Value Recognition of CSR within the Hotel Industry Consumer Perception Studies from across Vietnam's High-Class Hotels

Ms. Mong Diem Hang Le

A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy in Hospitality and Tourism Management
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Assumption University
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Dissertation Title	Value Recognition of CSR within the Hotel Industry Consumer Perception Studies from across Vietnam's High-Class Hotels
By	Ms. Mong Diem Hang Le
Major	Doctor of Philosophy in Hospitality and Tourism Management
Dissertation Supervisor	David L. Ferguson, Ph.D
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ABSTRACT

I.D. No.: 5419931

Key Words: Corporate Social Responsibility (CSR), customer bonding, consumer studies, hospitality sector, customer perspectives, empirical theory development, value recognition

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Dissertation Title: VALUE RECOGNITION OF CSR WITHIN THE HOTEL INDUSTRY: CONSUMER OPINION STUDIES FROM ACROSS VIETNAM'S HIGH-CLASS HOTELS

Dissertation Advisor: DR. DAVID L. FERGUSON

This research attempts to empirically validate progressive customer bonding stages conceptually suggested by Cross (1992) in a marketing context with Corporate Social Responsibility within high class hotels in Vietnam, and therefore examines to what extent CSR has notable value recognition characteristics by consumers. Additional group comparisons explore consumer perceptions and qualitative analysis for further contexts of CSR. Findings suggest that the conceptual model proposed by Cross (1992) is empirically validated in the hotel industry within Vietnam and CSR is found to significantly influence the first three independent customer bonding stages. Moreover, there appear to suggest interesting findings from consumer perception effects from CSR on the independent stages and contexts of CSR.

Field of Study: Doctor of Philosophy Program in Hospitality and Tourism Management

Graduate School of Business **Student's signature**.....

Academic Year 2016 **Advisor's signature** .....

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Appendix I

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LIST OF ABBREVIATIONS

ASEAN: Association of Southeast Asian Nations

AVE: Average Variance Extracted

CCI: Customer Company Identification

CEC: Commission of the European Communities

CL: Customer Loyalty

CR: Composite Reliability

CRM: Customer Relationship Marketing

CS: Customer Satisfaction

CSR: Corporate Social Responsibility

HA: Hotel Awareness

HACCP: Hazard Analysis and Critical Control Point system

i.e.: id est (Latin phrase) which means "namely" or "that is"

ISO: International Organization for Standardization

PATA: Pacific Asia Tourism Association

PLS SEM: Partial Least Square Structural Equation Modeling

PLS MGA: Partial Least Square Multi-group Analysis

RM: Relationship Marketing

R: Recommendation

S.E.: South East

TNDNVXH: (short form for CSR in Vietnamese) Trách Nhiệm của Doanh Nghiệp Với Xã Hội

U.S.: United States

VNAT: Vietnam National Administration of Tourism

WBCSD: World Business Council for Sustainable Development (WBCSD)

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CHAPTER I

INTRODUCTION

The first chapter begins with a discussion on the rationale for the chosen topic, using a system's approach for tracing the relevance of this subject from the big picture perspective to the local situation to help explain the need for the research, the research objectives and research questions, the hypotheses, and the research scope and limitations, including also the significant areas and main research item definitions.

1.1 Background of the Study

Hotel management involves service quality which is recognized as a core area within the service sector (Dedeoglu & Demirer, 2015). This is very much in terms of satisfying their customers and loyal (Bekele & Singh, 2015; Mai, Pham, & Nguyen, 2015). Besides service quality, firms create the long-term benefits that are identified within the emerging field of relationship marketing (Baron, Conway, & Warnaby, 2010), with reference to building strong bonds with customers (Alrubaiee & Al-Nazer, 2010; Szmigin, Canning, & Reppel, 2005). Lovelock, Wirtz, and Keh (2005) emphasized the role of creating customer bonds within the hotel sector, which inhibits the effect of imitation from competitors. Research suggests that customer bonding, which is a dimension of relationship marketing, has an influence on customer loyalty and creates value for companies (Sirdeshmukh, Singh, & Sabol, 2002; Taleghani, Gilaninia, & Mousavian, 2011).

Customer relationship marketing (CRM) or Relationship Marketing (RM) refers to practices where companies create harmonious relationships with their customers (Gronroos, 1994; Morgan & Hunt, 1994). Firms can survive among their rivals better if they engage in relationship marketing or customer relationship marketing (Ravald & Gronroos, 1996) because of long term benefits, such as economically retaining customers and through word-of-mouth recommendations (Ryals & Knox, 2001).

Corporate Social Responsibility (CSR) is proposed to be relevant in cause-related marketing, where environmental protection and social community activities are communicated by firms to enable them to gain reputation (Bertels & Peloza, 2008; Bronn & Vrioni, 2001; Fombrun, 2005; Miles & Covin, 2000). Such value creation from CSR is also recognized within the lodging industry (Fotiadis, Vassiliadis, & Rekleitis, 2013). Hotel chains, such as, Hilton, Hyatt and Marriott implement CSR initiatives (Anonymous, 2010; Anonymous, 2012a; Anonymous, 2016d). They update their hotel websites about information related to environmental policy, energy saving and waste management, as well as, local community contributions. Le, Hollenhorst, Harris, McLaughlin and Shook (2006) found that large organizations have sufficient budgets and human resources to practice CSR. Academic research suggested that high class hotels can implement CSR (Bohdanowisz & Zientara, 2008; Holcomb, Upchurch, & Okumus, 2007; Hsieh, 2012; Kucukusta, Mak, & Chan, 2013; Levy & Park, 2011; Sheldon & Park, 2011).

Edgell, Allen, Smith and Swanson (2008) claimed that the environment and society are harmed by their clearance of an area for hotel buildings and activities operated in

the hospitality field. Hotels are considered as a non-pollution industry, but they are considered as the agent that consumes natural resources and destroys the environment the most from core operation activities such as air-conditioning, lighting, waste disposal, etc. (Kasim, 2006). A small community suffers from such environmental harm from footprints and local resource consumption (Kasim, 2009). Hotels do endeavour to apply CSR activities for sustainable development (Hawkins & Bohdanowicz, 2012).

The construct of CSR has recently drawn the interest of researchers in terms of value creation for firms as a result of CSR (Husted & Allen, 2007). These include brand reputation (Basu & Palazzo, 2008; Hilton, 2003), competitive positioning (Pirsch, Gupta, & Grau, 2007), identity attractiveness (Kucukusta et al., 2013) and trust (Rudez, 2010). CSR can, however, cause negative effects, such as incurring extra costs within CSR implementation (Aupperle, Carroll, & Hatfield, 1985) and detracting the company from its core business operation (Klassen & Whybark, 1999). From the customer side, Green and Peloza (2011) found that consumers appreciate CSR values in three forms (emotional, social and functional). Particularly, CSR is proposed to enable hotels to differentiate themselves within competitive markets (Cherapanukorn & Focken, 2014; Kucukusta et al., 2013).

1.2 Need for Research

Scholars have examined customer bonding effects within marketing (Arantola, 2002; Roberts, Varki, & Brodie, 2003). Cross (1992) conceptually proposed a progressive successful customer bonding model named Five Degrees of Customer Bonding.

Cross (1992) argued that the five degrees which are built on trust and interaction between a firm and its customers which exist in the firm's marketing program independent of each other or in combination. This model which incorporates both aspects of success in relationship to development processes and two-way interactions between buyers and sellers (the last three stages) creates and sustains relationships emerging from early customer recognition (awareness and identity), onto more developed customer satisfaction relationship (relationship) before extending even further, onto the more lasting relationship aspects of loyalty (community) and recommendation (advocacy) attributes. As a whole, no measurable item attributes have been identified within the stated, specific stage dimensions for this framework. Nor has any quantifiable direct inter-relationship strength been determined to establish progressive connectivity relevance across these apparently descriptively accurate stages. This conceptual framework does not appear to have undergone any significant further development and evaluation towards becoming a more useful and empirically practical model. For example, it could be developed towards serving as an enlightening evaluation tool by incorporating practical lifecycle orientated assessment applications. This represents addressing a potentially significant new knowledge for both academic theory development and for applied practitioner knowledge advancement.

There was a shift from understanding the 4Ps (price, place, promotion and product) of traditional marketing to relationship marketing (Martin, 1998). There are, however, few empirical studies, let alone any empirically validated constructs, exploring the relevance of relationship stages and their comparative, progressive development, i.e.

customer relationship, lifecycle-like, stage analysis as a progression from light, notable recognition distinctions, towards deeper customer relationship attributes, such as customer loyalty and advocacy. Generally, the service sector should be a suitable area within which to validate the proposed model suggested by Cross (1992).

Within emerging markets a patchwork of studies have been published from areas attributable to customer bonding elements of relationship marketing. This emerging market's growing importance centers on a requirement to further enhance prospects for creating and maintaining sound relationships across a range of stakeholders within specific relationship contexts (Bressan & Signori, 2014). In Thailand, research has focused on the success factors of customer-firm relationships (Chattananon & Trimetsoontorn, 2009), while the focus within Taiwan has centered on behavioral consequences from relational bonds within the financial services sector (Liang & Wang, 2007a), the information education sector (Liang & Wang, 2007b) and from sports retail customers (Huang et al., 2014). Craig and Douglas (2011) argue that understanding consumers within emerging markets is a fundamental challenge for marketers. Empirical research within the relationship marketing field has identified a requirement for greater attention, particularly within emerging markets (Chattananon & Trimetsoontorn, 2009).

As there is an expressed need within emerging market contexts in particular to conduct relationship marketing evaluations, this should be regarded as a highly appropriate practical focus for this study also. Considering a suitably generalisable service sector orientation to highlight the model's potential, general applicability

promise for application across different industries in the future was firstly examined. A non-core generalizable, quality attribute function, hypothetically such as, the smart appearance and knowledge ability of staff, could serve as a more generalisable and exportable attribute for compatibility studies within other sectors, which would, therefore, indicate a more general, broad applicability of this customer bonding relationship framework as an empirical Relationship Marketing Lifecycle Model and survey tool. One topic that appears to be gaining ground as a non-core quality aspect of a business is that of CSR, corporate social responsibility (Kittilaksanawong, 2011). Environmental sensitivities and climate change, alongside growing social disparities, some leading companies have adopted CSR as a strategic function (Werther & Chandler, 2005). In view of this, the hotel industry appears as a potentially relevant choice.

Moreover, CSR is proposed to create links between companies and customers (Hildebrand, Sen, & Bhattacharya, 2011; Kellie, 2009) and even to help build the deeper relationships (Maignan & Ferrell, 2014; Maignan, Ferrell, & Ferrell, 2005). Recently, CSR practices in 4 and 5 star hotels or global hotel brands in the United States, Singapore and Hong Kong are documented in the literature review (Holcomb et al., 2007; Levy & Park, 2011; Kucukusta, Mak & Chan, 2013; Sheldon & Park, 2011; Hsieh, 2012). CSR is recognized as a value creator for hotels being attractive for international tourists who are then willing to spread word-of-mouth promotion to others (Fotiadis et al., 2013; Kucukusta et al., 2013). Interestingly, the impacts of CSR on the collaboration of stages of value recognition by hotel guests in Spain including customer-company identification, customer satisfaction, and customer

loyalty in direct relationship have been suggested by Martinez & Rodriguez del Bosque (2013). There is, however, limited research regarding the effects of CSR on customer bonding within marketing; especially under one complete lifecycle model.

High class hotels in Vietnam have been recently practising a standardised CSR mechanism thanks to the local CSR third party standard in Vietnam. With respect to the research testing environment, Vietnam should also serve as a suitably appropriate tourism market to focus on. Within the emerging market context, Vietnam is developing an increasing market share with domestic similar to international customers, alongside evidence of recognizing CSR as an operationalized element within their business. This should serve towards ensuring that CSR is recognized as an attribute to include as a relevant topic for this study, as it illustrates valid, currently active relationship marketing benefits broadly being sought by firms in this sector. The hotel industry appears as a potentially relevant choice. This is an established service-orientated sector, recognized for having incorporated CSR practices within their operations which are also communicated to customers, particularly in the high-end marketplace. Following strictly what exists in the literature and the context of CSR in high class hotels in Vietnam, the twenty-four year old model with successful and progressive stages from light to deep customer bonding suggested by Cross (1992) is put in the different platforms of the high class hotel industry with newly-established CSR for hotel guests to examine their overall customers' lodging experience. This provides an opportunity to examine if CSR has any influence on customer bonding within a marketing context and whether this translates into customer relationship enhancement that can help enable companies gain a direct return on investment from

CSR. There is limited literature available on CSR from firms within developing countries, such as those within Asia. The ability to examine the impacts from CSR upon customer bonding within hotels across Vietnam, from consumer perspectives, represents a distinct opportunity.

In addition, with regards to the customer's interaction with a particular topic and their engagement with the marketing communications, the customer's level of involvement or individual difference variations are proposed to influence the level of satisfaction experienced, as well as their processing of the actual communications (Krugman, 1965). Laurent and Kapferer (1985) also suggested that effective communication for each customer segment takes place when one understands where the customer involvement originates. Although there are evolving approaches and greater sophistication levels being applied towards psychographic lifestyle marketing assessments, the aspects of customer segmentation and positioning engagement continues to serve as fundamental components of developing consumer relationships (Lynne, 2011). Segmentation has traditionally centered on marketing orientations involving demographic assessment factors (Grubb & Grathwohl, 1967). Although researchers are interested in the impact of CSR on tourists (Fairweather, Maslin, & Simmons, 2005), no moderation effect studies of CSR's effects upon customer bonding stages within relationship marketing have been conducted. No studies, based on multigroup analysis have been applied to consumer behaviour profiles; this is in terms of those coming from Asia and those from English-speaking countries, based on their gender or comparing tourists and business lodgers. There are no comparisons of CSR's effects upon consumers between those staying in five star hotels and those

staying in four star hotels, or those staying with international CSR third-party standards applied within their hotels, compared with those staying in hotels with solely local CSR standards applied. There are no studies comparing possible differences from the CSR practices effects upon customers staying at hotels who are from notably different regions of nationality.

