SEM), so it was decided to remove paths from the original model.

The first competing model was tested without the direct path from CSR to purchase intention (PI) since it has shown the weakest path relationship (standardized estimates = .06) from the overall model evaluation. If the chi-square difference test shows no significance, this model would be more desirable due to the fact that it is more parsimonious than the proposed model of the study.

The second competing model was tested without two direct paths between corporate associations (CA and CSR) and PI. Since numerous literatures focused on the effects of CSR and CA on PI mediating through customer-company identification (CCID) or/and corporate evolution (CE), the study determined to compare the model fits with and without direct paths. If the chi-square difference test shows no significance, this means that the model fit and parsimony of the competing model is better than that of the

proposed model of the study. The results of competing model tests are summarized on

Table 4-13 and presented on Figure 13.

Table 4-13. Structural Path Estimates for Competing Model 1 & 2

Path From	Path To	Competing1			Competing 2		
			St. Estimate	t-value		St. Estimate	t-value
γ paths							
CA	CCID	γ11	0.50	17.62**	γ11	0.49	17.65**
CSR		γ12	0.56	19.52**	γ12	0.56	19.56**
CA	CE	γ21	0.77	22.77**	γ21	0.81	25.45**
CSR		γ22	0.40	11.56**	γ22	0.37	11.60**
CA	PI	γ31	0.27	8.77**	Removed		
CSR		Removed			Removed		
β paths							
CCID	CE	β21	0.30	6.62**		0.28	6.85**
CE	PI	β32	0.49	19.88**		0.67	43.92**

*Note: CA = corporate ability; CSR = corporate social responsibility; CCID = customer-company identification; CE = corporate evaluation; PI = purchase intention; *p<.05; **p<0.01
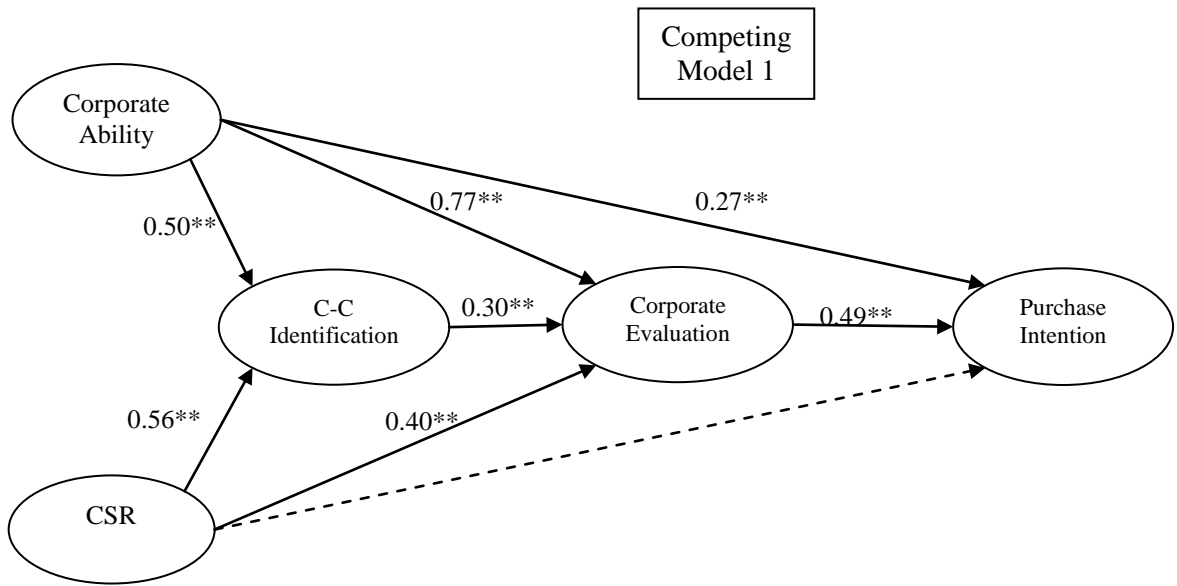
Model Fit Indices: $\chi^2 = 667.14$; df =110; CFI=0.99; SRMR = 0.033;

Note: *p<.05; *p<0.001; - - - ► = removed
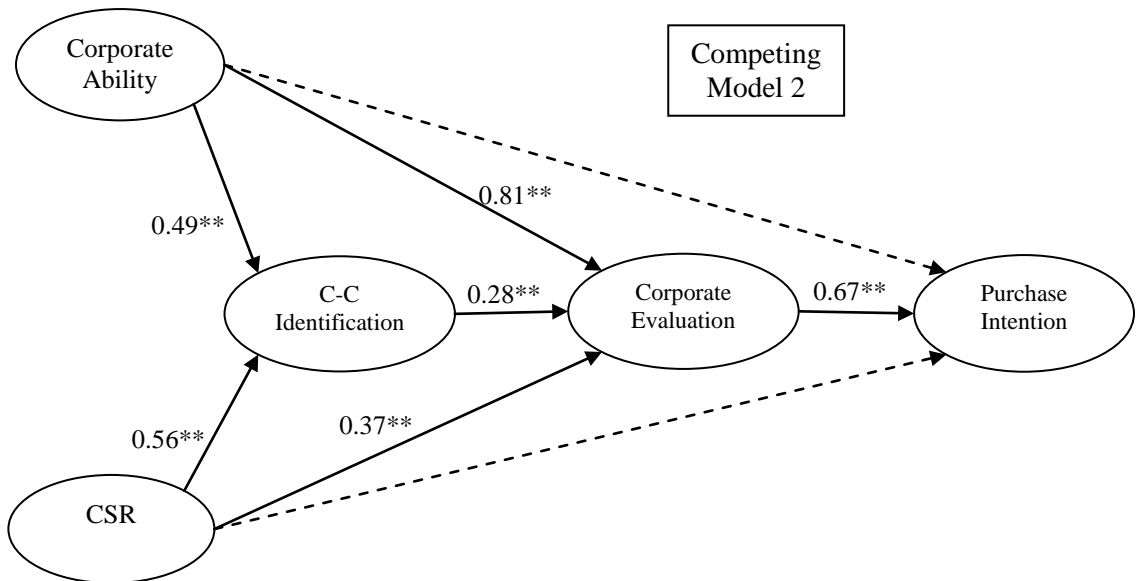
Model Fit Indices: $\chi^2 = 733.69$; df = 111; CFI = 0.98; SRMR = 0.037;

Note: *p<.05; **p<0.001; - - - ► = removed

Figure 13. Competing Model 1 and 2

Table 4-14. Summary of Model Comparison

Fit Index	Original Model	Competing Model 1	Competing Model 2
χ^2	662.56	667.14	733.69
df	109	110	111
$\Delta\chi^2$	-	+ 4.58	+ 71.13
Δ df	-	-1	-2
CFI	0.99	0.99	0.98
NFI	0.98	0.98	0.98
GFI	0.90	0.90	0.89
AGFI	0.86	0.86	0.85
RMSEA	0.085	0.084	0.091
SRMR	0.033	0.033	0.037

The results of the chi-square difference test among models (Table 4-14) reveal that there was a significant difference between original model and competing model 1 (Δdf = 1, $\Delta\chi^2$ = 4.58, critical value of χ^2 at df = 1 is 3.84) and original and competing model 2 (Δdf = 2, $\Delta\chi^2$ = 71.13, critical value of χ^2 at df = 2 is 5.99). Therefore, the original model, although it was less parsimonious, was supported.

Moderating Effect of CSR Support

When both independent and moderator variables are continuous variables, multiple regression analyses can be used to assess moderating effects (Baron & Kenny, 1986; Cohen & Cohen, 1983; Kim et al., 2001). Main effects are entered first into hierarchical or stepwise methods, and interaction term is entered in the next step. Although main effects are entered first, they are not the main concern in a moderating effect test. Interaction effects are the main interest of this analysis; if the change in R^2

when interaction effect is added is statistically significant ($p<.05$), it is said to have a moderating effect (Cohen & Cohen, 1983; Kim et al., 2001).