1.3 Statement of the Problem

With an increasing number of tourists to the country, Vietnam has a national strategic tourism development plan by 2020 and had set up local CSR standards in 2008 (Anonymous, 2016a,b). The hotel industry in Vietnam which is under the management of the Vietnam Administration of Tourism has witnessed a booming of hotels from only 3,267 hotels in 2000 to 18,800 hotels in 2015 (Anonymous, 2016c). Hotels in Vietnam are classified into 5 categories of from 1 to 5 stars. The Vietnam Administration of Tourism (the central-level state administrative agency) in charge of tourism shall appraise and classify hotels and tourist villages of 3-, 4- and 5-star categories and the Departments of Tourism (provincial-level State agencies) in charge of tourism shall appraise and classify hotels and tourist villages of 1 and 2-star categories (Anonymous, 2005). The Green Lotus Label, the local CSR certificate, has a set of 81 criteria, 5 levels from 1 to 5 green lotuses and was issued to 33 hotels in 2015 by the Vietnam Administration of Tourism (Vietnam Administration of Tourism, 2015). Besides the local CSR certificate, only two hotels (Caravelle Hotel and Laguna Lang Co) actively achieved EarthCheck (Anonymous, 2013b; Anonymous, 2016c), the international CSR certificate with a Bronze, Silver or Gold award based on their level of achievement which is granted by EC3 Global in Australia (Anonymous,

2016f). In fact, Caravelle Hotel achieved this certificate before achieving the local CSR certificate (Anonymous, 2016e).

The industry welcomed 7,572,352 international visitors and 35,000 domestic travellers within 2013. In addition, there were 16,000 accommodations in 2014, this number rose 17½% to 18,800 in 2015, serving increased tourism and business travellers (Anonymous, 2016c). Accordingly, the number of four and five star hotels increased significantly (72 five star and 187 four star hotels in 2014, to 91 five star (26% increase) and 215 four star (15% increase) premises in 2015). A few high class hotels in Vietnam have gained third-party CSR award certification, such as that of the EarthCheck, as an international CSR standard and the Green Lotus Label, as the national CSR standard (Anonymous, 2015). Of the twenty-eight hotels having achieved the local CSR Green Lotus Label certificate in 2012, this number had increased by 15% by the end of 2014. Some hotels even achieved the international CSR certificate before achieving the local standard. Le, Hollenhorst, Harris, McLaughlin, and Shook (2006) found that implementing CSR requires financing and an efficient workforce within big companies. The local and international CSR standards, which recognize a hotel's actual CSR activities and CSR communications should also enable them to be more competitive and attractive to their customers.

1.4 Research Questions

- If, and to what extent, CSR has potential direct links towards independent, progressive customer bonding stages (Baumann, Elliott, & Burton, 2012; Bhattacharya & Sen, 2003; Birth, Illia, Lurati, & Zamparini, 2008; Cronin & Taylor,

1992; Cross, 1992; Garcia de los Salmones, Crespo, & Rodriguez, 2005; Harris & Goode, 2004; He & Li, 2011; Hoeffler & Keller, 2002; Lee & Heo, 2009; Marin, Ruiz, & Rubio, 2009; Martinez & Rodriguez del Bosque, 2013; Mattera, Baena, & Cervino, 2012; McDonald & Rundle-Thiele, 2008; Perez, 2009; Perez, Garcia de los Salmones, & Rodriguez del Bosque, 2013; Trif, 2013)?

- Can conceptual model described by Cross (1992) be empirically validated?

- Are there similarities or notable differences of consumer group perceptions towards the impacts of CSR on the independent bonding relationship stages between different hotel guest profile types, between different lodging circumstances and among those staying in hotels in different regions?

- What specific CSR or contexts are created by the hotels and are the most relevant to value recognition by hotel guests?

1.5 Research Objectives

A key objective of this research is to empirically evaluate potential direct links from CSR upon independent customer bonding stages as conceptually suggested by Cross (1992) and others (Baumann et al., 2012; Bhattacharya & Sen, 2003; Birth et al., 2008; Cronin & Taylor, 1992; Garcia de los Salmones et al., 2005; Harris & Goode, 2004; He & Li, 2011; Hoeffler & Keller, 2002; Lee & Heo, 2009; Marin et al., 2009; Martinez & Rodriguez del Bosque, 2013; Mattera et al., 2012; McDonald & Rundle-Thiele, 2008; Perez, 2009; Perez et al., 2013; Trif, 2013). The four sub-objectives are as follows:

- To validate the progressive stage model description proposed by Cross (1992);

- To do additional multigroup analysis upon the consumer's perceptions relating to the direct effect of CSR on customer bonding stages, based on particular consumer profile, lodging circumstances and geographical cultural influences;
- To examine insights of CSR context on the what and why of the influence of CSR on independent stages;
- To suggest practical managerial recommendations towards possibly gaining enhanced customer bonding value from hotel guests within 4 and 5 star hotels from Vietnam.

1.6 Scope of the Study

This research aims to explore consumer perceptions of value recognition relevant to relationship marketing as suggested by Cross (1992) and, in doing so, compares consumer perceptions towards the impacts of CSR upon customer bonding stages. International and local hotel guests from high class hotels within the three main tourist destination regions across Vietnam are targeted. Hotel managers and hotel employees are participants in the qualitative method to provide additional CSR contexts. With the recognition of green-washing, referring to a firm's investment of resources towards CSR communications with little to relatively low actual CSR activity performance by their firms (Walker & Wan, 2012), this issue may be present and could affect the outcomes of this research. The research strategy design therefore has chosen to mainly focus on selecting hotels with explicit CSR and who engage in, and communicate, CSR practices in a voluntarily nature (Matten & Moon 2008).

1.7 Limitation of the Study

Some limitations of this research exist.

- As this research is based upon data collected from 475 hotel guests within 8 high class hotels across only three main tourist destination regions like Ha Noi (the North), Hoi An and Lang Co (the Central) and Ho Chi Minh city (the South), the findings cannot be automatically applied as representing all hotels within Vietnam.

- Different groups have different perceptions of CSR and different firms have different CSR implementation capabilities and efficient communications (Du, Bhattacharya, & Sen, 2007; Hediger, 2010; Schmeltz, 2012).

- Consumers tend to respond to CSR only when they support the topic of sustainability (Oberseder, Schlegelmilch, & Gruber, 2011).

- High class hotels in Vietnam which do not necessarily have the same ranking system as the international hotel ranking system and may not necessarily actually be classified as high class hotels within another country.

- As the collected data is from different hotels with different levels of CSR, CSR variations may affect the established generalize-ability of the designed framework. In other words, different levels of CSR from different hotels can be recognized as the third variable or heterogeneity influence within the data (Hair, Hult, Ringle, & Sarstedt, 2017). This has the potential levels of CSR effects upon the independent customer bonding stages.

- English and Vietnamese were the adopted languages within the questionnaires, which may inhibit the understanding and participation of hotel guests who come from non-English speaking countries outside Vietnam.

- The limit of time the researcher spends on asking hotels guests to do questionnaires in hotel lobbies and on interviewing hotel guests, hotel managers and hotel staff.
- There were two different populations of international tourists coming to Vietnam in 2013 and 2014. The researcher was based on the population of international tourists from the whole of 2013, but the survey period was during 2014. This is a limitation of the secondary data.
- Pencil markings can be erased and changed and pen markings can create multiple choices that make verification difficult for the researcher.

1.8 Significance of the Study

The aim of this research is to empirically test the conceptual, light to deep customer bonding model, proposed by Cross (1992), applied within the lodging sector of Vietnam. This empirically provides the potential application of a new, progressive framework in relationship marketing from an academic perspective and, for practitioners, there is a potentially new tool to be able to explore their customer's level of customer bonding as specific knowledge enhancement.

This research also gives new knowledge to the literature regarding potential direct influences of CSR on independent stages of customer bonding from a customer's perspective within the hotel sector in Vietnam. Moreover, this pioneering research tests the direct links from CSR to multiple stages of customer bonding simultaneously, as proposed conceptually by Cross (1992). No previous research has been conducted on the direct effects of CSR towards the customer bonding relationship stages between a lodging customer and a hotel.

This research contributes to current literature regarding consumer value recognition of CSR from consumer profiles, lodging circumstances and geographical-cultural influences. Firstly, this research adds to the existing literature on the direct links of CSR towards progressive customer bonding stages from a consumer's perspective relating to various consumer profiles, lodging circumstances and geographical-cultural influences within Asia's lodging industry. Practitioners can develop and evaluate suitable marketing strategies for their targeted segmentation and assess maximizing their CSR return on investment.

Finally, this research adds understanding of insights for potential direct effects from CSR on dependent customer bonding stages proposed by Cross (1992) with hotel managers, hotel staff and hotel guests in terms of CSR itself in high class hotels in Vietnam and CSR communication. Practitioners can understand the effects of what and why for the effects.

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1.9 Definitions of Terms

- **Awareness of CSR** refers to knowledge and information of CSR in firms and level of CSR exposure by firms (Wigley, 2008; Mohr, Webb, & Harris, 2001).

- **Cause-Related Marketing** refers to environmental protection and social community activities which are communicated by firms to enable them to gain reputation (Bertels & Peloza, 2008; Bronn & Vrioni, 2001; Fombrun, 2005; Miles & Covin, 2000).

- **Corporate Social Responsibility (CSR)** associations refers to "the organization's status and activities with respect to its perceived societal obligations" which was originally defined by Brown and Dacin (1997, p.68) and which had been recently applied by Martinez and Rodriguez del Bosque (2013) in their study in the hotel industry in Spain. Association in this context does not relate to identifying specific dimensions of CSR and the significance to specific types of customer, they are more used to relate to general relationship recognition of CSR by a general/broad consumer base. As opposed to mapping the specific CSR elements and their association strength from a customer specific recognition, the use of the term here relates to the broad interest in the relevance of social, environmental, ethical and philanthropy activities (Holcomb et al., 2007; Martinez & Rodriguez del Bosque, 2013) by a firm as being potential lodging-stay CSR associations that are being recognized by consumers. Firms with explicit CSR engage in, and communicate, CSR practices voluntarily (Matten & Moon, 2008).

- **Customer Bonding** involves a system of relational exchanges between a buyer and a seller when the buyer has a whole experience with seller's products or services (Cross, 1992; Smith & Cross, 1994).

- **Customer-Company Identification** means a "cognitive state of self-categorization, connection and proximity" (Bhattacharya & Sen, 2003) and as an emotional attachment of a customer to a firm/ service (Fullerton, 2003).

- **Customer Loyalty** refers to repeat purchases of the same product or service over a certain length of time (Anderson & Srinivasan, 2003; Oliver, 1997; Tellis, 1998) and in the future (Oliver, 1997).

- **Customer Relationship Marketing** (CRM) or **Relationship Marketing** (RM) (which are used interchangeably in this research) involve activities that companies apply in order to gain relationship value with their buyers (Gronroos, 1994; Morgan & Hunt, 1994).

- **Customer Satisfaction** relates to the customer's general judgment of a product or a service (Anderson et al., 2004).

- **EarthCheck** is a recognized international third-party CSR certificate issued for hotels with actual outstanding CSR activities (EarthCheck, 2016). It has 3 awards including Bronze, Silver or Gold.

- **Ethnography** involves values or practices of cultural group (Jennings, 2001, p.161).

- **Four (4) and Five (5) Star Hotels** are hotels which have highest ratings with 5 stars evaluated and ranked by the Vietnam National Administration of Tourism (Anonymous, 2016c). Hotels in Vietnam are classified into 5 categories of from 1 to 5 stars. The Vietnam Administration of Tourism (the central-level state administrative agency) in charge of tourism shall appraise and classify hotels and tourist villages of 3-, 4- and 5-star categories.

- **Green Lotus Label** refers to the local CSR standard for hotels within Vietnam, sponsored by the European Union. It was set up in 2012 (Anonymous, 2015). It has 5 levels from 1 to 5 green lotuses.

- **Green-Washing** refers to a firms investing resources on CSR communications without any significant investment into implementing for no actual CSR activities for their firms (Walker & Wan, 2012).

- **High Class Hotel** consists of luxury (5 star hotels) and upscale (4 star) hotels (Rauch, Collins, Nale, & Barr, 2015) among 5 classes of hotel including luxury,

upsacle, midscale, economy and budget (Noone, Canina, & Enz, 2013). 4 and 5 star hotels which have the highest ranking stars in the five star ranking system which are evaluated and ranked by the Vietnam National Administration of Tourism (Anonymous, 2016c).

- **Hotel Awareness** relates to the prospect's first impression about a product/ or service (Cross, 1992).

- **Initiative Commitment** is a firm's commitment to a social cause in several ways such as donating funds, etc. (Du, Bhattacharya, & Sen, 2010).

- **Issue Importance** which is a dimension of message content in CSR communication, refers to social cause itself or a firm's specific involvement in social cause (Du et al., 2010).

- **Mix Methods** refer using both quantitative and qualitative methodologies, but with one method being more predominant. This is the most suitable method for pioneering research (Amaratunga, Baldry, Sarshar, & Newton, 2002).

- **Perceived Fit** means that how well CSR practices fit with consumers' personal values (Fraj & Martinez, 2006).

- **Perceived Service Quality** relates to customers' judgment about a service's overall excellence or superiority Zeithaml (1988).

- **Perception** refers to someone's attitudes, beliefs and opinions about a subject (Jafar, 2000).

- **Phenomenology** refers to "social actors explain their social reality" (Jennings, 2001, p.159).

- **Recommendations** relate to spreading of positive, word-of-mouth as the deepest stage outcome for advocacy (Cross, 1992).

- **Semi-Structured Interviews** utilises a list of questions as guidance to obtain correct information needed (Jennings, 2001).

- **Thematic Analysis** includes described data with notes of important information, combining relevant things in transcripts to remind researchers relevant theory (open coding), identifying relationships (axial coding) and evaluating core meanings (selective coding) (Jennings, 2001).

- **Value Recognition** refers to the hotel guest's perceptions towards CSR within hotels where they are lodging and experiencing the CSR practice and CSR communications. This concept is used to reflect the anticipated outputs of the direct CSR experience effects upon the customer bonding relationship stages as conceptually proposed by Cross (1992).

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CHAPTER II

REVIEW OF RELATED LITERATURE

This chapter focuses on literature relating to relationship marketing and customer bonding relationship development before exploring the topic of corporate social responsibility (CSR). In addition to the definition of CSR as a new concept within management science, the literature clarifies how relationship marketing, customer bonding and CSR relates to value recognition by customers, referring to the service sector and to the lodging industry specifically. Lastly, the range of hypotheses will be proposed.

2.1 Customer Relationship Marketing (CRM) or Relationship Marketing (RM)

Since the middle-to-late nineteen nineties, there has been a shift from transactional marketing or product marketing (Holmlund & Kock, 1996) to relationship marketing or customer relationship marketing, which focuses more on nurturing mutual links between buyers and sellers (Martin, 1998).

Customer relationship marketing or relationship marketing is especially important to marketers where there is greater customer-centred value influencing the consumer's engagement with a particular product/service (Ravald & Gronroos, 1996). CRM benefits can be distinctive, especially where notable investment savings can be made with respect to lowering customer acquisition and retention costs, alongside where potential market share expansion opportunity benefits may be gained from advocacy recommendations (Ryals & Knox, 2001). Monitoring the maintenance and

development of relationships between a firm and their customers can therefore serve to play a pertinent role towards a firm's survival within competitive markets. Interestingly, empirical studies suggested value creation as a result of relationship management in the financial services sector (Liang & Wang, 2007a), the information education sector (Liang & Wang, 2007b) and from sports retail customers (Huang, Fang, Huang, Chang, & Fang, 2014). It is argued that the value creation as a result of relationship marketing focuses on brand values in term of retaining current customers rather than attracting new ones (Aaker, 1992). Empirically, marketing relationship orientation affects customer satisfaction from executives' perceptions in firms in Vietnam, (Le & Liem, 2012), and business performance such as market share increase, customer retention and cost reduction in banks in Nigeria from staff respondents (Olotu, Maclayton, & Opara, 2010). Moreover, characteristics of customer relationship marketing are recognised in the service sector for firms being competitive (Gronroos, 1994), especially in firms who operate in the finance sector, public authorities, employees and other stakeholders (Boedeker, 1997).

Scholars have proposed different relationship marketing stages in terms of life-cycle phases with awareness, exploration, expansion, commitment and dissolution (Dwyer, Schurr, & Oh, 1987), or in more developmental process phases with partner selection, defining purpose, setting relationship boundaries, creating relationship value and relationship maintenance (Wilson, 1995). Stages, or phases can also include the power of sellers with exploration, buildup, maturity and decline (Jap & Ganesan, 2000) and the types of buyers with prospector, purchaser, client, supporter, advocate and partner (Christopher, Payne, & Ballantyne, 2002).

Cross (1992) proposed a conceptually descriptive model with five levels of customer bonding including awareness, identity, relationship, community and advocacy. Unlike other relationship marketing stages (Christopher et al., 2002; Dwyer et al., 1987; Jap & Ganesan, 2000; Wilson, 1995), the five degrees of customer bonding built by Cross (1992) incorporates both aspects of success in relationship development processes and two-way interactions between buyers and sellers (the last three stages). The successfully progressive conceptual outline starts with a light relationship called awareness towards deeper stages of identity, relationship and community, resulting in advocacy at the latter end (Cross, 1992). Customer bonding indicates a range of bonding stages, which do not refer solely to the concept of customer loyalty or brand loyalty alone (Smith & Cross, 1994). Customer bonding is broadly defined within a book, produced by Cross and Smith (1995), as a marketing system that builds mutual links between buyers and sellers, when buyers have gained a sufficiently substantial experience with a particular product or a service.

The conceptual model starts with an **awareness** stage, which signifies a prospect's first recognized impression about a particular product or service. The next stage, **identity**, involves a prospect's desire to buy the product or service. This refers to a potential customer, or current customer's first noted impression about a product or service. The third stage, **relationship**, refers to a seller's exploitation and satisfaction of their buyer's needs through a more direct two-way dialogue with each other. The fourth stage, **community**, relates to two-way interactions between buyers and sellers that results in formation of customer loyalty. **Advocacy** is referred to as the highest

degree of the customer bonding description, whereby the buyers are willing to spread positive word of mouth recommendations to others. Cross (1992) suggested the five levels relate to the emergence of various levels of trust between buyers and sellers. Later, the conceptual model was recognized as having been adopted into the emerging theme of relationship marketing as it can help enable companies to retain long term relationship with their customers (Baron et al., 2010).

Below is the original proposed model by Cross (1992):

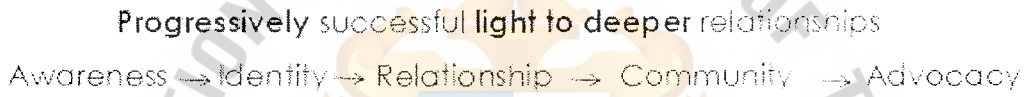

Figure 1. Five degrees of customer bonding.

(Source: Cross, 1992).

To date, such progressive evolutionary, inter-connected stages have only been very briefly analyzed, and even this was only within the context of marketing success from one celebrity's product endorsement case-study (Moore, Keller, & Zemanek 2011). Though this model is recognized by scholars and practitioners as being descriptively useful, a distinct weakness of Cross' framework is that, to date, it is still only conceptual in nature and has never been empirically validated.

2.2 Corporate Social Responsibility (CSR)

2.2.1 Corporate social responsibility.

There are many ways of understanding of corporate social responsibility (Dahlsrud, 2008). Common aspects of CSR consist of environmental, social, economic,

shareholder and volunteering activities (Dahlsrud, 2008). Carroll (1991) stresses that firms have duties to make profits and comply with legal requirements. The World Business Council for Sustainable Development (WBCSD) adds two further duties regarding bringing benefits to staff and social and community contribution (Anonymous, 1999). The Commission of the European Communities (CEC) describes CSR as relating to voluntary practices that companies implement (Anonymous, 2001). This study applies the concept of CSR associations "the organization's status and activities with respect to its perceived societal obligations" which were originally defined by Brown and Dacin (1997, p.68) and were later applied to the study on customers' perception at hotels with CSR in Spain conducted by Martinez and Rodriguez del Bosque (2013) with the three aspects of environmental protection, local communities and charity contributions. Moreover, ethical responsibility done by a hotel (Holcomb et al., 2007) is another aspect that this study applies. Although their items are built in the hotel industry, they are single items relating to the aspects of environmental protection, local community and social contributions and ethical manners. This researcher modified their items related to environmental protection and local community contributions into internal (involving hotel employees/staff) and external (involving hotel guests) CSR aspects and to social contributions into environmental and social causes. These items of CSR associations are in Table 3.3.

While Martinez and Rodriguez del Bosque (2013) built a single construct for CSR associations within the hotel industry incorporating items reflecting a hotel's involvement in environmental protection, local communities and charity contributions, a number of scholars, namely, Cherapanukorn and Focken (2014), Holcomb et al.

(2007), Kucukusta et al. (2013), Levy and Park (2011) built CSR constructs with common multiple dimensions relating to employees, community and environment.

In line with the argument by Le et al. (2006) that only big companies have enough budget and workforce to have a CSR strategy, dimensions of CSR in high class hotels (including luxury and upscale hotels) are suggested (Cherapanukorn & Focken, 2014; Holcomb et al., 2007; Kucukusta et al., 2013; Levy & Park, 2011). Hotel staff and hotel guests are stakeholders of an organization (Mohr et al., 2001) as without them an organization may ceise to exist (Carroll, 1991). The primary objective of this research is to assess the value of recognition of CSR. This informs the primary stakeholders who are the customers (hotel guests). This also could be influenced by the company's selection of CSR and their methods of communication, therefore this also examines perspectives from hotel managers and hotel staff. Previous research of "visions and values" and "marketplace" which were built by Holcomb et al. (2007) were replaced by "mission and vision" and "policy" by Kucukusta et al. (2013). Environmental initiatives were identified in most reports from the studies of Hsieh (2012) and Sheldon and Park (2011) on global hotel groups. Bohdanowisz and Zientara (2008) suggested that "charities", "local communication" and "purchase of fair-trade goods" were dominants in selected global hotel brands. Levy and Park (2011) suggested 35 CSR activities (classified into community relations, diversity issue, employee relations, environmental issues, and product quality) in top hotels which were collected from CSR reports and from general managers in the United States. Cherapanukorn and Focken (2014) found environment, community and employees in CSR reports in selected luxury hotels

in Asia. Chung and Parket (2010) found that selected hotels in Singapore reported local workforce employment, pollution and energy, water, food and paper consumption. Obviously, CSR activities in previous research were suggested from high class hotels in countries where CSR is well-established. Although there are common CSR practices in research mentioned above in different countries, there are some unique CSR practices in the previous research such as not providing foods that cause diabetes in product quality dimension in the research in the United States by Levy and Park (2011) or focusing on the workforce in a study in Singapore by Chung and Parket (2010). Actually previously identifying the impacts of CSR development on economic development of countries in Europe, North America and Asia, Welford (2005) found that CSR policies in different countries were based on localized issues and cultural traditions.

Besides the broad aspect of CSR itself, literature exists for a detailed picture relevant to CSR (Kucukusta et al., 2013; Liu, Wong, Shi, Chu, & Brock, 2014; Rahbar & Wahid, 2011). CSR activities relating to the environment include pollution prevention, energy conservation, waste management, waste consumption, water saving, and green production/ service (Kucukusta et al., 2013; Liu et al., 2014). Specifically, it is noted that environmental CSR is easy for consumers to recognise (Rahbar & Wahid, 2011) and is the hotel guests' preference to stay and willingness to pay higher room rate (Kucukusta et al., 2013). Local communities and charity contributions consist of activities relating to extracting hotel budget for local events, or buildings, or giving sponsorships, options for guests to give to or volunteer with local causes, etc. and for giving money to homeless, or disabled persons (Holcomb et al., 2007; Huimin &

Ryan, 2011). Moreover, the treatment of employees including welfares, safe working conditions, and so on, are the CSR activities involving social CSR in hotels (Chung and Parket, 2010; Holcomb et al., 2007; Huimin & Ryan, 2011; Kucukusta et al., 2011). Clearly, regarding the item levels of CSR, there are a lot of areas of CSR, so it may be challenging for a particular company to excel in a particular CSR practice, nevermind to extract optimum value. Although there are varieties of CSR practices in high class hotels in previous works, in this study there are only general aspects of CSR associations in terms of environmental protection, local communities, charity contributions and ethical responsibility in general by hotels.

2.2.2 Awareness of CSR and perceived fit.

While scholars currently found that customers in high class hotels respond to CSR activities (Kucukusta et al., 2011; Martinez and Rodriguez del Bosque, 2013), various antecedents of value recognition of CSR such as customers' awareness of CSR referring to knowledge and information of CSR in firms and levels of CSR exposure by firms (Wigley, 2008; Mohr et al., 2001). Recently, loyalty programs incorporated with CSR for tourism firms including joint donations with their consumers, environmental protection (environmentally- friendly energy and tree planting) and care for people and environment with eco-labels are suggested by Rudez (2010). Empirically, environmental protection among 5 dimensions of CSR in hotels suggested by Levy and Park (2011) are found to be the most effect attribute on hotel brand and international tourists' preference to stay in 4 and 5 star hotels in Hong Kong (Kucukusta et al., 2013). Perceived fit, meaning how well CSR practices fit with consumers' personal values is another antecedent of value recognition of CSR is

proposed by Fraj and Martinez (2006) to affect customer-company identification and customer loyalty. This researcher examines the antecedents of value of recognition of CSR from hotel guests awareness of CSR in a firm and perceived fit as contexts in the qualitative for value recognition of customer bonding stages suggested by Cross (1992). This is applied in 4 and 5 star hotels where CSR practices in 4 and 5 star hotels and hotel guests' awareness of CSR are well recognised in previous research works (Fairweather et al., 2005; Holcomb et al., 2007; Kucukusta et al., 2013; Levy & Park, 2011).

2.2.3 CSR communication.

Marketing plays an important role for CSR awareness (Du et al., 2010). They argue that CSR itself does not affect the individual consumer and suggested a conceptual framework of CSR communication where the customer's awareness and loyalty can serve to be internal and external outcomes of a firm's CSR efforts. In their proposed model, alongside the company's CSR environment and stakeholder's support, CSR communications includes the channels of media (CSR report, corporate website, public relations, advertising, point of purchase, and media coverage), message contents (issue importance, e.g. social cause itself or a firm's specific involvement in social cause, and initiative commitment e.g. commitment to a social cause in several ways such as donating funds, etc.). According to them, levels of effective CSR communications play a key role for a lodging customer's experience of the actual CSR practices during their stay, which then establishes potential value recognition of CSR from aspects of awareness and customer loyalty. However, a content analysis on hotel websites of the top 50 hotels around the world, Hsieh (2012)

found that under different headings such as "Environment", "Environment Awareness", "Sustainable Development", or "Sustainability & Environment" there are environmental monitoring/tracking systems in which hotels track progress of their goals and their results (for example, percentage of waste reduction, percentage of water saving or energy consumption, or green house gas emissions). He also found that based on hotels' environmental goals and their benchmark hoteliers implemented environmental audits to improve efficiency and better manage resource consumption. This in turn leads to a bias of more technically environmental protection communicated by hoteliers. Moreover, while existing literature focuses on CSR actions in top or luxury hotels in 4 and 5 star hotels, luxury hotels or global hotels (Bohdanowisz & Zientara, 2008; Holcomb, Upchurch, & Okumus, 2007; Hsieh, 2012; Kucukusta, Mak, & Chan, 2013; Levy & Park, 2011; Sheldon & Park, 2011), Cherapanukorn and Focken (2014) further emphasis on international CSR certificates as well as channels of communication (website, media, and so on) communicated by luxury hotels in affecting hotel guests' behaviour. Such third party communication could be recognised as effective communication for high class hotels.

Practitioners and academia are interested in CSR communications from consumers' perspectives (Morsing & Schultz, 2006). On investigating customers' perceptions of CSR communication in Denmark, Norway and Sweden, Morsing and Schultz (2006) found that respondents in their survey had different perceptions on CSR communications within the firm. They suggested that some respondents favor CSR communications through advertising and public relations while others (Danes) prefer the medium of corporate websites and annual reports.

Janssen and Hamm (2012) conducted a study on consumers of organic foods regarding their choices across selected countries within Europe. They found that participants trust selected foods with certification logos issued by a recognized third party. Moreover, awareness of logos is the first important step for the participants being willing to pay more for organic foods with certification logos. Interestingly, perception refers to someone's attitudes, beliefs and opinions about a subject (Jafar, 2000). Tourists' perception is suggested to be critical to affect their tourist behaviour before, during and after the tourist experience (Seaton & Bennett, 1996). The perception before the trip affects a tourist's choice of destination or hotels, and once the trip has began, the perception involves exploring and experiencing a destination and satisfaction with hotels and hospitality. How and when guests encounter CSR in hotels is the interest of Levy and Duverger (2010) who proposed a model in which hotel guests' perceptions of CSR influence customer loyalty. They argued that hotel guests learn CSR in a specific sequence that starts from staying in a hotel and then collaborating with green choices (such as reusing towels, turning off lights, etc.). Hotels incorporate sustainability into their customers' experience. The guests' experience in the hotel room affects their attitude and behavior. It appears that the direct experience is the critical stage influencing customers' perceptions and consequence behavior towards a service or a company. As indicated from the literature, the important attribute for perception influencing customers towards a company or a service is the direct experiential influence, this research intends to gather the customers' experiential perception of value recognition. Moreover, it appears that CSR is generic, however, businesses and customers are not generic. Potentially this makes maximising the value recognition

from CSR by the customers' perspectives from a business to be a challenging task for academics and practitioner alike.