A series of hierarchical regression analyses were conducted to assess the moderating effect of CSR support on the relationship between CSR and customer-company identification (CCID), corporate evaluation (CE), and purchase intention (PI). Tables 4-15 to 4-17 show the results of the analysis.

Hypothesis 9-1 proposed the moderating effect of a customer's CSR support level on the relationship between CSR and CCID. Table 4-13 shows that on the relationship between CSR and customer-company identification the main effect of CSR was significant on CCID, but not CSR support. However, the interaction effect of CSR and CSR support had a significant effect on CCID ($t = 3.682$, $p<.001$). Thus, hypothesis 9-1 was supported. This can be interpreted that people with stronger CSR support have a relatively stronger influence of CSR on CCID.

Table 4-15. Moderating Effect of CSR Support between CSR and CCID

Model	Variable Entered	F	B	b	t	R^2	$R^2_{adj.}$	ΔR^2
1	Constant	423.885***	3.354		73.383***	.384	.383	-
	CSR		.466	.620	20.588***			
2	Constant	211.680***	3.354		73.332***	.384	.383	.000
	CSR		.466	.619	20.507***			
	SUP		.010	.007	0.248			
3	Constant	148.252***	3.341		73.480***	.396	.394	.012
	CSR		.436	.579	18.197***			
	SUP		-.004	-.003	-.099			
	CSR*SUP		.084	.118	3.682***			

Notes: DV = customer-company identification, CSR = corporate social responsibility, SUP = CSR support; ***$p <.001$, **$p <.01$, *$p <.05$

The interaction between CSR and CSR support is presented graphically on Figure 14. The result indicated that CSR has a stronger effect on customer-corporate identification for the high CSR support group than the low CSR support group.
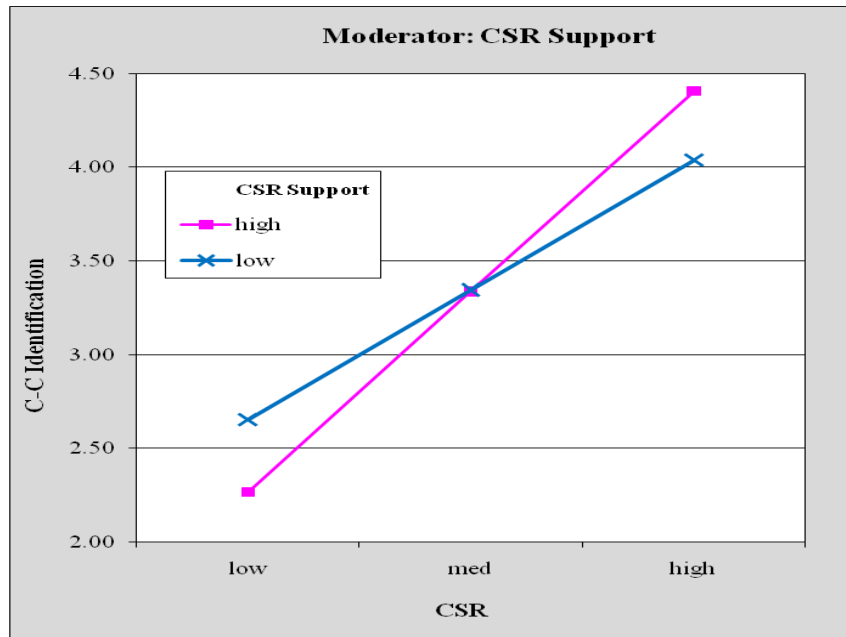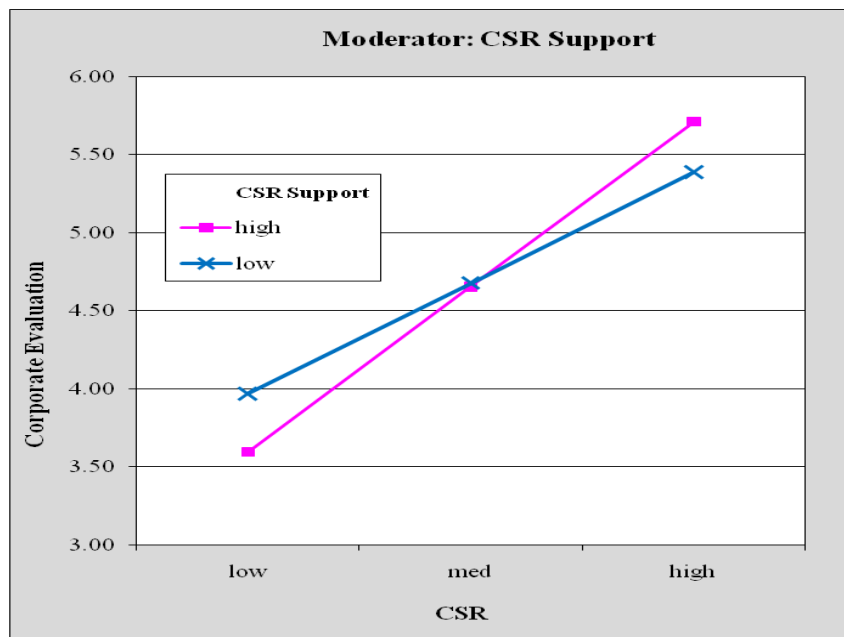

Figure 14. Interaction Effect of CSR & CSR Support on Customer-Company Identification between High and Low CSR Support Groups

Hypothesis 9-2 proposed the moderating effect of a customer's CSR support level on the relationship between CSR and corporate evaluation (CE). Table 4-16 shows that on the relationship between CSR and CE, the main effect of CSR was significant on CE, but not CSR support. However, the interaction effect of CSR and CSR support showed a significant effect on CCID ($t=2.978$, $p<.01$). Thus, Hypothesis 9-2 was supported. This can be interpreted as people with stronger CSR support have a relatively stronger influence of CSR on CE. The interaction between CSR and CSR support is presented graphically on Figure 15.

Table 4-16. Moderating Effect of CSR Support between CSR and Corporate Evaluation

Model	Variable Entered	F	B	b	t	R²	R²adj.	ΔR²
1	Constant	329.771***	4.678		90.580***	.327	.326	-
	CSR		.465	.572	18.160***			
2	Constant	164.645***	4.678		90.513***	.327	.325	.000
	CSR		.464	.572	18.098***			
	SUP		.003	.002	0.54			
3	Constant	113.993***	4.666		90.512***	.336	.333	.009
	CSR		.437	.538	16.094***			
	SUP		-.011	-.007	-.227			
	CSR*SUP		.077	.100	2.978**			

Notes: DV = corporate evaluation, CSR = corporate social responsibility, SUP = CSR support; ***$p <.001$, **$p <.01$, *$p <.05$

Figure 15. Interaction Effect of CSR & CSR Support on Company Evaluation between High and Low CSR Support Groups

Hypothesis 9-3 proposed the moderating effect of a customer's CSR support level on the relationship between CSR and purchase intention (PI). Table 4-17 presents that on the relationship between CSR and PI, the main effect of CSR was significant on PI, but

not CSR support. However, the interaction effect of CSR and CSR support show a

significant effect on PI (t = 3.538, p<.001). Thus, Hypothesis 9-3 was supported. This can

be interpreted as people with stronger CSR support have a relatively stronger influence of

CSR on PI. The interaction between CSR and CSR support is presented graphically on

Figure 16.