A negative side of CSR communication by firms without substantial actual CSR actions, the so-called "green-washing" was empirically found by Walker and Wan (2012). In their study of how green-washing affects firm performance in the hotel industry, it leads to preventing hotel guests to revisit a hotel (Rahman, Park, & Chi, 2015). However, CSR, which is identified as a non-core quality attribute in a firm's effective strategy (Kittilaksanawong, 2011) is suggested to be capable of building stronger relationships between firms and their customers (Hildebrand et al., 2011). Empirically, CSR implemented within firms which are relevant to their customers, effective communication was found to nurture the customer relationship between hoteliers and hotel guests in Spain and in the United States (Lee & Heo, 2009; Martinez & Rodriguez del Bosque, 2013). These two empirical studies based on customers' opinions in CSR context in developed countries in their quantitative findings which do not show reasons behind such results. Still, in return to hotels' effort on CSR and CSR communication in their studies, they found that hotels get benefits in term of customer-company identification (Martinez & Rodriguez del Bosque, 2013) and customer satisfaction (Lee & Heo, 2009; Martinez & Rodriguez del Bosque, 2013) which are the outcomes of identity and relationship stages proposed by Cross (1992).

Needles to say, CSR itself and CSR communication are the key factors in a CSR context in relationship marketing. As a result, in line with the sub-objective for analysing the contexts for the effects from CSR on customer bonding stages proposed

by Cross (1992), this research examines actual CSR implementation in 4 and 5 star hotels in Vietnam and CSR communication the in hotels from the different perspectives of hotel managers, hotel staff and hotel guests.

2.3 Customer Bonding Relationship Development

As Cross' (1992) descriptive degrees are proposed to indicate stages that sellers develop and build-upon to establish customer bonding degrees with their buyers, this research is applied to equivalent customer bonding stage titles, as well as their definitions, from a buyer's perspectives from Cross (1992) and from existing relevant literature. As such, **awareness** was adopted from Cross (1992) for the first stage, with dimensional descriptors like **customer-company identification** being adopted to replace identity for the second stage (Bhattacharya & Sen, 2003; Fullerton, 2003). **Customer satisfaction** was accepted for the third relationship stage (Anderson, Fornell, & Mazvancheryl, 2004), with **customer loyalty** applied for Cross' community stage (Anderson & Srinivasan, 2003; Oliver, 1997; Tellis, 1998) and **recommendations** (Cross, 1992) applied for the final, advocacy stage.

A major limitation of the descriptive conceptual model proposed by Cross (1992) is that it does not have any dimension items attributed to it. Broadly, the stages, their definitions and the constructs adopted, or adapted, for this study were selected on the basis of being more easily understood visually and descriptively for furthering the empirical study development within the lodging sector. The first degree of Cross' (1992) framework is awareness which relates to the prospect's first impression about a product/ or service. Hotel brand awareness as a construct consists of items related to

differentiating the hotel's appearance and physical features from other hotels, as developed by Kim, Jin-Sun, and Kim (2008). While Cross (1992) only stated identity as the second degree, this study applies the term of customer-company identification to mean a "cognitive state of self-categorization, connection and proximity" (Bhattacharya & Sen, 2003) and as an emotional attachment of a customer to a firm/ service (Fullerton, 2003). Martinez and Rodriguez del Bosque (2013) developed a customer-company identification measurement approach within the hotel sector. Perez et al. (2013) later added an emotional attachment element.

The relationship stage involves a seller's understanding of their buyer's requirements. The customer satisfaction term used within this study relates to the customer's general judgement of a product or a service (Anderson et al., 2004). Martinez and Rodriguez del Bosque (2013) built a single construct of customer satisfaction within the lodging sector, with items such as, hotel guests 'find it wise to stay in this hotel', 'find that they have made the right decision to stay here' and 'find that their hotel meets their needs' and items with words to find out hotel guests' feelings. The advanced stage of community results within the customer loyalty descriptor refers to repeat purchases of the same product or service over a certain length of time (Anderson & Srinivasan, 2003; Oliver, 1997; Tellis, 1998) and in the future (Oliver, 1997). The customer loyalty term applied within this study was suggested by Oliver (1997). Three items relating to a behavioral loyalty construct within the hotel sector developed by Martinez and Rodriguez del Bosque (2013) was adopted for this study. This study also applied customer recommendation, referring to the spreading of positive, word-of-mouth as the deepest stage outcome for advocacy (Cross, 1992). Within this study,

the single construct of customer recommendations built by Han, Hsu, Lee, and Sheu (2011) for the hotel sector was adopted.

Existing literature proposes and empirically finds the direct variable of customer-company identification on customer satisfaction (Bhattacharya & Sen, 2003; He & Li, 2011; Martinez & Rodriguez del Bosque, 20113; Perez et al., 2013). Customer satisfaction has a direct influence on customer loyalty within service sectors (Baumann et al. 2012; Cronin & Taylor, 1992; Trif, 2013). Harris and Goode (2004) proposed four levels of customer loyalty in which behavioral loyalty is recognized as an antecedent to recommendations. Clearly the evidence from the literature suggests that there are cases of one particular relationship having a subsequence stage, no research has validated the entire bonding cycle from light to deep progressive customer bonding. In line with the existing literature relating to the direct influence of antecedent stages to the next stages, this research validates the inter-connection of the antecedent stages to the next stages in one single model with a lifecycle-like, stage analysis as a progression from light notable recognition distinctions towards deeper customer relationships attributes, such as customer loyalty and advocacy.

Relationships between customers and the firm have been explored in terms of customer bonds (Cross, 1992; Arantola, 2002). Interestingly, CSR has already been associated with creating customer bonding attributes to a certain extent (Muncherji, Gopalakrishnan, & Dhar, 2009). Thus, the linkage for combing both CSR and the 24 year-old model suggested by Cross (1992) is that whereas the five degrees of customer bonding result from different independent or combination of marketing

programs, CSR as a marketing tool (Kotler & Lee, 2005; Porter & Kramer, 2006) or a relationship marketing tool (Hildebrand et al., 2011)and even can recently be suggested to create customer bonds in relationship marketing (Muncherji et al., 2009). Moreover, an empirical study conduted by Choi and La (2013) found that perceived CSR from customers remains the key relationship bewteen service providers and their customers after service failure or recovery. Within the hotel industry, CSR (corporate social responsibility) was selected as a valid relevant relationship marketing feature for assessment.

2.4 Customer Relationship Enhancement Stages from Corporate Social Responsibility Activities

2.4.1 CSR and awareness (customer relationship bonding- stage 1).

Awareness is the first stage in Cross' (1992) framework, Hoeffler and Keller (2002) proposed that a firm's marketing activities with CSR affects potential customer's brand awareness. Mattera et al. (2012) later empirically proved the direct relationship in the context that firms achieved international CSR certificate and effective CSR communication within Spain. Brand awareness in their study refers to name of a service or name of a firm. Their quantitative study based on consumers in Spain of 16 service sectors. Another empirical study in a reputational Spanish bank found that its CSR specific advertising affects the bank brand awareness from customers (Scharf & Fernandes, 2013). They applied critical discourse analysis based on the bank's five advertisements' headlines with their customers. Clearly, customer recognition of CSR is detectable, what does not appear to be obvious is to what extent is the consumers'

gap in the literature. In a quantitative study on mobile users in Taiwan, He and Li (2011) empirically found an existing relationship. Both studies conducted by Lee and Heo (2009) and Martinez and Rodriguez del Bosque (2013) further found a direct link in the hotel industry. While Lee and Heo (2009) applied qualitative approach on hotel guests in hotels in the United States, Martinez and Rodriguez del Bosque (2013) empirically validated the link in their quantitative study in Spain. Not surprisingly, CSR is examined from the customers' satisfaction perspective. The literature suggests a positive direct link in different sectors and a direct link is found to the hotel industry in developed countries. It is useful to compare this perspective in a developing country.

2.4.4 CSR and customer loyalty (customer relationship bonding- stage 4).

More than 60% of firms in Switzerland used CSR initiatives to gain customer loyalty (Birth et al., 2008) and CSR is proposed to integrate into loyalty programs within the tourism industry to build deeper customer loyalty (Rudez, 2010). There is inconclusive on the direct link between CSR and customer loyalty. Quantitative studies conducted in the banking industry and in the hotel industry in Spain suggested that the direct link does not exist (Marin et al., 2009; Martinez and Rodriguez del Bosque, 2013; Perez et al., 2013), whereas McDonald and Lai (2011) suggested customer-centric CSR referring to activities where staff are serving their customers such as how the efficiency of staff or staffs' complaint handling affects customer loyalty in their quantitative study on Taiwanese bank customers. Moreover, Liu, Wong, Rongwei and Tseng (2014) found that CSR initiatives towards society and stakeholders affect customer loyalty in casinos in Macau. It appears that the link

between CSR and customer loyalty is not found in developed country contexts whereas in developing contexts, CSR does affect customer loyalty in the banking industry and in the gaming industry. It is interesting to examine the direct relationship in the hotel industry in Vietnam.

2.4.5 CSR and recommendations (customer relationship bonding- stage 5).

The direct effect of CSR on recommendations, as an attitudinal customer loyalty was found in a recent empirical study (McDonald & Lai, 2011). Their study was on bank customer in banks in a quantitative research with 130 samples in Taiwan. Other research studies, however, found a significant indirect effect existed from customer satisfaction, or service quality, in studies on mobile users in Spain and on hotel guests in Spain and in the United States (Garcia de los Salmones et al., 2005; He & Li, 2011; Martinez & Rodriguez del Bosque, 2013). The previous studies suggest a direct link to the banking industry in a developing country whereas a direct link is not found in mobile and hotel industries in developed countries. It would therefore be interesting to test whether there is a direct effect from CSR on customer recommendations within high class hotels from a developing country context.

2.5 Research Hypothesis.

- Although CSR could be a marketing context for validating Cross' (1992) model, at this stage this researcher focused solely on the model's attributes with only 5 progressive successful stages and does not intend to evaluate any direct relationship characteristics that may exist between CSR and the empirical five-stage relationship marketing model. The sub-objective is to evaluate if there is a presence and relevance

for the range of progressive customer relationship bonding development stages being recognized as taking place between guests and hoteliers within the hotel industry. This research involves hotel guess' opinions about CSR in 4 and 5 star hotels in Vietnam. Based on characteristics of tourists who are hotel guests in this study, the 5 customer bonding stages from light to deep successful stages are tested with hotel guests with their lodging experience with hotels with explicit CSR. More specifically, it is proposed that this occurs in situations where hoteliers engage with CSR-related products or services as a result of interactions from experiencing effective marketing campaigns, or from their direct and recognized engagements with the service or activity predominantly.

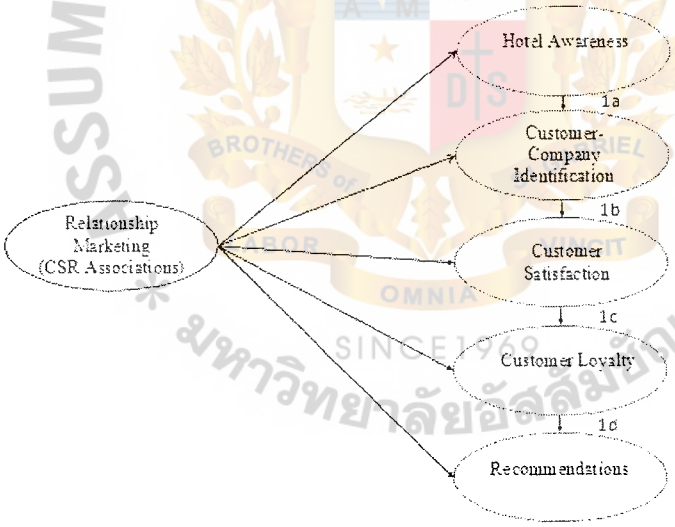

Figure 2. Cross' (1992) model with Equivalent 5 stages of Awareness, Customer-Company Identification, Customer Satisfaction, Customer Loyalty and Recommendations- CSR as a marketing context for validating the five Customer Bonding stages.

(*Source: developed by the researcher based on Cross, 1992*)

With the first research sub-objective to empirically validate the conceptually descriptive model proposed by Cross (1992) within a marketing context of CSR, the hypotheses include:

Hypothesis $1a_o$: There is not a positive, significant relationship between hotel awareness (as a stage) and customer-company identification (as a subsequent stage).

Hypothesis 1a: There is a positive, significant relationship between hotel awareness (as a stage) and customer-company identification (as a subsequent stage).

Hypothesis $1b_o$: There is not a direct and positively significant relationship between customer-company identification (as a stage) and customer satisfaction (as the subsequent stage).

Hypothesis 1b: There is a direct and positively significant relationship between customer-company identification (as a stage) and customer satisfaction (as the subsequent stage).

Hypothesis $1c_o$: There is not a direct and positively significant relationship between customer satisfaction (as a stage) and customer loyalty (as a subsequent stage).

Hypothesis 1c: There is a direct and positively significant relationship between customer satisfaction (as a stage) and customer loyalty (as a subsequent stage).

Hypothesis $1d_o$: There is not a direct and positively significant relationship between customer loyalty (as a stage) and customer recommendations (as a subsequent stage).

Hypothesis 1d: There is a direct and positively significant relationship between customer loyalty (as a stage) and customer recommendations (as a subsequent stage).

Below is the research model:

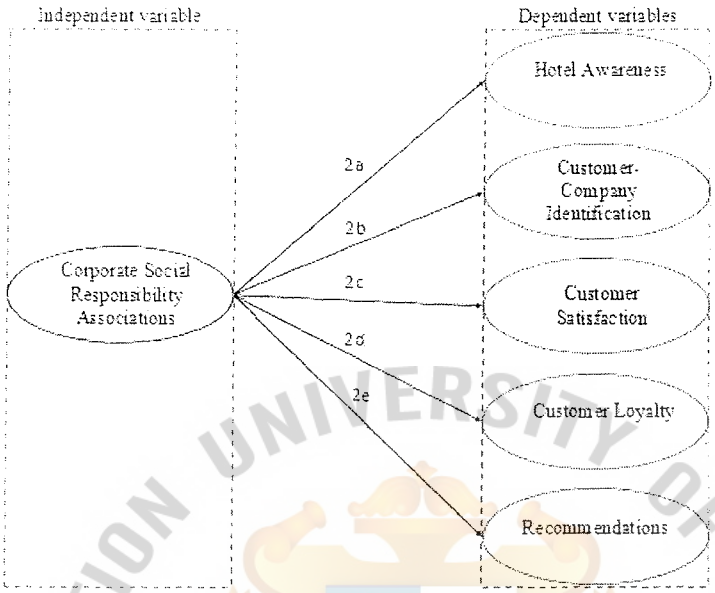

Figure 3. Research model - Evaluating interrelationships between customer bonding stages and CSR contributions towards the five Customer Bonding relationship stages. (*Source: developed by the researcher based on Cross, 1992*)

The research model in this study borrows the theoretical model originally suggested by Cross (1992). As stated in section 2.2, the equivalent titles for customer bonding stages are Hotel Awareness from Cross (1992), Customer-Company Identification (Bhattacharya & Sen, 2003; Fullerton, 2003), Customer Satisfaction (Anderson, Fornell, & Mazvancheryl, 2004), Customer Loyalty (Anderson & Srinivasan, 2003; Oliver, 1997; Tellis, 1998) and Recommendations (Cross, 1992). According to the literature review, this study selects CSR in high class hotels as the context for achieving the main and sub-objectives. The independent variable from the research model is CSR and the dependent variables include customer bonding stages of hotel awareness, customer-company identification, customer satisfaction, customer loyalty

and recommendations. The interval scale label in the questionnaire was used for dependent and independent variables. The research model shows the relationship between independent variable and dependent variables.

As the main research objective is to examine the extent of direct links being detectable between CSR and the independent customer bonding stages suggested by Cross (1992), the hypotheses here are:

Hypothesis $2a_0$: CSR Associations do not have a direct, positive effect on hotel awareness of the hotel with explicit CSR.

Hypothesis 2a: CSR Associations have a direct, positive effect on hotel awareness of the hotel with explicit CSR.

Hypothesis $2b_0$: CSR Associations do not have a direct, positive effect on customer-company identification of the hotel with explicit CSR.

Hypothesis 2b: CSR Associations have a direct, positive effect on customer-company identification of the hotel with explicit CSR.

Hypothesis $2c_0$: CSR Associations do not have a direct, positive effect on customer satisfaction of the hotel with explicit CSR.

Hypothesis 2c: CSR Associations have a direct, positive effect on customer satisfaction of the hotel with explicit CSR.

Hypothesis $2d_0$: CSR Associations do not have a direct, positive effect on customer loyalty of the hotel with explicit CSR.

Hypothesis 2d: CSR Associations have a direct, positive effect on customer loyalty of the hotel with explicit CSR.

Hypothesis 2e$_0$: CSR Associations do not have a direct, positive effect on customer recommendations of the hotel with explicit CSR.

Hypothesis 2e: CSR Associations have a direct, positive effect on customer recommendations of the hotel with explicit CSR.

In this research, the concept and operationalization of the independent and dependent variables are in Table 2.1.

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Table 2.1

Operationalization of the Independent and Dependent Variables

Variables	Definition	Operational components	Level of Measurement	Question Numbers
CSR Associations (Independent Variable)	"[T]he organization's status and activities with respect to its perceived societal obligations" Brown and Dacin (1997, p.68) and Martinez and Rodriguez del Bosque, (2013). Association in this context does not relate to identifying specific dimensions of CSR and the significance to specific types of customer, they are more used to relate to general relationship recognition of CSR by a general/broad consumer base. As opposed to	Environmental protection; Local community contrition; , charity donation; ethical manner by a hotel	Interval	Questions 1-7 Part A

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Table 2.1 *(Continued)*

	mapping the specific CSR elements and their association strength from a customer specific recognition, the use of the term here relates to the broad interest in the relevance of social, environmental, ethical and philanthropy activities (Holcomb et al., 2007; Martinez & Rodriguez del Bosque, 2013) by a hotel as being potential lodging-stay CSR associations that are being recognized by consumers.			
Hotel Awareness (Dependent Variable)	First recognized impression about a particular product or service (Cross, 1992)	First recognized impression about a hotel	Interval	Questions 8-10 Part B
Customer-	a "cognitive state of self-	Cognitive state	Interval	Questions

(Continued)

Table 2.1 *(Continued)*

Company Identification (Dependent Variable)	categorization, connection and proximity" (Bhattacharya & Sen, 2003) and as an emotional attachment of a customer to a firm/ service (Fullerton, 2003)	(self-categorization, connection and proximity); emotional attachment		11-16 Part B
Customer Satisfaction (Dependent Variable)	The customer's general judgment of a product or a service (Anderson et al., 2004)	Overall judgement of a hotel	Interval	Questions 17-19 Part B
Customer Loyalty (Dependent Variable)	Repeat purchases of the same product or service over a certain length of time (Anderson & Srinivasan, 2003; Oliver, 1997; Tellis, 1998) and in the future (Oliver, 1997)	Repeat purchases of the same hotel/ hotel brand again and in the future	Interval	Questions 20-22 Part C
Recommendations (Dependent Variable)	Spreading of positive, word-of-mouth (Cross, 1992)	Recommendations of a hotel to friends, relatives and	Interval	Questions 23-25 Part D

(Continued)

Table 2.1 *(Continued)*

		others and saying positive things about a hotel		

(Source: developed by the researcher)

The customer bonding stages in marketing relationship proposed conceptually by Cross (1992) are potentially compatible with value recognition aspects of CSR as a direct customer relationship influence (hotel awareness, customer-company identification, customer satisfaction, customer loyalty and recommendations) found in existing literature within service sectors and within the hotel sector as mentioned above. In addition to this core research objective, another sub-objective of this research is to conduct some complementary final-stage analysis towards exploring the influence of customer profile, lodging circumstances, and geographical cultural influences. The following section will present existing literature from consumer-based CSR perceptions.

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2.6 Consumer Corporate Social Responsibility Perceptions

2.6.1 CSR- a West moving East concept.

Interest in CSR has been increasing throughout the world and is becoming a more established academic topic, as well as within business practices generally. It is proposed that firms should implement activities for sustainable development purposes in addition to economic development (Dahlsrud, 2008). In fact, CSR has been in the mainstream of research in the United States and in Europe for the past few decades

(Aupperle et al., 1985; Creyer & Ross, 1996). Interestingly, the concept of CSR was becoming established within the Academy of Management Review during 2000, when McWilliams and Siegel (2001) suggested a theoretical framework of levels of CSR within companies. They proposed that firms implement CSR strategy for differentiation due to demands from customers and stakeholders. This has evolved, with Carroll and Shabana (2010) recognising that CSR theories have changed from "an ethics orientation to a performance orientation" (p. 92). Following globalization, CSR has spread to Asia as businesses expand their operations while taking advantage of Asia's cheaper labor and raw materials availability (Higgins & Debroux, 2009). Thus, CSR can appear as a Western concept moving East.

CSR, being predominantly a western-defined phenomenon, has already undergone some intense levels of research, though little of this research has focused on CSR within Asia (Birch & Moon, 2004). Welford (2005), however, states that it should not be assumed that Asian countries are less developed in their CSR attitudes and perceptions than that of Western countries (mainly including people from countries from European and North American regions). Clearly, along with few research studies being available, this represents a distinct area where knowledge and understanding should be developed further. The hotel industry, hosting consumers from across the globe, represents an appropriately useful sector research focus from which to begin exploring this specific topic. This study compares any differences of the effects from CSR on the customer bonding stages proposed by Cross (1992) between those from English-speaking countries and those from Asia.

2.6.2 CSR - a gender value recognition divider.

Another potentially informative aspect for exploring CSR perspectives relates to exploring the extent of influence it may exert upon consumers through the lens of the traditional gender-based demographic perspectives and individual customer value synchronicity. Gender-based perceptions regarding CSR have been explored within various studies in the United States (Burton & Hegarty, 1999; Panwar et al., 1999), though none have emerged from the Vietnamese context. Panwar et al. (2010) indicate the presence of differences male and female social responsibility perceptions, with respect to the satisfaction variances relating to the extent that forestry products sufficiently fulfil their socio-environmental responsibilities; with men being more generally satisfied. Burton and Hegarty (1999) found that the level of CSR orientations of female students tended to be greater than those of their male counterparts, with females being more likely to rate higher on scales of ethics and social responsibility. Smith, Wokutch, Harrington, and Dennis (2001) also found females indicated greater attention towards ethical corporate responsibilities than American males, with Marz, Powers, and Queisser (2003) demonstrating German females indicated significantly higher levels of social orientation when compared with their male counterparts. It would therefore be useful to highlight whether Vietnamese hospitality sector consumers corroborate any of the gender-based effects indicated with regards their respective hotel's CSR practice experiences. This study compares if there are differences of the effects from CSR on independent customer bonding stages suggested by Cross (1992) between males and females.

2.6.3 CSR- a visiting purpose value recognition feature.

As opposed to tourist consumers, business lodgers possess significant consumer-based requirements in terms of core hotel facilities, particularly in terms of their location, reputation and physical property (Dube & Renaghan, 2000; Lewis, 1984; Weaver & Oh, 1993). In view of the fact that tourists visit a specific place in order to gain experiential benefits, some of which can include environmental and social experiences as notable outcomes, it appears inevitable that tourism activities can more regularly be associated with environmental impacts and influences (Cooper & Wanhill, 1997). As such, it is perhaps not surprising that tourists demonstrate positive attitudinal responses towards responsible tourism companies (Fairweather et al., 2005). To some extent this indicates a potential for demographic segmentation differentiation to exist between that of the tourist customer and the business lodger, due to different core consumer requirements and different associated perceptions of value emphasis, resulting in potentially significant variations in CSR's customer bonding relationship influence effects. Even though these lodging consumers are distinctly different customers, little is understood as to whether, and in what way, this difference extends and translates towards CSR business practice value influences on the consumer towards the potential business relationship value benefits. This study compares if there are differences of the effects from CSR on independent customer bonding stages proposed by Cross (1992) between those who are general tourists and business persons.

2.6.4 CSR lodging industry differentiator- upper-end differentiator and consumer expectation.

Marketing and management gurus alike have identified CSR as a potentially relevant differentiator for business (Kotler & Lee, 2005; Porter & Kramer, 2006). Influential CSR characteristics have been specifically identified within high class hotels (Holcomb et al., 2007; Kucukusta et al., 2013; Levy & Park, 2011); though not in the context of a customer bonding relationship continuum assessment.

Broadly, the lodging industry has lodging venues and hotels of varying sizes across different quality graded star ratings. Hotel guests in high class hotels evaluate customer satisfaction, not based on services provided, but based on the value received for the price of staying in a high class hotel (Lu, Berchoux, Marek, & Chen, 2015). Moreover, Le et al. (2006) suggest that firms within the upper-end market have sufficient budgets and workforce numbers to consider investing in CSR value. The desire for stronger community, social and environment considerations from large tourism corporations was highlighted by Kasim (2006), when she demonstrated the strong relationships existing between tourism companies and the physical and social environments within which they operate. CSR practices can therefore serve as a tool for companies to differentiate themselves from competitors (Kotler & Lee, 2005; Porter & Kramer, 2006). With 5 star hotels being assumed to be at a higher ranking of the high-end sector, it could be assumed that the CSR value element would have a greater contribution. If this is the case, then 5 star hotels should gain greater bonding value attribute recognition. This study compares if there are differences of the effects

of CSR on independent customer bonding stages proposed by Cross (1992) between those staying in 4 and 5 star hotels.

2.6.5 Third party CSR verified standards- international over domestic only 3rd party standards.

Tschopp (2005) suggested that acceptable international global standards of CSR performance are applied in business as a tactical marketing strategy. Buckley (2002) noted that accreditation/certification and voluntary codes are influential for selection evaluation and choice decisions for some tourism products. The cost of international CSR certification is, however, recognized as a potential barrier for some firms (Drobny, 1997), though Fombrun (2005) suggests that the more useful CSR standards can enable companies to more successfully differentiate themselves from competitors. Cherapanukorn and Focken (2014) further suggested in their research that selected luxury hotel brands across Asia follow standards such as Hazard Analysis and Critical Control Point system (HACCP) and International Organization for Standardization (ISO) (International Organization for Standardization) related to hygiene and management norms), certificates such as Earth Check and Green Globe (related to CSR and sustainable actions) and regional awards such as Pacific Asia Tourism Association (PATA), Association of Southeast Asian Nations (ASEAN) and Conde Nast (for sustainable actions). Green Lotus Label, the local CSR standard for hotels within Vietnam, sponsored by the European Union, was set up in 2012 (Anonymous, 2015).

With the proposed capability and resource availability to invest in CSR as a differentiator, it may be expected that, if more resources are invested, that 5 star hotels gain greater value recognition perceptions from their guests. This study compares if there are differences of the effects of CSR on independent customer bonding stages suggested by Cross (1992) between those staying in hotels with highly explicit CSR and those staying in hotels with minimally explicit CSR and between those staying in hotels with international CSR standards and those staying in hotels with local CSR standards.

2.6.6 Geographical – cultural and hotel experience influencer.

Other researchers examined the differences of CSR in different nations (Tschopp, 2005; Welford, 2005). Tschopp (2005) found that businesses in countries within the European Union were more involved in CSR reporting under internationally accepted global standards, especially ISO 14001 (requirements related to environmental policy). Moreover, a research survey conducted by Welford (2005) on identifying the impacts of CSR development upon the economic development of countries in Europe, North America and Asia has shown that philanthropy involving support for third party social and sustainable development initiatives was the most common policy of most firms in North America. He further concluded that CSR policies in different countries were based on localized issues and cultural traditions.

Levy and Park (2011) suggested thirty-five CSR activities (classified into community relations, diversity issue, employee relations, environmental issues, and product quality) in top hotels, which were collected from CSR reports and from general

managers. Cherapanukorn and Focken (2014) found environment, community and employees in CSR reports in selected luxury hotels in Asia. Chung and Parket (2010) found that selected hotels reported local workforce employment, pollution and energy, water, food and paper consumption. While the study of Levy and Park (2011) is in the United States, the study of Chung and Focken (2014) is in Singapore. CSR practices appear different across different geographies. This study compares if there are differences of the effects from CSR on independent customer bonding stages suggested by Cross (1992) among groups staying in hotels in the different 3 regions of Vietnam.

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2.7 Summary of Previous Studies

Table 2.2

Summary of Previous Research

No.	Author (Year) (*Journal*)	Objectives	Methodology	Findings
1	Burton & Hegarty (1999) *(Business and Society)*	To examine the effect of gender on CSR	- 219 students - Quantitative - Factor analysis	Females have higher CSR orientation.
2	Garcia de los Salmones et al. (2005) (*Journal of Business Ethics)*	To determine the effects of CSR on overall evaluation of the service and customer loyalty	- Quantitative - 689 mobile telephone users - Structural equation	- Overall evaluation of the service received mediates the link between CSR and customer loyalty.
3	He & Li (2011) *(Journal of Business Ethics)*	To identify the impacts of CSR associations on customer satisfaction and brand loyalty	- Approximately 270 mobile users - Quantitative study - Taiwan - Survey - Structural equation modeling	- CSR associations and service quality are positively related to brand identification and customer satisfaction. - CSR associations and service quality indirectly affect customer satisfaction

(Continued)

Table 2.2 *(Continued)*

				through brand identification. - CSR associations and service quality indirectly affect brand loyalty through customer satisfaction and through brand identification/customer satisfaction.
4	Lee & Heo (2009) *(International Journal of Hospitality Management)*	To examine the impacts of CSR on firm value through customer satisfaction	43 observations in U.S. restaurants and 32 observations in hotels	- Customer satisfaction does not mediate the link between CSR actions and firm value in both the hotel and restaurant sectors. - CSR activities are found to be a direct variable of customer satisfaction in the

(Continued)

Table 2.2 *(Continued)*

				hotel sector.
5	Liu et al. (2014) *(International Journal of Contemporary Hospitality Management)*	To examine the influence of CSR initiatives on customer loyalty	- Quantitative - 754 gamblers in casinos in Macau - Regression analysis	- CSR initiatives towards society affect customer loyalty. - CSR initiatives towards stakeholders affect customer loyalty.
6	Marin et al. (2009) *(Journal of Product and Brand Management)*	To examine a model with constructs of CSR, company evaluation, customer-company identification and customer loyalty	- Quantitative study - 400 Spanish bank customers - Questionnaire - Structural equation modeling	Customer-company identification (and company evaluation) mediate the link between CSR and customer loyalty. Identity salience plays a key role in the indirect link between CSR and customer loyalty (through customer-company identification.