Table 4-17. Moderating Effect of CSR Support between CSR and Purchase Intention

Model	Variable Entered	F	B	b	t	R^2	$R^2_{adj.}$	ΔR^2
1	Constant	448.662***	4.081		73.271***	.238	.237	-
	CSR		.402	.488	14.572***			
2	Constant	448.663***	4.081		73.217***	.238	.236	.000
	CSR		.402	.488	14.524***			
	SUP		.001	.001	0.24			
3	Constant	474.707***	4.066		73.321***	.252	.249	.014
	CSR		.367	.445	12.560***			
	SUP		-.016	-.010	-.310			
	CSR*SUP		.099	.126	3.538***			

Notes: DV = purchase intention, CSR = corporate social responsibility, SUP = CSR support; ***p <.001,
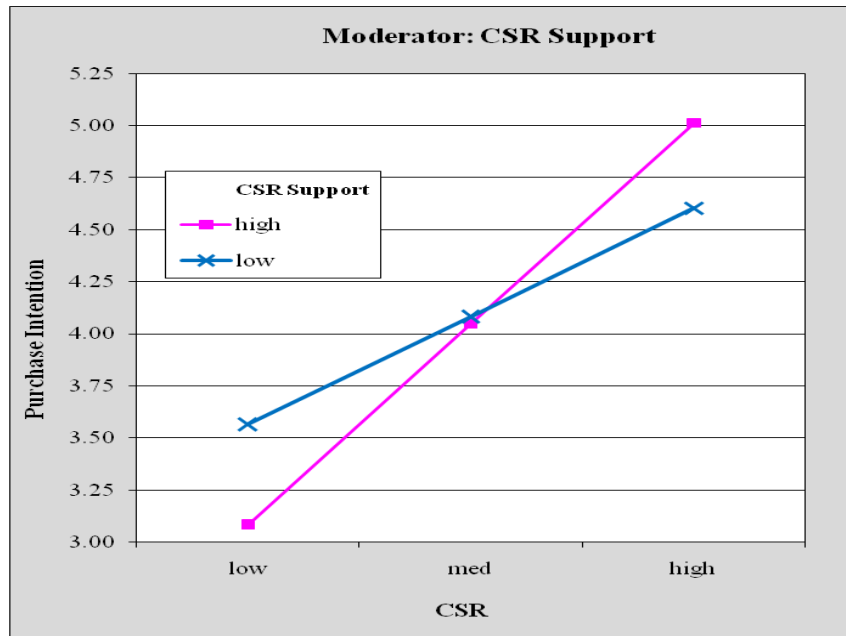**p <.01, *p <.05

Figure 16. Interaction Effect of CSR & CSR Support on Purchase Intention between High

and Low CSR Support Groups

All the moderating effects of CSR support (Hypotheses 9-1, 9-2, and 9-3) were

supported as results and the summary table of interaction effects with t-scores,

standardized, and unstandardized estimates is presented in Table 4-18.

Table 4-18. Moderating Effect of CSR Support between CSR and Dependent Variables

Dependent Variable	B	b	t	Interaction Effect
Customer-Company Identification	.084	.118	3.682***	Yes
Corporate Evaluation	.077	.100	2.978**	Yes
Purchase Intention	.099	.126	3.538***	Yes

Note: Moderator = CSR Support; ***p <.001, **p <.01, *p <.05

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Moderating Effect of CSR Attribution

A series of hierarchical regression analyses were conducted to assess the
moderating effect of CSR attribution on the relationship between CSR and customer-
company identification, corporate evaluation, and purchase intention.

Hypothesis 10-1 proposed the moderating effect of a customer's CSR attribution
on the relationship between CSR and CCID. Table 4-19 shows that on the relationship
between CSR and customer-company identification, the main effect of CSR was
significant on CCID, but not CSR attribution. However, the interaction effect of CSR and
CSR attribution showed a significant effect on CCID (t= 3.006, p<.01). Thus,
Hypothesis 10-1 was supported. This can be interpreted as people with positive CSR
attribution have a relatively stronger influence of CSR on CCID than people with
negative CSR attribution. The interaction between CSR and CSR support is presented
graphically on Figure 17.

Table 4-19. Moderating Effect of CSR Attribution between CSR and CCID

Model	Variable Entered	F	B	b	t	R^2	$R^2_{adj.}$	ΔR^2
1	Constant	423.932***	3.353		73.369***	.384	.383	-
	CSR		.466	.620	20.590***			
2	Constant	212.886***	3.353		73.397***	.386	.384	.002
	CSR		.463	.616	20.324***			
	ATT		.058	.037	1.232			
3	Constant	146.618***	3.339		73.091***	.394	.391	.008
	CSR		.452	.601	19.709***			
	ATT		.058	.037	1.239			
	CSR*ATT		.065	.091	3.006**			

Notes: DV = customer-company identification, CSR = corporate social responsibility, ATT = CSR
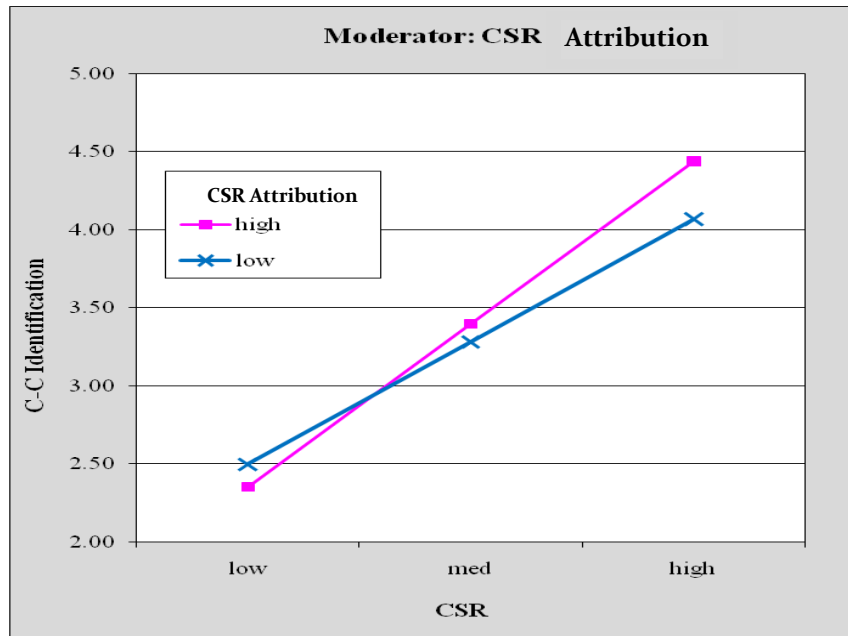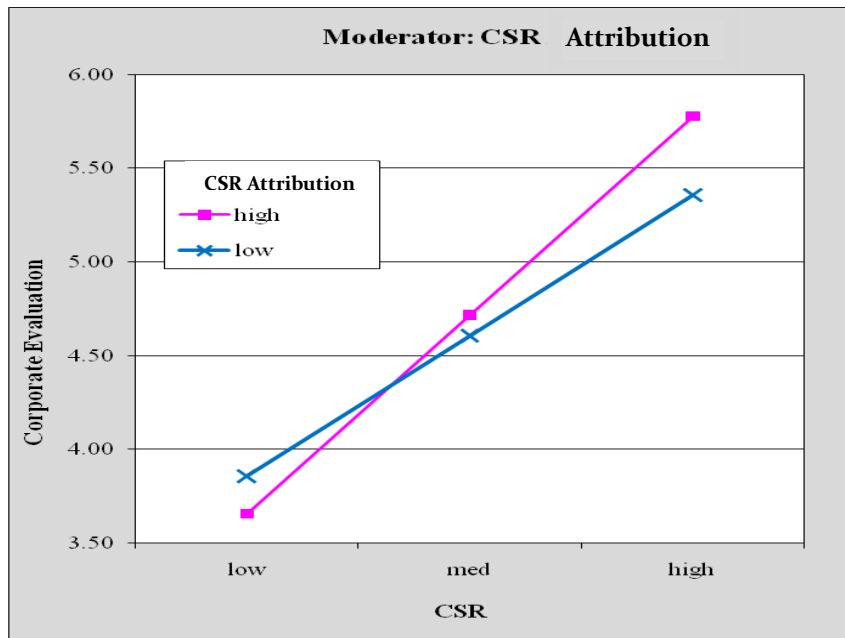attribution; ***p <.001, **p <.01, *p <.05

Figure 17. Interaction Effect of CSR & CSR Attribution on Customer-Company

Identification between High and Low CSR Attribution Groups

Hypothesis 10-2 proposed the moderating effect of a customer's CSR attribution on the relationship between CSR and corporate evolution (CE). Table 4-20 shows that on the relationship between CSR and CE, the main effect of CSR was significant on CE, but not CSR attribution. However, the interaction effect of CSR and CSR attribution show a significant effect on CE ($t = 3.193$, $p<.001$). Thus, Hypothesis 10-2 was supported. This can be interpreted as people with positive CSR attribution have a relatively stronger influence of CSR on CE than people with negative CSR attribution. The interaction between CSR and CSR support is presented graphically on Figure 18.