(Continued)

Table 2.2 *(Continued)*

7	Martinez & Rodriguez del Bosque (2013) *(International Journal of Hospitality Management)*	To explore the impact of CSR associations on collaborations of stages of customer-company identification, trust, satisfaction and loyalty	- Quantitative study - Over 380 Spanish hotel guests - Questionnaire - Structural equation	CSR associations directly and positively impacts trust, customer-company identification and customer satisfaction.
8	Marz et al. (2003) (*Journal of Business Ethics)*	To examine the effects of individual characteristics on	- 382 questionnaires - German - T-test	Females have higher level of social orientation than males.
9	Mattera et al. (2012) *(Procedia - Social and Behavioral Sciences)*	To test the effect of CSR certificate and communication on brand awareness	- in Spain - customers in 16 service sectors - qualitative	CSR certificates affect brand awareness
10	McDonald, & Lai (2011) *(International Journal of Bank Marketing)*	To examine the impacts of CSR initiatives on bank customers' attitudes and behavioral intentions	- Experimental survey design - Taiwan - 130 bank customers - One-way	- Customer-centric CSR initiatives affect bank clients' loyalty and recommendations.

(Continued)

Table 2.2 *(Continued)*

			MANOVA	- Attitudes of bank customers following CSR reports affect their behavioral intentions.
11	McDonald & Rundle-Thiele, (2008) *(International Journal of Bank Marketing)*	To propose the effects of customer-centric initiatives and CSR initiatives on customer satisfaction	Banking customers	- Customer-centric initiatives have stronger effects on customer satisfaction than CSR initiatives do. - Customer-centric initiatives have a positive effect on customer satisfaction. - CSR initiatives have a positive effect on customer satisfaction.
12	Panwar et al. (2010) *(Social Responsibility Journal)*	To examine perceptions of student towards CSR in the	- Quantitative - 257 students - Factor analysis, t-test,	- Males perceive that U.S. forest product companies fulfil their social

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Table 2.2 *(Continued)*

			ANOVA	and environmental CSR.
13	Perez et al. (2013) *(European Journal of Marketing)*	To examine a model with constructs of CSR associations, commercial expertise, customer-company identification, customer satisfaction and attitudinal loyalty	- 781 interviews with Spanish bank customers - Quantitative - Structural equation modeling	- Commercial expertise is a direct variable of customer- company identification and customer satisfaction. - CSR associations are a direct variable of customer-company identification which affects attitudinal loyalty. - Both customer-company identification and customer satisfaction are direct variables of attitudinal loyalty.

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Table 2.2 *(Continued)*

14	Rudez (2010) *(Tourism and Hospitality Management)*	To propose CSR integrating in loyalty programs to create true loyalty to customers	- Secondary data (on loyalty programs from previous literature)	Loyalty programs with CSR: Joint donations Environmental-friendly programs Caring for people.
15	Scharf & Fernandes (2013) *(International Journal of Bank Marketing)*	To examine CSR specific advertising affect brand/ bank awareness	Critical discourse analysis based on the bank's five advertisements' headlines - A reputational bank - Spain	CSR specific advertising affects customers' awareness of the bank.
16	Smith et al. (2001) *(Business and Society)*	To examine which diversity characteristics influence social responsibility orientation	- Quantitative - 273 students - U.S. - T-test	Females rate corporate responsibility more important than males.

(Source: compiled by the researcher)

In summary, chapter 2 has reviewed key relevant literature and related research study's discussions and discourse on the chosen key concepts, conceptualized as a framework for the research where five customer bonding stages are identified as independent variables and CSR can serve as a relevant dependent variable. Additional literature has focused on additional consumer CSR perceptions from specific customer segments that may be relevant within this study of CSR within the tourism hospitality management sector.

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CHAPTER III

RESEARCH METHODOLOGY

While CSR is young and newly established in the hotel industry in Vietnam, this study attempts to explore the relationships between CSR associations and the five independent stages (Baumann et al., 2012; Bhattacharya & Sen, 2003; Birth et al., 2008; Cronin & Taylor, 1992; Garcia de los Salmones et al., 2005; Harris & Goode, 2004; He & Li, 2011; Hoeffler & Keller, 2002; Lee & Heo, 2009; Marin et al., 2009; Martinez & Rodriguez del Bosque, 2013; Mattera et al., 2012; McDonald & Rundle-Thiele, 2008; Perez, 2009; Perez et al., 2013; Trif, 2013). Quantitative and qualitative methods are applied as Amaratunga et al. (2002) suggested that mixed methods, referring to both quantitative and qualitative methodologies, with one method being more predominant, are the most suitable methods for pioneering research. The qualitative method plays the role of giving added contexts to the quantitative method which results can be generalised. Moreover, Blichfeldt and Kessler (2009) suggested that future researchers should apply mixed methods in consumer behavior in tourism as this enables them to find out insights and reasons why certain tourists display particular behaviors. This chapter has steps for both quantitative and qualitative methods (the quantitative is conducted before the qualitative).

3.1 Quantitative

3.1.1 Research design.

This is pioneering research initiative, empirically explores and examines the effects of CSR associations upon consumer value recognition via customer bonding stages

conceptually proposed by Cross (1992) using focused customers' perspectives within Vietnam. Moreover, towards testing the empirical relevance of this conceptual theoretical proposal, this research validates the inter-relationships between theoretically discrete customer bonding stages. Finally, this research explores the extent to which the consumers' CSR perceptions directly contributes to, and influences, the marketing relationship attribute; particularly the attractive marketing characteristics of the framework's progressive customer relationship value segments (section 4.4). This serves as exploratory research to find out some causal explanation features (Veal, 2006). Moreover, this research involves describing consumer profiles, it is also a descriptive research. Figure 4 illustrates the research process for this quantitative research.

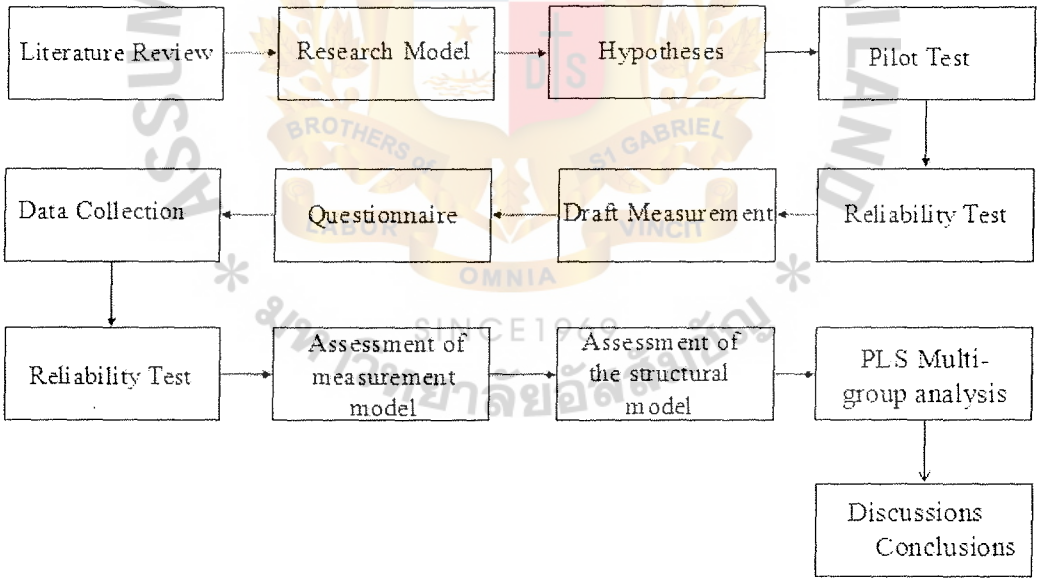

Figure 4. The research process – an Overview.

(*Source: developed by the researcher*)

3.1.2 Research methodology.

In order to achieve the research objectives and test the proposed hypotheses, a "cross-sectional design" should be applied to collect data from target customers within quantitative research (Veal, 2006). A survey is an appropriate tool, as this enables a researcher to get a significant number of responses in a standard manner within a certain period of time (Veal, 2006). The survey was composed of three main parts. Part 1 has a short definition of CSR, describes the purpose of the research and incorporates a key screening question related to validating the minimum number of nights respondents have stayed within their current hotel. Those having already stayed for at least 2 nights are selected as appropriate respondents, as this was selected as a minimum time in order for them to have experienced at least some CSR practices within their hotel. Part 2 includes items related to the hotel guest's evaluation of their perceptions of CSR within their hotels and the extent of the value recognition gained from CSR. These items were pilot tested for reliability and validity before being implemented within the full survey (Veal, 2006). The last section of the survey collected some hotel guest demographic profiles. Back translations from English into Vietnamese and from Vietnamese into English were conducted by the researcher and a Vietnamese co-worker who majors in English to ensure that the English version and Vietnamese versions contained the same meaning. This was conducted by an accredited translator from Vietnam. This step was completed after the pilot testing stage.

3.1.3 Population.

The target respondent population centred on hotel guests staying within 4 and 5 star hotels with explicit CSR. They included both international and local guests lodging in

the hotels for the purposes of tourism, business, visiting relatives and others. 7,572,352 international tourists arrived in Vietnam during 2013 (Anonymous, 2016a). Vietnam has 277,661 hotel rooms ranging from 1 to 5 stars, of which 4 and 5 star rooms accounted for 11.24% in 2013 (Anonymous, 2016c). The number of international hotel guests lodging in 4 and 5 star hotels is approximately 851,132 (this number is derived from the 11.24% multiplied with the number of international tourists arriving at Vietnam during 2013). The researcher had a 3 month survey period from June to September 2014 which means different populations of international tourists were involved. Vietnam welcomed 7,874,312 international tourists during 2014 (Anonymous, 2016a), hence the number of international tourists lodging in 4 and 5 star hotels was 885,073. This is a limitation of this research's secondary data.

4 and 5 star hotels are ranked according to a star ranking criteria set up by the Vietnam National Administration of Tourism (Anonymous, 2016c). In 2013 when the researcher collected data, there were sixty-four 5 star hotels and one hundred and fifty nine 4 star hotels. There was not a statistic of hotels which implemented CSR including environmental protection activities and/or community contribution. However, twenty five 4 and 5 star hotels were awarded CSR certificates in 2013 and 2014 (Anonymous, 2013b; Anonymous, 2015; Anonymous, 2016e). Six 5 star hotels and eleven 4 star hotels were in the South region. Two 5 star hotels and two 4 star hotels were in the Central region. Surprisingly, only three 5 star hotels and one four star hotel were in the North region. The 4 and 5 star hotels with CSR certificates are located in the main tourist destinations in Vietnam such as Ha Noi (the capital in the North), Hue city and Hoi An Town (in the Central) and Ho Chi Minh city (in the

South). More 4 and 5 star hotels in the South have achieved CSR certificates. Apparently, more 4 and 5 star hotels in the South permitted this researcher to collect data in their hotels.

The criteria for selecting hotels with highly explicit CSR includes hotels formally being recognized as achieving an international CSR and/or a local CSR certificate standard, updating their CSR information upon their hotel websites, and having CSR certificates and/or environmental policy on display within their hotel lobby. On piloting the hotels, this researcher found that besides the CSR certificates, some hotels have a formal notice of "Environmental Policy" in their hotel lobby. This researcher identified one or two hotel guests in each target hotel before delivering questionnaires by asking if they had CSR experience, and the number of nights they stayed in the hotel, and if they perceived any environmental protection and community donations from their current hotel. Highly explicit CSR refers to hotels satisfying all the five criteria set up by the researcher. Minimally explicit CSR involves hotels with two criteria set up by the researcher including CSR reports and one of the remaining other 4 criteria. The purposes for including hotel guests lodging in hotels with minimally explicit CSR are to have variety in the sample and to have further analysis relevant to the influence of moderator effects of CSR upon the independent customer bonding stages from the customers' perspectives. Below are the steps that the researcher did to identify hotels with explicit CSR;

- CSR report: was asked to send a soft copy to the researcher in 2013;
- CSR certificates: a list of hotels achieving CSR certificates was provided by the Vietnam Hotel Association;

- CSR information on hotel websites: the researcher checked if hotels had CSR activities and/ or CSR commitment such as environmental policy or green engage and/ or CSR certificates on hotel websites;
- Environmental policy/ CSR certificates were found in hotel lobbies by the researcher;
- CSR experience: the researcher visited hotels and observed hotel rooms to check if green choices such as laundry policy in hotels, or soaps/ shampoo with natural ingredients or magnet door keys to turn off all electricity automatically. The researcher also detected this by asking one hotel guest in each hotel if he or she experienced some or all these activities in his or her hotel. These are the basic CSR experience applied both by hotels with minimally and highly explicit CSR, hence the researcher expects a yes to some of the above activities from a hotel guest staying in a minimally or highly explicit CSR . However, CSR experience in the questionnaire for hotel guests has broader CSR experience which includes aspects of actual CSR in guests' hotels. The broader CSR experience consists of CSR activities done by hotels, achieved CSR certificates and communicated to hotel guests. Moreover, hotel guests are actively and passively engaged in hotels' CSR activities. Therefore, the researcher also detected 2 hotel guests in each hotel for their CSR experience by asking them what aspects of CSR they experienced while staying in this hotel, then further sub-questions like if they found environmental and social CSR activities in their current hotel, if they found a CSR logo or environmental policy and if they were invited to be engaged in CSR activities actively or passively.

In conducting the pilot assessment of hotels with highly explicit CSR, the five criteria above had been satisfied, as illustrated in Table 3.1 (below). The researcher had

permission to collect data from one 5 star hotel in Northern Vietnam, one 5 star hotel and two 4 star hotels in the Central Belt and one 5 star hotel and two 4 star hotels in Southern Vietnam. One 5 star hotel with minimally explicit CSR in the South also allowed the researcher to deliver questionnaires to their customers. This hotel satisfied only 2 out of 5 criteria which include annual CSR reports within the company and green choice in their hotel rooms. These 8 hotels were among the hotel in the list of hotels achieving CSR certificates in 2013 in Appendix B.

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Table 3.1

Details of Pilot Test Hotel Samples

Hotel	Explicit CSR	Region	Star	CSR Report	CSR certificate (Green Lotus Label EarthCheck)	CSR information on hotel website	Environmental policy/CSR certificates in hotel lobby	CSR experience
1	Highly	North	5	Yes	Green Lotus Label	Yes	Yes	Yes
2	Highly	Central	5	Yes	EarthCheck	Yes	Yes	Yes
3	Highly	Central	4	Yes	Green Lotus Label	Yes	Yes	Yes
4	Highly	Central	4	Yes	Green Lotus Label	Yes	Yes	Yes
5	Highly	South	5	Yes	Green Lotus Label EarthCheck	Yes	Yes	Yes
6	Highly	South	4	Yes	Green Lotus Label	Yes	Yes	Yes
7	Highly	South	4	Yes	Green Lotus Label	Yes	Yes	Yes
8	Minimally	South	5	Yes	No	No	No	Yes

(Source: created by the researcher based on Anonymous, 2013a,b; 2016e)

3.1.4 Sample.

From the estimated number of 851,132 international tourists in 2013 staying in 4 and 5 star hotels, 383 international hotel guests within high class hotels are needed (Krejcie & Morgan, 1970, pp. 607- 610 cited in Sarantakos, 1998, p. 163 cited in Jennings, 2001, p. 148). Although there is a limitation of research secondary data in terms of not obtaining the whole visitor numbers for a period approximating the survey period while 885,073 international tourists arrived in Vietnam in 2014, the minimum sample size of international hotel guests needed for such a population which was later examined by the researcher is 383 (Krejcie & Morgan, 1970, pp. 607-610 cited in Sarantakos, 1998, p. 163 cited in Jennings, 2001, p. 148) which is the same number of required minimum sample size for international tourists. Assuming a sampling error factor, 66 Vietnamese hotel guests (383 + 66= 449) and 66 hotel guests staying in high class hotels with minimally explicit CSR (449 + 66 = 515) were included.

This sampling quota target involving "a set number of participants for inclusion in the sample based on some predetermined attributes or characteristics inherent in the overall study population" (Jennings, 2001, p. 140) was used within high class hotels across the three main tourist destinations of Vietnam (Ha Noi in the North, Quang Nam Da Nang Town in the Central and Ho Chi Minh city in the South). The predetermined attributes set up by the researcher consist of explicit high class hotels, three regions, number of 4 and 5 star hotels in each region, and international and Vietnamese hotel guests. More details of quota sampling are shown in Table 3.2

(actual quotas after data collection) and Appendix A (expected quotas before data collection).

Table 3.2

Details of Quota Sampling

	Percentages of expected quotas in Appendix A	Actual numbers	Percentages of actual numbers
Guests in hotels with highly explicit CSR	80%	389	81.9%
Guests in hotels with minimally explicit CSR	20%	86	18.1%
Guests in hotels in the North (1 hotel)	13%	66	13.9%
Guests in hotels in the Central (3 hotels)	37%	166	34.9%
Guests in hotels in the South (4 hotels)	50%	243	51.2%
Guests in 5 star hotels (4 hotels)	50%	253	53.3%
Guests in 4 star hotels (4 hotels)	50%	222	46.7%
International hotel guests	87%	409	86.1%
Domestic hotel guests	13%	66	13.9%

(Source: developed by the researcher)

3.1.5 Research instrument.

With the supporting recommendation kindly provided by Vietnam Hotel Association, the researcher sent an email to ask for CSR reports from 4 and 5 star hotels in Vietnam from January to March 2013. Although there was not a statistic number of 4 and 5 star hotels practising CSR in Vietnam, the researcher sent an email to approximately one hundred 4 and 5 star hotels in Vietnam to ask for their CSR report in January 2016. Forty CSR reports were sent to back to her email as instructed. The forty CSR reports were analyzed and used to modify the CSR Associations dimension, originally built by Holcomb et al. (2007) and Martinez & Rodriguez del Bosque (2013). This is considered as a large enough sample size as no new data was found and as the quality not the quantity of the data determined the sample size (Krejcie & Morgan, 1970, pp. 607- 610 cited in Sarantakos, 1998, p. 163 cited in Jennings, 2001, p. 148). The researcher received consulting from her academic adviser to draft CSR items for high class hotels in Vietnam. The other constructs relating to the development of a Customer Bonding framework, relating to hotel awareness, customer-company identification, customer satisfaction, customer loyalty and recommendations were extracted and adapted from existing, well-established constructs (Han et al., 2011; Holcomb et al., 2007; Kim et al., 2008; Martinez & Rodriguez del Bosque, 2013; Perez et al., 2013). As the purpose of this research was to specifically find out the potential value recognition from CSR from a customer's perspective, each survey item referring to the constructs of hotel awareness, customer-company identification, customer satisfaction, customer loyalty and recommendations had the phrase "As a result of CSR provided here" or "As a result of experiencing the CSR here" or "Due to the CSR experienced here" which was added to help the

respondent gain a clearer understanding of the context of the question and help gain a more explicit value of the rating relating to CSR. The pilot test with 75 hotel guests from a 5 star hotel with explicit CSR was conducted during mid July 2014. The CSR experience by 2 hotel guests about environmental protection in terms of saving electricity by turning off all electricity when guests are out and by not changing bed sheets and towels everyday. One of them also found the international CSR certificate but not the local CSR certificate although this hotel achieved both local and international CSR certificates. The Cronbach's alpha for each construct was higher .60 and all inter-items correlations was above .30 in the reliability test for the questionnaire with a small sample size of 75 hotel guests in the pilot test, meaning items in each construct is measuring the same concept.

The table below shows items modified from relevant to dependent and independent variables (each item had a code, for example HA1 for item 1 in the construct of Hotel Awareness) in the final questionnaire after the pilot test. After the pilot test, the constructs of Hotel Awareness, Customer-Company Identification, Customer Satisfaction, Customer Loyalty and Recommendations still have the same amount of items. Specifically, the construct of CSR Associations had the original 4 items from Martinez and Rodriguez del Bosque (2013) and Holcomb et al. (2007) (This hotel protects the environment, This hotel shows its commitment towards society by improving the welfare of the communities in which it operates, This hotel directs parts of its budget to donations to social causes, and This hotel acts in a responsible way). The last item "This hotel acts in a responsible way" was modified as "The hotel management and staff act in generally responsible manner in most/all situations"

(coded as CSR7). The other three items in the well established construct of CSR Associations from Martinez and Rodriguez del Bosque (2013) were developed into 3 sets of items for internal and external CSR activities relevant to environment protection, local community contributions and charity contributions basing on CSR reports from high class hotels in Vietnam.

Table 3.3

The 5-Stage Customer Bonding Relationship Marketing Model construct with referenced stage-variable item descriptors

Consumer Relationship Stage Constructs	***Items and codes*** ***(1= strongly disagree, 5= strongly agree)***	***Adapted from***
1. Hotel Awareness	The hotel's physical appearance is memorable to me (HA1)	Kim et al. (2008)
	I have a stronger mental note of my stay at this hotel (HA2)	
	I can more clearly recognize this hotel among the other competing hotels in this area (HA3)	
2. Customer-Company	If someone criticizes this hotel, I would feel it more personally (CCI1)	Martinez and
	I am more interested to hear what others think about the hotel (CCI2)	

(Continued)

Table 3.3 *(Continued)*

Identification	When someone compliments this hotel, I am more likely to personally feel happy (CCI3)	Rodriguez del Bosque (2013)
	I have a positive feeling towards this hotel (CCI4)	Perez et al. (2013)
	I feel emotionally connected to this hotel (CCI5)	
	I feel I identified with this hotel's value (CCI6)	
3. Customer Satisfaction	It should be nice to stay in another hotel belonging to this brand (CS1)	Martinez and Rodriguez del Bosque (2013)
	I think that I did the right thing when I purchased this hotel as my/our place to stay (CS2)	
	This hotel offers an experience that is significantly closer to that which I would more readily want from my accommodation (CS3)	
4. Customer Loyalty	I would consider choosing this hotel / hotel company/brand as my first choice compared to other hotels/ brands (CL1)	Martinez and Rodriguez del Bosque (2013)
	It could be too costly/risky to end the relationship with this hotel (CL2)	
	I shall continue considering this place as one of my main hotel brands/names within Vietnam over the next few years (CL3)	
5.	I will definitely encourage friends and relatives to stay in this hotel if they are coming to this area (R1)	Han et al. (2011)

(Continued)

Table 3.3 *(Continued)*

Customer Recommendations	If I know someone is looking for a hotel in this area, I will suggest this hotel to him/her (R2)	
	I will say positive things about this hotel (R3)	
Independent Marketing Relationship Attribute	The hotel seeks to protect the environment by involving employees in local conservation projects, e.g. cleaning a local beach, or cleaning streets, or planting trees (CSR1)	Martinez and Rodriguez del Bosque (2013);
Corporate Social Responsibility (CSR) Associations	The hotel focuses on reducing their staff and customer's general environmental impact by being more eco-efficient within the hotel, e.g. saving electricity use and reducing waste disposal (CSR2)	
	The hotel clearly supports the welfare of those within the communities in which it operates, e.g. organizing events for disable children and the old (International Children Day or Christmas Day or Lunar New Year) or providing scholarship to poor children (CSR3)	
	This hotel clearly improves the welfare of its employees, e.g. providing annual staff trips and parties, or offering sponsorships to staff's children studying at university (CSR4)	

(Continued)

Table 3.3 *(Continued)*

	The hotel makes donations to environmental causes (e.g. flood response/protection, animal conservation/welfare) (CSR5)	
	The hotel directs part of its budget towards donations for social causes (e.g. giving charity donations to the old, to the blind and orphans) (CSR6)	
	The hotel management and staff act in generally responsible manner in most/all situations (CSR7)	Holcomb et al. (2007)

(Source: created by the researcher)

3.1.6 Instrumentation.

The result of reliability test from 475 usable returned questionnaires was conducted after data collection. A reliability test was applied again with a 475 sample size. Item CSR 7 was eliminated because of an unsatisfactory loading factor of less than 0.3 (Hair, Black, Babin, Anderson, & Tatham, 2006). The second round of the reliability testing was completed with acceptable Cronbach's alpha values (all above 0.7) and item-total correlations (all above 0.3) for all of the six constructs (Hair et al., 2006). The construct of CSR Associations has satisfactorily retained items related to social, environmental and charitable donations attributes proposed by Martinez and Rodriguez del Bosque (2013) within the hotel context.

Varimax rotation with Kaiser Normalization was used to find out clusters of items (Hair et al., 2006). The KMO (Kaiser-Meyer-Olkin) value was .912, which is

determined as good, and the Bartlett's test of Sphericity was significant ($p < 0.01$). The factor analysis results were all acceptable (Hair et al., 2006). Each of the variables had a significant loading (above .06) on only one factor.

Table 3.4

Exploratory Factor Analysis

Construct	***Code***	***Component***					
		1	*2*	*3*	*4*	*5*	*6*
Hotel Awareness	HA1	.824					
	HA2	.830					
	HA3	.823					
Customer-Company Identification	CCI1		.836				
	CCI2		.836				
	CCI3		.807				
	CCI4		.770				
	CCI5		.814				
	CCI6		.827				
Customer Satisfaction	CS1			.863			
	CS2			.844			
	CS3			.879			
Customer Loyalty	CL1				.896		
	CL2				.873		

(Continued)

Table 3.4 *(Continued)*

	CL3				.889		
Customer Recommendations	R1					.942	
	R2					.899	
	R3					.931	
CSR Associations	CSR1						.706
	CSR2						.701
	CSR3						.710
	CSR4						.660
	CSR5						.725
	CSR6						.690

(Source: created by the researcher based on outputs of reliability analysis)

3.1.7 Collection of data

Veal (2006) suggested that a user survey is a time saving and economical tool and this was applied as a suitable approach for this research. After gaining permission from the general managers within the hotels, the researcher contacted the target population within the hotel lobby. The purpose of the research as explained previously, is based on the potential respondent's agreement to participate, before a paper version of the survey questionnaire and a pencil with an eraser on top or a pen are provided for the hotel guest to complete the survey. Pencil markings can be erased and changed and pen markings can create multiple choices that make verification difficult for the researcher. In this case, the researcher selected usable returned questionnaires which do not have blanks nor multiple choices. They are reminded that they can refuse to answer any questions if they wish. The researcher verifies that the guests have stayed

in their current hotel for at least two days, to ensure that they have had the chance to gain some direct experience of CSR within their current hotel stay. Questions about personal information related to gender, countries the hotel guests coming from and their main purpose of visiting are also incorporated within the survey. Respondents are made aware that all the information within the questionnaire is treated as confidential and for data analysis within academic research only.

Hotel guests (international tourists, local tourists and business persons) were approached from June to September 2014. Respondents were asked to fill in the questionnaires with a pencil within their hotel lobby and the completed questionnaires were collected personally by the researcher. 475 usable questionnaires of the 530 returned surveys were issued to hotel guests in high class hotels across the three regions represents an 89.6% return rate. This is considered as sufficiently large sample size within PLS SEM analysis. Actually, PLS SEM requires a sample size of 100 for a minimum satisfactory level of statistical power, or ten times the minimum number of arrows pointing at a construct (6 arrows pointing at CSR construct in this research) (Hair et al., 2017). Moreover, 48 observations are needed to achieve a statistical power of 80%, assuming a 5% significance level when the minimum R^2 value in the model is 0.25, or 66 observations needed for that statistical power, assuming a 1% significance level when the minimum R^2 value in the model is 0.25 (Cohen, 1992).

3.1.8 Data analysis.

The data analysis method was set in this section once the researcher had determined the research construct. Firstly, the researcher examined reliability which involves measures relating to each separate item, including "the item-to-total correlation" and "the inter-to-total correlation" (Hair et al., 2006, p. 137) for pre-test questionnaire during a pilot test (as mentioned in section 3.1.5) and for the questionnaire after data collection (as discussed in section 3.1.6). In addition, factor analysis which refers to analyzing "the structure of the correlations among a large number of variables by defining sets of variables that are highly interrelated" (Hair et al., 2006, p.104) was used for reliability test for the questionnaire after data collection. The result of the reliability test for the questionnaire after data collection with sample of 475 is discussed in section 3.1.6.

Moreover, as a pioneering research initiative in consumer relationship marketing, which empirically tests the effects of CSR upon five degrees of customer bonding (Cross,1992), Partial Least Squares Structural Equation Modeling (PLS SEM) is highly recommended, not only within exploratory research (Hair, Sarstedt, Ringle, & Mena, 2012; Hair, Ringle, & Sarstedt, 2011), but importantly, in the examination of impacts from variables simultaneously within complex models (Lowry & Gaskin, 2014; Hair et al., 2012; Hair et al., 2011).