Table 4-20. Moderating Effect of CSR Attribution between CSR and Corporate

Evaluation

Model	Variable Entered	F	B	b	t	R²	R²adj.	ΔR²
1	Constant	330.400***	4.678		90.592***	.327	.326	-
	CSR		.465	.572	18.177***			
2	Constant	165.794***	4.678		90.600***	.328	.326	.001
	CSR		.461	.568	17.940***			
	ATT		.056	.034	1.062			
3	Constant	115.427***	4.661		90.354***	.338	.335	.011
	CSR		.448	.552	17.327***			
	ATT		.056	.034	1.068			
	CSR*ATT		.078	.101	3.193**			

Notes: DV = corporate evaluation, CSR = corporate social responsibility, ATT = CSR attribution; ***p <.001, **p <.01, *p <.05

Figure 18. Interaction Effect of CSR & CSR Attribution on Corporate Evaluation

between High and Low CSR Attribution Groups

Hypothesis 10-3 proposed the moderating effect of a customer's CSR attribution

on the relationship between CSR and purchase intention (PI). Table 4-21 shows that on

the relationship between CSR and PI, the main effect of CSR was significant on PI, but

not CSR attribution. However, the interaction effect of CSR and CSR attribution showed

significant effect on PI ($t = 3.925$, $p<.001$). Thus, Hypothesis 10-3 was supported. This

can be interpreted as people with positive CSR attribution have relatively stronger

influence of CSR on PI than people with negative CSR attribution. The interaction

between CSR and CSR support is presented graphically on Figure 19.

Table 4-21. Moderating Effect of CSR Attribution between CSR and Purchase Intention

Model	Variable Entered	F	B	b	t	R^2	$R^2_{adj.}$	ΔR^2
1	Constant	212.201***	4.081		73.255***	.238	.237	-
	CSR		.402	.488	14.567***			
2	Constant	108.532***	4.081		73.413***	.243	.240	.005
	CSR		.395	.480	14.279***			
	ATT		.113	.067	1.986*			
3	Constant	79.027***	4.058		73.091***	.259	.256	.016
	CSR		.378	.459	19.709***			
	ATT		.113	.067	2.006*			
	CSR*ATT		.102	.132	3.925***			

Notes: DV = purchase intention, CSR = corporate social responsibility, ATT = CSR attribution; ***$p <.001$, **$p <.01$, *$p <.05$
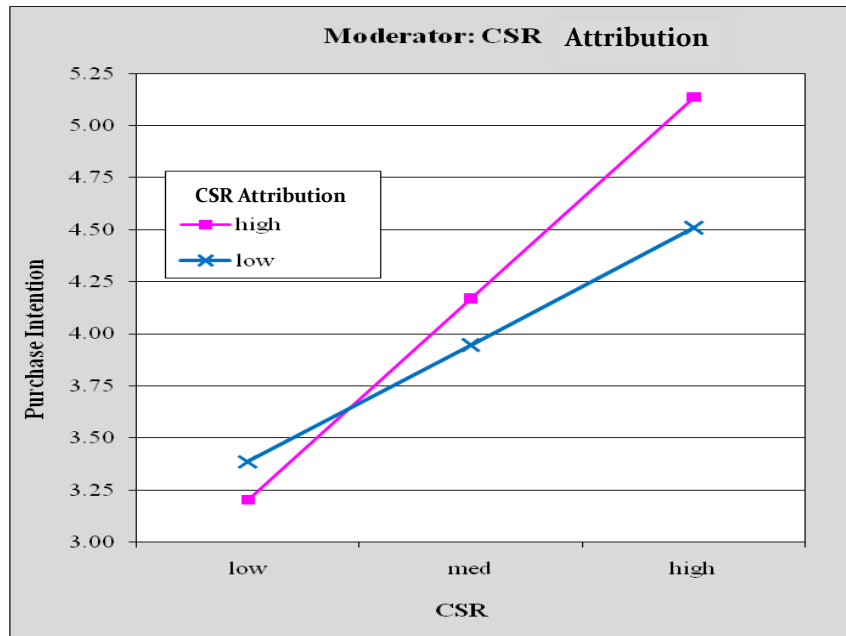
Figure 19. Interaction Effect of CSR & CSR Attribution on Purchase Intention between

High and Low CSR Attribution Groups

All the moderating effects of CSR attribution (Hypotheses 10-1, 10-2, and 10-3)

were supported as results and the summary table of interaction effects with t-scores,

standardized, and unstandardized estimates is presented in Table 4-22.

Table 4-22. Moderating Effect of CSR Attribution between CSR and Dependent

Variables

Dependent Variable	B	b	t	Interaction Effect
Customer-Company Identification	.065	.091	3.006**	Yes
Corporate Evaluation	.078	.101	3.193**	Yes
Purchase Intention	.102	.132	3.925***	Yes

Note: Moderator= CSR attribution; ***p <.001, **p <.01, *p <.05

Summary Results

The results of structural equation modeling (SEM) show that all path relations
among constructs that were hypothesized were supported. Hierarchical multiple
regression tested the moderating effects of CSR support and CSR attribution in the
relationships between CSR and CCID, CSR and CE, and CSR and PI. The results reveal
that there were moderating effects of CSR support and CSR attribution present in the
hypothesized relationships. Table 4-23 summarizes the results of hypotheses testing. The
next chapter concludes the research with a discussion on research findings, implications
and limitations, and future research issues.

Table 4-23. Summary Results of Hypotheses Testing

Hypothesis	Structural Path Relation	Result
H1	CSR → CE	Supported***
H2	CA→ CE	Supported***
H3	CSR→PI	Supported***
H4	CA→PI	Supported*
H5	CE→PI	Supported***
H6	CSR → CE	Supported***
H7	CA→ CE	Supported***
H8	CSR→PI	Supported***
Moderating Effect		
H9-1	CSR SUP moderating CSR→CCID	Supported***
H9-2	CSR SUP moderating CSR→CE	Supported**
H9-3	CSR SUP moderating CSR→PI	Supported***
H10-1	CSR ATT moderating CSR→CCID	Supported**
H10-2	CSR ATT moderating CSR→CE	Supported**
H10-3	CSR ATT moderating CSR→PI	Supported***

Note: * $p<.05$; ** $p<.01$; *** $p<.001$

CHAPTER V

CONCLUSION AND IMPLICATIONS

Conclusion

There were two main purposes in this study. First, the study intended to propose and test a theoretical model that explored the effects of CSR and corporate ability (CA) to customer-company identification (CCID), customers' corporate evaluation (CE), and purchase intention (PI). Secondly, it was to provide a better understanding of how marketers should use CSR activities in their practical applications, and to show how hotel marketers can benefit from developing CSR initiatives in order to increase customer-company identification (CCID) and corporate evaluation (CE). In this part, the study concluded with the findings of the overall model evaluation to answer the first purpose of the study, and the implications of the study for hotel marketers to answer the second part.

Overall Model Evaluation

This study has shown that both CSR and corporate ability (CA) associations significantly influence a customer's evaluation of the company (CE) and purchase intention (PI). The role of customer-company identification (CCID) in the model was also tested among the constructs of CSR and CA associations and CE. As proposed, the overall model of the study has been tested and reveals a good fit. All hypothesized

structural path relations have shown statistically significant, and overall fit of the model was supported as a result. The findings suggest that customers perceive hotels' CSR and corporate ability (CA) associations as relevant and important when they evaluate hotels and develop purchase intention. In addition, the moderating effects of CSR support and CSR attribution were supported as well. These results are consistent with previous studies (Brown & Dacin, 1997; Mohr & Webb, 2005; Sen & Bhattacharya, 2001). A detailed discussion of the model evacuation follows.

Role of Corporate Social Responsibility (CSR) and Corporate Ability (CA)

Corporate associations play an important role in corporate outcomes, including reputation; corporate and product evaluations; purchase intent; and customers' identification with a company (Brown & Dacin, 1997; Ellen et al., 2006; Gurhan-Canli & Batra, 2004; Lichtenstein et al., 2004; Mohr & Webb, 2005). The question is how to create and manage corporate associations that can evolve as central, enduring, and distinctive links (Albert & Whetten, 1985) in the minds of relevant stakeholders, such as customers, that result in positive corporate outcomes (Ellen et al., 2006).

It is suggested that a customer's awareness of CSR initiatives positively influences attitudes toward the organization (Brown & Dacin, 1997; Creyer & Ross, 1997), corporate reputation (Fombrun & Shanley, 1990), and the product evaluation (Berens et al., 2005; Brown & Dacin, 1997; Creyer & Ross, 1997). However, CSR is not the most dominant criteria in consumers purchasing decisions (Boulstridge & Carrigan, 2000). Traditional criteria, such as price, quality, and brand familiarity of the product, remain the most important choice criteria, which can be referred as corporate ability (CA).

In addition, consumers continue to buy products for personal reasons rather than societal ones (Beckmann et al., 2001; Martin & Ruiz, 2006). For these reasons, corporate ability (CA) remains a major influence on customers' evaluation of the company and purchasing decision.

The results of this study support this notion of CA and its effect on the relation to CE and PI. By analyzing each path relation among construct in detail, it has shown that corporate ability (CA) has a stronger effect on corporate evaluation (CE) (standardized estimate = .78) and purchase intention (PI) (standardized estimate = .033) than CSR has on CE (standardized estimate = .40) and PI (standardized estimate = .06). This result is expected given the fact that people still make purchasing decisions based on the product attribution, such as room features and service quality in hotel industry.

The study found that both CA and CSR have significant effects on the relationship between CCID, CE, and PI, which indicates that if a customer is aware that a hotel implements a good level of CSR activities and provides quality products and services, he/she is likely to develop a positive image, resulting in a good score on the evaluation of the hotel. Further, he/she is likely to purchase a room with the hotel if other conditions, such as price, remain similar among competitors.

Effect of Corporate Social Responsibility on Customers' Attitudes and Purchase Intention

This study has demonstrated that hotels' CSR actions have a significant positive influence on customer-company identification (CCID), customers' attitude toward the company (CE), and purchase intention (PI). Although it has shown that a hotel's ability to provide quality service and product (CA) still has a stronger impact on customers'

evaluation (CE) and purchase intention (PI) than its CSR actions, CSR has showed more

of a significant influence on customer-company identification (CCID) (standardized

estimate = .56) than corporate ability (CA) (standardized estimate = .50) in the result.

The results suggest that if a hotel wants to build a strong positive organizational

identification, it should promote its CSR programs.

The relationships between CCID and CE and CE and PI showed to be significant.

The results of direct, indirect, and total effects of CSR on CCID, CE, and PI all showed

to be significant as well. It is interesting to note that in a relation between CSR and PI,

indirect effect through CE has shown more significant than its direct effect. In addition,

one of the weakest relationships observed among constructs (although it still remains

statistically significant) from the study was the relationship between CSR and PI. This

indicates that the effect of CSR on PI is stronger when CSR is mediated by CCID and CE.

Previous studies also found that there is a significant moderating effect of CCID or/and

CE in the relationship between CSR and PI (Brown & Dacin, 1997; Sen & Bhattacharya,

2001, 2004; Martin & Ruiz, 2007; Perez, 2008). Therefore, it is suggested that companies

that wish to build a positive image and reputation may need to work on their

identification through CSR marketing rather than product marketing.

Role of Customer-Company Identification (CCID)

Customer-company identification (CCID) is defined as the degree of overlap

between a customer's self-image and the company. It indicates the strength of

identification (Dutton et al., 1994) and positively affects on commitment toward the

organization (Brown et al., 2005). Customers' reactions to CSR are subject to the degree

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of congruence or overlap they perceive between a company's character and their own (Lichtenstein et al., 2004; Sen & Bhattacharya, 2001). By increasing CCID, companies can benefit from CSR initiatives. For example, when a hotel company initiates a CSR action, some customers strongly identify with the hotel because they see it similar to their self-image, and they are more likely to support the hotel.

As proposed, the results of this study show that a customer's identification with the hotel has a positive effect on his/her attitude toward the hotel. This indicates that positive image and evaluation of the hotel can be anticipated from people who have a strong sense of identification with the hotel. In summary, when people feel that the hotel's identification is similar to them, in other word, if they think the image of the hotel fits the image of them, they are more likely to have a positive attitude toward the hotel and purchase intention.

The study has also reveals that if a hotel is interested only in building purchase intention, the product marketing approach (CA marketing) would work better than the CSR approach. However, it is worth noting that CSR's indirect effect to PI through CCID (standardized estimate = .12) and CE (standardized estimate = .24) was stronger than its direct effect to PI (standardized estimate = .06), which suggests that although CSR has a weaker effect on CE and PI directly, CSR can build up a strong impact through positive identification.

In summary, the results of the overall model assessment supported all hypothesized structural path relationships, and it is suggested that CSR has a significant effect on CCID, CE, and PI directly and indirectly. Customers' attitudes (CCID and CE) and behavioral intention (PI) were significantly influenced by both hotels' CSR and CA

associations, while the degree of effect on each relationship varies. Each construct plays an important role in the model and should not be overlooked.

Moderating Role of CSR Support and CSR Attribution

There are many factors influencing individual's personal traits toward a certain issue, for example, family values, religious belief, knowledge, and education. If one believes that preserving the environment is an extremely important issue, that person will support companies that produce environmentally friendly products. Of course, other factors, such as quality and price of the products, matter to the person, but if all those factors are similar, he/she will choose products that help reserve energy and environment.

Previous research suggests that personal trait variables have an impact on whether or how strong consumers respond to a company's social responsibility (Mohr & Web, 2005; Sen & Bhattacharya, 2001). People strong on a certain belief and trait would modify their consumption behaviors accordingly, and for this study, the level of CSR support and attribution of individual customers were tested as moderating factors.

As expected, people's support and attribution toward a hotel's CSR initiatives were moderating factors when they identify with, evaluate, and develop purchase intention with the hotel. This finding reinforces the notion that people who believe in supporting socially responsible actions pay more attention to the hotels' CSR initiatives. The results of this study are consistent with previous studies (Sen & Bhattacharya, 2001; Mohr & Webb, 2005).

By looking at the results in detail, customers' evaluation of the company (CE) has shown a weakest significance among all the moderating effects both from CSR support

and CSR attribution, which is a surprising result. However, the difference of the significance level among variables was very slim; it is decided not to interpret the result more than it needed to.

The study has provided evidence of the moderating effects of individual customers' level of CSR support and attribution toward the company's identification, image, and purchase intention. It is worth noting that CSR has a less significant effect on purchase intention (PI) directly (it was still statistically significant at $p<.05$); however, if it is combined with CSR support, it shows greater significant influence on PI. The same logic applies with customers' attribution toward companies' CSR actions. When a hotel can figure out customers' attribution and support level of the hotel's CSR effort, the hotel will be able to provide customized marketing plans directed toward the people who have high CSR support and low CSR support. Current trends in consumer marketing have already shown that customers have become more educated, informed, and want to see more socially responsible actions from companies.

This finding agrees with previous studies (Ellen et al., 2001; Mohr & Webb, 2005; Sen & Bhattacharya, 2001), showing that people who are highly supportive of hotels' CSR actions are more likely to identify with hotels with more CSR activities. Further, they are more likely to develop positive attribution toward the company and build intent to purchase with hotels with high CSR performances. The same logic applies to the people with positive attribution toward the hotels' CSR actions. A more imperative question here would be how to give customers a positive impression of a hotel's CSR activities, and reduce skepticism of conducting CSR. People who think that hotels are

genuinely interested in society's well-being are more likely to show positive response

(i.e., good evaluations of the hotel and purchase decision) to hotels' CSR initiatives.

From an individual customer's perspective, if a customer recycles and makes

donations to charitable organizations regularly, that individual would find a hotel with an

excellent CSR report attractive. The product quality certainly has to be good enough first,

but in this competitive market, such as in the lodging industry, hotels' products and

services seem to be more similar than other products to customers. It becomes more and

more difficult to differentiate one particular hotel from a competitors' in terms of product

and service quality alone, and this study suggests that hotels continue working on their

CSR programs and their communication with customers.

Implications and Recommendations

Theoretical Implications

This study provided a comprehensive theoretical model that examines path

relationships among CSR, corporate ability (CA), customer-company identification

(CCID), customers' corporate evaluation (CE), and purchase intention (PI)

simultaneously. In particular, customer-company identification (CCID) as a mediating

role between CSR and CE has shown a strong influence on PI. This implies that using

CSR, companies strengthen their identity with customers rather than sales. But more

importantly, strong CCID has a positive influence on CE and PI. If a hotel wants sales to

increase in a short term, CA tactics would be a better choice than CSR tactics; if a hotel

wants to develop a strong identity and positive image, CSR may work better. In addition,

moderating roles of CSR support and CSR attribution of a customer have presented

significant effects between CSR and customers' attitudes and purchase intention. From

the result, one can suggest that more such personal traits be studied to better understand

customers and anticipate how customers react to a CSR program.

Practical Implications

Over the past decade, corporate social responsibility (CSR) has gained attention

as one of the newest marketing instruments in business. Society and business have

steadily increased emphasis on dealing fairly with employees and customers, and on

supporting charitable causes (philanthropy) and promoting environmental sustainability,

and companies implementing these CSR initiatives have used their good-doings to

communicate with customers and the general public. In the hotel industry, as a result,

various CSR programs, such as ''Spirit to Serve Our Communities'' at Marriott

International (1999) and ''Street Children'' at NH Hotels (2003), have been implemented,

and many of the hotel companies provide extensive information on their CSR activities

on their websites (Bohdanowicz & Zientara, 2008).

The findings of this study imply that it is important for hotel management to

understand customers' interests in social issues and customers' responses to various CSR

programs. Hotel companies can learn from this study that CSR has a positive impact on a

customer's mind in both direct and indirect ways. It is important to find which CSR

marketing tactic they will pick among the many different choices, such as sponsoring

good-cause events, building and promoting charity organizations, or encouraging

customers to reduce wastes of water and disposable goods. Further, hotel companies

should work on promotion and communication with customers about their CSR actions.

From a financial standpoint, hotel management can initiate many CSR programs, but if none of those would get positive responses from its customers, they are simply wasting money. Creating a CSR program is much easier than creating an effective CSR program. An effective program needs thorough market research, particularly on its customers and most importantly on what they care about in terms of social issues, and how they would respond to the CSR programs that incorporate those issues.

While hotels work on improving customer services and the physical aspects of their products, they also have to put efforts in to this CSR marketing. More importantly, hotels should understand how to communicate with customers and how well customers respond to various CSR actions. For example, if a hotel decided to sponsor a good-cause event, the hotel management needs to find ways to communicate with its customers and get them involved. The effectiveness of this CSR initiative should be evaluated through research, and it is important to understand their personal traits and interests to get answers concerning which customer would respond positively and which customer would not in the future. It would be highly beneficial to hotels that look for a distinct identification and also hope to build competitive advantage over other competitors.

Corporate social responsibility has been a topic of management philosophy and legal and ethical issues that management should follow. Now, it has become one of the main tools in marketing and any firm that ignores CSR actions will suffer from losing its competitiveness. Showing off what hotel companies have done in the community and the society is not a bad idea at all and it should be encouraged. As indicated from the results of the study, hotels' CSR actions can build a positive attitude for the hotels and even lead to customers' purchase intention. Hotels need to develop various CSR programs that

accustom to their target customers. Which causes do customers support? What issues are they sensitive to? What causes do they tend to respond well to? How can a hotel communicate with customers regarding CSR programs? All of these questions should be answered before hotels build a CSR program. By understanding the effectiveness of various CSR programs, management can not only reach their customers' hearts but also their financial goal. In addition, effective accounting measures to evaluate success or failure of CSR programs (also can be called return on CSR investment) should be developed.

Limitations and Future Research

Three main limitations restrict any generalization that may be drawn from this research. The first limitation comes from the fact that the sample population was selected from a university campus. Undergraduate and graduate students were selected as survey participants, and as a result, the sample might not be representative of general hotel customers. Among scholars, there has been disagreement about whether using a student sample is appropriate. External validity and generalizability of student samples have been questioned by some researchers, while many have still been using student samples. Although most of the respondents of this study answered that they stay in a hotel at least once a year (97.2%) and their demographic profile revealed that they varied in ages, household incomes, and marital status, an argument about whether this sample represents the general population of hotel customers may be inevitable.

Secondly, there was no attempt made to contact non-respondents; therefore, there may be a non-response bias. Clearly, it is important to understand how and if non-

respondents differ from respondents in their opinions about corporate social responsibility issues and its relation to their attitude toward the hotel and purchase intention. For example, when people who were interested in the topic of corporate social responsibility received the e-mail invitation to this study, they would probably want to participate in the study. On the other hand, when people who were not interested in the topic of the study received the e-mail, they would be less apt to participate. This may create a potential problem for generalizing this study to the population.

Lastly, the study used scenarios to create CSR and CA information. In order to test the proposed model, it was necessary to provide this information to the respondents to answer the survey questionnaire. In many cases, hotel customers remember corporate ability information, such as room features and service quality that they experienced while staying in a hotel; however, CSR information is somewhat limited and less relevant to many hotel customers and they are less likely to remember. Because of this problem, the study created and used four different scenarios and this may be a more problematic than when it is tested in a real situation, for instance, people who actually visited a hotel and understand the hotel's CSR activities. The extreme situations were described to create variation for the study using scenarios and this is one of the limitations of the study.

Based on the findings of this research, the following research possibilities are suggested. First, future research should include real hotel companies, not a hypothetical hotel brand, and real hotel customers. Now that the increasing importance of CSR in the hotel market is acknowledged, future studies should further extend to have real hotel corporations involved to examine their customers' attitude toward their CSR efforts that hotels have invested. From the literature review, the study found that hotel corporations

have done their part of CSR efforts and some companies, such as Marriott and IHG, even have designated websites and documents to promote their good doings. It would be valuable for hotel management to understand which CSR marketing actions work better than others (for example, charity works vs. environmental efforts) to create positive identification and image of the company. Second, future study may include other aspects of CSR, such as economic and ethical responsibilities. This study examined only environmental and charity aspects of CSR in the model and it can be expanded to involve more of CSR activities that hotels perform. Lastly, this study may be able to further extend to other industries, such as restaurants, airlines, and casinos to assess effectiveness of their own CSR actions.

As competition gets fiercer, and since the current economic outlook does not look promising, hotel companies must find a way to survive. By understanding the effectiveness of CSR practices in the market place and its impact on customers' responses toward the company, hotel management will be able to attract new customers as well as keep strong relationships with current customers. CSR marketing will provide the firm with a competitive edge over its competitors.

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APPENDIX A

SCENARIOS

SCENARIO A

COMPANY PROFILE: The AJEKSA Hotel Corporation

PLEASE READ THE FOLLOWING COMPANY DESCRIPTION CAREFULLY AND FULLY.

Company History/Overview.

Since the 1960s, European based AJEKSA Hotel Corporation has provided accommodations to travelers across Europe. As of year-end 2009, AJEKSA operated approximately one hundred mid- to up-scale hotels in countries such as France, Italy, Germany, Switzerland, and Great Britain. Currently, AJEKSA plans to expand its market into the United States. Industry sources confirm that the company is seeking partner organizations to smooth its entry into the U.S.

Product and Service Quality.

The AJEKSA Hotel Corporation is considered by most industry experts to be an industry LEADER in innovativeness for its products and services. Most AJEKSA Hotel properties have state-of-the-art room features including 42-inch flat-screen LCD HDTV, cordless telephone, wireless high-speed Internet access, and high-end furnishings. Recent customer satisfaction ratings, provided by London-based EPSI Rating Service (Extended Performance Satisfaction Index), indicate that the physical attributes of AJEKSA Hotel properties, such as hotel decor, room amenities, and website and reservation system, are consistently rated well ABOVE the industry average. In addition, staff at AJEKSA hotels showed HIGHER ratings than the industry average on professionalism, responsiveness, and customer-orientation.

Corporate Social Responsibility.

Last year, the AJEKSA Hotel Corporation scored much HIGHER than industry average for corporate giving to charitable causes, volunteer work in community, and environmental programs, rated by Paris-based Vigeo CSR (Corporate Social Responsibility) Rating Service. The ratings indicate that the AJEKSA Hotel's donations to charity are LARGER than others in the industry and it has programs to recognize employees for their volunteer work in the community. In addition, the AJEKSA Hotel has one of the STRONGEST environmental records in the industry. The AJEKSA Hotel has environmental policies that strongly encourage both employees and customers to recycle, require the hotels to use a high percentage of recycled materials in their room amenities, and instill programs to conserve water and energy.

I have fully read the company profile above.

◯ Yes

COMPANY PROFILE: The AJEKSA Hotel Corporation

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Company History/Overview.

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Corporate Social Responsibility.

Last year, the AJEKSA Hotel Corporation scored much LOWER than industry average for corporate giving to charitable causes, volunteer work in community, and environmental programs, rated by Paris-based Vigeo CSR (Corporate Social Responsibility) Rating Service. The ratings indicate that the AJEKSA Hotel's donations to charity are SMALLER than others in the industry and it has few programs to recognize employees for their volunteer work in the community. In addition, the AJEKSA Hotel has one of the WEAKEST environmental records in the industry. The AJEKSA Hotel has few environmental policies that encourage both employees and customers to recycle and does not require programs to conserve water and energy.

I have fully read the company profile above.

◯ Yes

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Product and Service Quality.

The AJEKSA Hotel Corporation is considered by most industry experts to be an industry LAGGARD in innovativeness for its products and services. Most of the AJEKSA Hotel properties have room features including 27-inch TV, a telephone, Internet access, CD player/alarm clock, coffee machine, and hair dryer. Recent customer satisfaction ratings, provided by London-based EPSI Rating Service (Extended Performance Satisfaction Index), indicate that the physical attributes of AJEKSA Hotel properties, such as hotel decor, room amenities, and website and reservation system, are consistently rated well BELOW the industry average. In addition, staff at AJEKSA hotels showed LOWER ratings than the industry average on professionalism, responsiveness, and customer-orientation.

Corporate Social Responsibility.

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◯ Yes

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I have fully read the company profile above.

◯ Yes

APPENDIX B

QUESTIONNAIRE

Section I

Based on the information provided for the AJEKSA Hotel, please indicate the extent to which you feel favorable/positive or unfavorable/negative with each of the following statements.

1-1.

	Unfavorable			Neutral			Favorable
Overall, the AJEKSA Hotel is	○	○	○	○	○	○	○

1-2.

	Negative			Neutral			Positive
I think the image of the AJEKSA Hotel is	○	○	○	○	○	○	○

1-3.

	Strongly Disagree			Neutral			Strongly Agree
I think the AJEKSA Hotel is a well-established company.	○	○	○	○	○	○	○

2. Assume that you are looking for a hotel to stay for your next trip and the AJEKSA Hotel is one of your options. Based on the information provided about AJEKSA Hotel, please indicate the extent to which you agree or disagree with each of the following statements.

	Strongly Disagree			Neutral			Strongly Agree
I will recommend AJEKSA Hotel to others who seek my advice.	○	○	○	○	○	○	○
I will say positive things about AJEKSA Hotel to others.	○	○	○	○	○	○	○
I will reserve a room with AJEKSA Hotel.	○	○	○	○	○	○	○
It is very likely that in the future I will book a room with AJEKSA Hotel.	○	○	○	○	○	○	○

Section II

Based on the information provided about the AJEKSA Hotel, please indicate the extent to which you agree or disagree with each of following statements.

1.

	Strongly Disagree			Neutral			Strongly Agree
I think the AJEKSA Hotel provides quality services.	◯	◯	◯	◯	◯	◯	◯
I think the AJEKSA Hotel provides quality room features.	◯	◯	◯	◯	◯	◯	◯
I think the AJEKSA Hotel's employees show professionalism.	◯	◯	◯	◯	◯	◯	◯
I think the AJEKSA Hotel has quality hotel features overall.	◯	◯	◯	◯	◯	◯	◯

2.

	Strongly Disagree			Neutral			Strongly Agree
I think AJEKSA Hotel is concerned with environmental issues.	◯	◯	◯	◯	◯	◯	◯
I think AJEKSA Hotel fulfills its social responsibilities.	◯	◯	◯	◯	◯	◯	◯
I think AJEKSA Hotel gives back to the community.	◯	◯	◯	◯	◯	◯	◯
I think AJEKSA Hotel acts in a socially responsible way.	◯	◯	◯	◯	◯	◯	◯

We sometimes strongly identify with a company. This occurs when we perceive a great amount of overlap between our ideas about who we are as a person and what we stand for (i.e., our self-image) and of who this company is and what it stands for (i.e., company's image).

Based on the information provided about AJEKSA Hotel, please indicate the extent to which you agree or disagree with each of the following statements.

1.

	Strongly Disagree			Neutral			Strongly Agree
The image I have of AJEKSA Hotel overlaps with my self-image.	◯	◯	◯	◯	◯	◯	◯

2. Imagine for a moment that the circle on the left in each row is you and represents your own personality and the circle on the right represents the AJEKSA Hotel. Please indicate what situation (A, B, C, D, E, F or G) best reflects the degree of overlap between what you are like and what the AJEKSA Hotel is like. Please check your one best choice in the next question.

You   AJEKSA Hotel

	Far apart	------A
	Close together but separate	------B
	Small overlap	------C
	Moderate overlap	------D
	Large overlap	------E
	Very large overlap	------F
	Complete overlap	------G

Please check your one best choice.

	A	B	C	D	E	F	G
Your choice	◯	◯	◯	◯	◯	◯	◯

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Section IV

The questions in this section ask for your opinion about hotel companies' corporate social responsibility (CSR) activities. Please indicate the extent to which you agree or disagree with each of the following statements.

1.

	Strongly Disagree			Neutral			Strongly Agree
Hotel companies should have environmental programs to conserve water and energy.	○	○	○	○	○	○	○
Hotel companies should use recycled materials in manufacturing new products.	○	○	○	○	○	○	○
Hotel companies should regularly make donations to charity.	○	○	○	○	○	○	○
Hotel companies should sponsor good-caused events (i.e., provide special discount to the athletes in Special Olympics).	○	○	○	○	○	○	○

2.

	Strongly Disagree			Neutral			Strongly Agree
I think hotel companies recycle because they are genuinely concerned about being socially responsible.	○	○	○	○	○	○	○
I think hotel companies do volunteer work in the community because they are genuinely concerned about being socially responsible.	○	○	○	○	○	○	○
I think hotel companies implement water and waste management program because they feel competitive pressure to engage in such activities.	○	○	○	○	○	○	○
I think hotel companies make contributions to charities because they feel competitive pressure to engage in such activities.	○	○	○	○	○	○	○

Section V

The questions in this Section ask for general information about you. Please answer all the questions fully.

1. On an average, how often do you stay at a hotel in a year?

○ None

○ One to Three times

○ Four to Six times

○ Seven to Ten times

○ More than Ten times a year

2. Your Gender

○ Female

○ Male

3. Your Age Group

○ 18 - 24

○ 25 - 34

○ 35 - 44

○ 45 - 54

○ 55 - 64

○ 65 or over

4. Your Marital Status

○ Single

○ Married

5. Your Education

○ Less than high school degree

○ High school diploma

○ Some college/Associate degree

○ College graduate

○ Graduate degree

6. Your Annual Household Income

- ◯ Under $20,000
- ◯ $20,000 to $39,999
- ◯ $40,000 to $59,999
- ◯ $60,000 to $79,999
- ◯ $80,000 to $99,999
- ◯ $100,000 or greater

7. Are you a member of hotel's loyalty program?

- ◯ Yes
- ◯ No

If yes, please provide the name of your loyalty program (if you have more than one, please write the name of one program you are most loyal to).

[   ]

THANK YOU SO MUCH FOR YOUR PARTICIPATION!

APPENDIX C

INSTITUTIONAL REVIEW BOARD (IRB) APPROVAL AND

RESEARCH INVITATION LETTERS

Oklahoma State University Institutional Review Board

Date:	Friday, April 30, 2010	Protocol Expires:	4/18/2011
IRB Application No:	HE1033		
Proposal Title:	A Study of Customers' Attitudinal and Behavioral Responses Toward Lodging Companies' Corporate Social Responsibility Initiatives		

Reviewed and
Processed as: Exempt

Modification

Status Recommended by Reviewer(s)   **Approved**

Principal
Investigator(s):

Suna Lee   Hailin Qu
210 HES   148 HES
Stillwater, OK 74075   Stillwater, OK 74078

The requested modification to this IRB protocol has been approved. Please note that the original expiration date of the protocol has not changed. The IRB office MUST be notified in writing when a project is complete. All approved projects are subject to monitoring by the IRB.

☒ The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

The reviewer(s) had these comments:

The modification request to expand the sampling population to include OSU students is approved.

Signature :

Shelia M. Kennison

Shelia Kennison, Chair, Institutional Review Board

Friday, April 30, 2010
Date

Attachment #1

Dear Participants:

Hello! I am Suna Lee, a doctoral candidate in Hospitality Administration at Oklahoma State University. I would greatly appreciate your help with my Ph.D. dissertation, title: **A Study of Customers' Attitudinal and Behavioral Responses toward Lodging Companies' Corporate Social Responsibility Initiatives.** As part of this research study, I am requesting you to answer a few questions about what you value when you stay at a hotel.

As a customer, you may have noticed some of hotel companies' efforts to give back to society. This is a big trend in the market place and no exception for hotels. The **purpose** of this research study is **to examine customers' responses to hotel companies' product/service quality and corporate social responsibility (CSR) initiatives**. Results of the research study will help hospitality marketers understand the effectiveness of their CSR efforts and hotels will be able to provide a better environment and services that fit to both customers' needs and society's need.

Your response is **very valuable** to the success of this research study. Please take about 10 minutes to complete the survey. **Your participation is greatly appreciated**.

Your participation is completely voluntary. There are no known risks associated with this study that are greater than those you would find from daily life. There is no penalty for refusal to participate and you are free to withdraw from the survey at anytime without penalty. Your response will remain confidential. To participate in this study, you should be at least 18 years of age.

Any record and information collected will be stored securely and privately in the principle investigator's office and any written results will discuss group findings and will not include any information that can identify the individual. Collected data on www.surveymoney.com will be destroyed as soon as the data are downloaded. Research records will be stored securely and only principal investigator will have access to the research data. All the data will be stored for a period of one year, after the completion of the study (2012). Once the research is published, the data collected will be destroyed.

If you have any question regarding the survey, please contact the principal investigator, Suna Lee, a doctoral candidate, in the School of Hotel and Restaurant Administration at Oklahoma State University (email: suna.lee@okstate.edu phone: 405-744-4636) or the academic advisor, Dr. Hailin Qu (email: h.qu@okstate.edu, phone: 405-744-6711). If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or irb@okstate.edu. Thank you for your valuable time.

Please click the link below to start the survey. By clicking on the link, you understand and are giving your consent to participate.

https://www.surveymonkey.com/s/X3WNTMY

Sincerely,

Suna Lee
Ph.D. Candidate
School of Hotel and Restaurant Administration
Oklahoma State University
Phone: 405-744-4636
Fax: 405-744-6299
Email: suna.lee@okstate.edu

Okla. State Univ.
IRB
Approved 4/30/10
Expires 4/18/11
IRB# HE-10-33
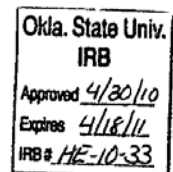
VITA

Suna Lee

Candidate for the Degree of

Doctor of Philosophy

Dissertation: A STUDY OF CUSTOMERS' ATTITUDINAL AND BEHAVIORAL INTENTIONS TOWARD LODGING COMPANIES' CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

Major Field: Human Environmental Sciences

Biographical:

Education:

Completed the requirements for the Doctor of Philosophy in Human Environmental Sciences at Oklahoma State University, Stillwater, Oklahoma in December 2010.

Completed the requirements for the Master of Science in Hotel Administration at University of Nevada Las Vegas, Las Vegas, Nevada in July 2004.

Completed the requirements for the Bachelor of Science in Hospitality Management at San Jose State University, San Jose, California in May 2001.

Completed the requirements for the Bachelor of Art in Japanese Language and Literature at Sung-Shin Women's University, Seoul, Korea in 1998.

Experience:

Front Office Operation at Hilton San Jose and Towers, San Jose, California

Teaching Assistant and Research Assistant at Oklahoma State University, Stillwater, Oklahoma

Professional Memberships:

International Council of on Hotel, Restaurant and Institutional Education (I-CHRIE)

Name: Suna Lee   Date of Degree: December, 2010

Institution: Oklahoma State University   Location: Stillwater, Oklahoma

Title of Study: A STUDY OF CUSTOMERS' ATTITUDINAL AND BEHAVIORAL
            INTENTIONS TOWARD LODGING COMPANIES' CORPORATE
            SOCIAL RESPONSIBILITY INITIATIVES

Pages in Study: 150   Candidate for the Degree of Doctor of Philosophy

Major Field: Human Environmental Sciences

Scope and Method of Study: Despite the increasing interest in corporate social
      responsibility (CSR) marketing practices, the role of CSR has been explored very
      little in the area of hospitality marketing. The main purpose of the study was to
      propose and assess a theoretical model on the effects of hotels' CSR associations
      and corporate ability (CA) associations on customer-company identification,
      customers' corporate evaluation, and customers' purchase intention. In addition,
      moderating roles of CSR support and CSR attribution of individual customers
      were tested. E-mail invitations were sent to a sample population of university
      students and an on-line survey was conducted. A total of 683 responses were
      analyzed using confirmatory factor analysis, structural equation modeling, and
      hierarchical regression analysis methods.

Findings and Conclusions: The proposed model was supported. Results indicated that (1)
      although both CA and CSR revealed statistically significant, CA still had a
      stronger effect on customers' corporate evaluation and purchase intention than
      CSR associations, (2) CSR showed a stronger impact on customer-company
      identification than CA, (3) both CSR and CA showed strong positive effects on
      the relationships toward corporate evaluation and purchase intention mediated by
      customer-company identification, and (4) moderating roles of CSR support and
      CSR attribution showed strong effects on the relationship between CSR and
      customer-company identification, CSR and customers' corporate evaluation, and
      CSR and purchase intention. The results indicate that if a hotel wants to build a
      strong positive organizational identification, positive image, and purchase
      intention with its customers, it should use CSR as well as CA marketing strategies.

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