Partial Least Squares structural equation modeling (PLS SEM) is suitable for this research as data is anticipated to have non-normal distribution (Hair et al., 2012; Hair et al., 2011). Being a deliberate sampling approach, which also includes a potentially

socially desirable outcome effect (emerging from social and environmental responsibility activities), non-normal distribution results are expected. The data analysis tests identified that p-values (.000) of all items (Kolmogorov-Smirnov test) had a significant value of less than 0.01, and critical z values (greater than 1.96) were found from over ten items regarding skewness and from four items for kurtosis (Hair et al., 2006). This suggests that the data does differ significantly from normal distribution, making the PLS SEM analytical method choice a correct one. This method allows this researcher to make generalisations about the populations from which were selected. It is used to test the relationship between the independent variable and dependent variables.

Table 3.5

Results of Skewness, Kurtosis and Kolmogorov-Smirnov Tests

	Skewness		Kurtosis		Test of normality Kolmogorov-Smirnov
	Statistic	z value	Statistic	z value	Asymp. Sig. (2 tailed)
CSR1	-.181	-.753	-.326	-.682	.000
CSR2	-1.358	-5.636	5.701	11.927	.000
CSR3	-.217	-.898	-.390	-.816	.000
CSR4	.669	2.774	.700	1.464	.000
CSR5	-.309	-1.282	-.235	-.492	.000

(Continued)

Table 3.5 (Continued)

CSR6	-.841	-3.489	.690	1.445	.000
CSR7	-1.490	-6.183	1.699	3.555	.000
HA1	-.820	-3.403	.341	.712	.000
HA2	-.782	-3.245	.284	.595	.000
HA3	-.729	-3.024	.223	.467	.000
CCI1	-.206	-.854	-.393	-.821	.000
CCI2	-.249	-1.032	-.260	-.545	.000
CCI3	-.279	-1.157	-.308	-.645	.000
CCI4	-.234	-.970	-.484	-1.013	.000
CCI5	-.165	-.686	-.369	-.771	.000
CCI6	-.371	-1.540	-.308	-.645	.000
CS1	-.074	-.308	.410	.858	.000
CS2	-.065	-.271	.109	.228	.000
CS3	-.208	-.862	.070	.146	.000
CL1	.778	3.228	1.037	2.169	.000
CL2	.690	2.864	.924	1.933	.000
CL3	.802	3.329	.984	2.059	.000
R1	.633	2.626	-.752	-1.574	.000
R2	.673	2.793	-.795	-1.663	.000
R3	.687	2.850	-.656	-1.373	.000

Note: "the z values were divided the statistics by the appropriate standard errors of .241 (skewness) and .478 (kurtosis)" (Hair et al., 2006, p.90)

(Source: *developed by the researcher based on the outputs of Skewness, Kurtosis and Kolmogorov-Smirnov Tests of the data this researcher collected)*

Once the research has established constructs, sourced from previous literature, reflective or formative measurements should be advisable to decide upon the resultant model's sound use and acceptance (Hair, Hult, Ringle, & Sarstedt, 2014). Within the empirical theory testing of a conceptual model this is a key validation stage of the research. PLS SEM can incorporate evaluations of both the measurement models and the structural model (Hair et al., 2011, 2012). After data collection and reliability tests have been conducted, reflective or formative measurement model assessments should be applied before an assessment of the structural model (Hair et al., 2014). Reflective indicators can be interchangeable and hence the removal of an item does not affect the nature of the underlying construct, with formative indicators 'omitting an indicator is omitting a part of the construct (Jarvis, MacKenzie, & Podsakoff, 2003). The empirical research model contains reflective measurement model constructs as the removal of an item within the construct does not necessarily change the nature of the construct itself. Reflective measurement model assessment is applied in this study, which is conducted and discussed in section 3.8 of this chapter, consists of establishing construct validity and reliability which involves a measurement model assessment alongside with model assessment within PLS SEM analysis (Hair et al., 2014). Structural model assessment which uses bootstrapping to measure the level and significance of path coefficients and is used to measure R^2 values to "explain the endogenous latent variables' variance" (Hair et al., 2011, p.147). Results of the structural model assessment are in chapter IV.

Finally, results of assessment of the structural model and group analysis (Hair et al., 2017) is applied to compare different consumer demographic groupings to achieve the last research objective if there are differences between groups. These are within the next chapter. It is recommended that permutation testing if there is used with balanced groups and PLS multi-group analysis (PLS-MGA) approach is applied with unbalanced groups (Hair et al., 2017). However, it should be noted here that PLS SEM should not be applied when sample sizes are too small or variables are collinear (Hair et al., 2017), and that T-tests (comparing means of two groups) and ANOVA analysis (comparing means of more than 2 groups) to see differences between and among perceptions of different groups of hotel guests are suggested as viable alternatives (Veal, 2006). In order to carry out the analysis methods above, the researcher applies descriptive statistics showing number and percentage for hotel guests' profiles which are illustrated in 4.1.

3.1.9 Reflective measurement model assessment.

Bootstrapping for assessing the level and significance of path coefficients' significance (Hair et al., 2014), using "construct level changes", was applied because of insignificant results gained from bootstrapping using "no sign changes" for the outer loadings in the constructs of customer loyalty and recommendations, and of significant results from bootstrapping using "individual sign changes" for the outer loadings in the two constructs. All the measurement items (except that of CSR7) are loaded with significant t-values within their theoretical constructs of greater than 2.57 ($p<0.01$) (Hair et al., 2014). As the item CSR7 has a t-value of 1.299 and p value equaling 0.194 which is insignificant, this researcher removed this item. After

removing item CSR7, establishing convergent validity for the constructs was applied for a second round and all the reflective indicators were significant ($p<0.01$).

Retained items have indicator loadings ≥ 0.70 (except for CSR2 with a loading of 0.66) (Hulland, 1999) (Table 3.6). The loading of CSR2 is deemed as acceptable, as it is still higher than the 0.40 minimum threshold recommended acceptable value within exploratory studies (Hulland, 1999). Internal consistency reliability and convergent validity are satisfied with an acceptable composite reliability (≥ 0.70) and average variance extracted (≥ 0.50) (Bagozzi & Yi, 1988; Hair et al., 2011). Subsequently, the average variance extracted (AVE) and composite reliability (CR) values all exhibited acceptable levels (Bagozzi & Yi, 1988; Hair et al., 2011). The CSR construct has values related to construct validity and reliability that are lower than that of other constructs. This might be because of the contemporary nature of the CSR construct itself, or the nature of CSR Associations within high class hotels as a new feature of associations being evaluated as a new construct from consumers' perspectives.

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Table 3.6

Assessing the Reflective Measurement Models

Measurement	***Factor loadings***	***Average variance extracted (AVE)***	***Cronbach's alpha***	***Composite reliability (CR)***
Hotel Awareness	0.938-0.954	0.892	0.939	0.961
Customer-Company Identification	0.885-0.908	0.796	0.949	0.959
Customer Satisfaction	0.936-0.957	0.900	0.945	0.964
Customer Loyalty	0.913-0.959	0.809	0.936	0.926
Customer Recommendations	0.924-0.964	0.839	0.941	0.940
CSR Associations	0.655-0.841	0.585	0.857	0.894

(Source: developed by the researcher based on the output of model measurement assessment)

Regarding discriminant validity, Fornell-Larcker criterion for each construct to demonstrate each of the construct's AVE as greater than its squared correlation with any other construct (Fornell & Larcker, 1981) is satisfied (Table 3.7).

Table 3.7

Fornell-Larcker Criterion

	CCI	CL	CS	CSR	HA	R
CCI	*0.919*					
CL	0.208	*0.978*				
CS	0.524	0.441	*0.980*			
CSR	0.592	-0.009	0.364	*0.765*		
HA	0.590	0.012	0.314	0.621	*0.965*	
R	-0.050	0.423	0.097	-0.125	-0.056	*0.995*

(Source: developed by the researcher based on the output of model measurement assessment)

3.2 Qualitative

The qualitative method enriches the quantitative method by allowing the researcher to give additional information and explanation to the findings of the quantitative. CSR implemented by companies, CSR communication, CSR awareness and CSR experience are suggested to be contexts for CSR associations and value recognition of CSR from customers' perspectives.

3.2.1 Research design.

The nature of this supplementary part for the qualitative is to explore the "what" for the contexts of CSR and CSR communication, and of the "why" for potential value recognition of CSR on customer bonding stages. As a result, it is an exploratory,

verification and validation study. The qualitative research focus is on the contexts of CSR in hotels from hotel managers and hotel employees who practise CSR and on these from hotel guests who lodge in hotels with explicit CSR. These are recognised as key stakeholders of CSR in organizations (Mohr et al., 2001). The strategies for this are "phenomenology" referring to "social actors explain their social reality" (Jennings, 2001, p.159) and "ethnography" involving values or practices of cultural group (Jennings, 2001, p.161).

3.2.2 Research methodology.

The researcher built approved protocols for interviews (Berry, 2002). Semi-structured interviews involved using a list of questions as guidance to obtain the correct information needed (Jennings, 2001). She was the interviewer and she explained the purpose and benefits of her research and assured them that all personal information about participants and names of hotels are confidential. A consent form was built by this researcher to state that participants in interviews voluntarily join in this interview and allow this researcher to use their responses for academic purposes. The protocols are built by this research with questions for hotel managers, hotel employees and hotel guests. English or Vietnamese is the language utilized in the interviews. The researcher interviews hotel managers, hotel staff and international hotel guests and records the interviews. Vietnamese hotel guests are asked "Which language do you prefer, English or Vietnamese?" Backup translations both in English and in Vietnamese were used (for the questions with hotel guests, hotel managers and hotel staff) that were verified by a credited translator from Vietnam.

3.2.3 Population.

The purpose of this supplementary qualitative is to find out actual CSR and CSR communication as well as perceptions of hotel managers, hotel employees and hotel guests on the effects from CSR on the customer bonding stages proposed by Cross (1992). Hotel managers, hotel employees and hotel guests are from the eight explicit CSR in the quantitative session, participants in the interviews. This researcher selected marketing managers or human resource managers as those involved in CSR strategies in hotels. Hotel employees in marketing departments are appropriate for CSR implementation in hotels. Moreover, hotel guests who stay at least 2 nights in hotels are suitable for participants as this is the minimum time for hotel guests in the hotels to have enough time to explore CSR in the hotels where they are staying. Hotel guests who are international tourists, however, language was limited only to English or Vietnamese. This researcher greeted hotel guests in these hotels in English to search for those who can communicate in English or in Vietnamese for those who are Vietnamese so that she can go on with further steps for interviews. Hotel guests in 4 and 5 star hotels with explicit CSR in the quantitative are the target participants. Awareness of CSR of international tourists in luxury hotels or 4 and 5 star hotels are well recognised (Kucukusta et al., 2013; Levy & Park, 2011), so this researcher has questions for screening hotel guests regarding their awareness of CSR in hotels first (What is your view of CSR? Is there an example of CSR that is noticeable to you? Is there one from a hotel? Why do you remember this?) which are mentioned in questions for hotel guests in 3.5. The purpose of this is to find out potential participants for interviews who have awareness of CSR in hotels which is necessary before their experience of CSR in hotels where they are staying. This researcher decided by

herself right after the first questions to decide if the potential participants are the right candidates by selecting words or phrases or sentences from hotel guests, then summarizing important key words, and evaluating the meanings which are relevant to CSR in hotels. This process is more explained in 3.2.7. Those who give responses which are not relevant CSR dimensions in hotels can not be considered as suitable participants, then this researcher does not use their scripts as valid for data analysis. Table 3.8 show an example of responses from the first 6 hotel guests among 30 hotel guests that this researcher considers them as the right participants for this research because their responses show that they have awareness of CSR or CSR in hotels.

Table 3.8

Direct Quotes from Hotel Guests, Important Key Words, Awareness of CSR in Hotels

Direct quotes	Key words	Awareness of CSR
"they have sustainable development. One of this is about caring for the people, the community and the surrounding, especially the environment.", "in every hotel room they use paper instead of plastic" (Hotel guest 1, staying in a 4 star hotel in	- caring for people - community - plastic	This hotel guest is aware of dimensions of CSR which are social and environmental activities.
"in my company it does a lot of charity for children hospitals" (Hotel guest 2,	- charity	This hotel guest is aware of social

(Continued)

Table 3.8 *(Continued)*

staying 1 a 4 star hotel in the Central)		activity.
"what an organization does for society, community and does not violate laws/regulations in a country that organization has its operation" (Hotel guest 3, staying in a 4 star hotel in the Central)	- society - community - not violate laws	This hotel guest is aware of social and local contributions and of ethical manner.
"CSR involves in environmental agency and social problems that companies are doing.", "Saving energy, leaving the room everything is off." (Hotel guest 4, staying in a 5 star hotel in the South)	- environmental - social - energy saving	This hotel guest is aware of environmental and social CSR.
"does its operation while protects the environment and helps local people at the same time", "Companies do charity donations to unlucky people"	- protect the environment, help local people - charity	This hotel guest is aware of environmental and social CSR.
"involves social activities and environmental protection", "Putting litter into recycled bins or non-recycled one" (Hotel guest 6, staying in a 5 star hotel in the South)	- social and environmental protection - recycled bin or non-recycled one	This hotel guest is aware of social and environmental CSR.

(Source: developed by the researcher based on hotel guests' responses in interviews)

3.2.4 Sample.

The qualitative strategies are "phenomenology" which requires approximately 6 participants and "ethnography" which requires approximately from 30 to 50 interviews (Jennings, 2001). The researcher interviews 8 hotel managers (1 in each hotel), 9 hotel employees (at least 1 in each hotel) and 30 hotel guests (at least 3 hotel guests in each hotel) in the eight hotels. These are not included in the quantitative sample.

3.2.5 Research instrument.

The researcher consulted her adviser and developed questions for interviews with hotel managers, hotel employees and hotel guests. As stated the purpose of this qualitative is to give insights for the quantitative to achieve the sub-objective, the questions for interviews are mainly about CSR contexts for the five customer bonding stages and if CSR affects the independent stages. The literature suggested that international tourists in 4 and 5 star hotels have CSR awareness (Kucukusta et al., 2013). Moreover, awareness of CSR in a firm and perceived fit (CSR in firms fit personal values) and CSR communication are found to influence consumers' response to CSR in firms (Fraj & Martinez, 2006, Levy & Park, 2011; Mohr et al., 2001; Wigley, 2008). Specifically, message content and message channels in CSR communication (Du et al., 2010) and third party CSR certificates (Cherapanukorn & Focken, 2014) play an important role for customers to become aware of CSR in a firm. Base on the literature, questions relate to topics of CSR awareness, awareness of CSR in hotels, and personal CSR value, CSR itself in hotels, CSR communication, and effects of CSR on the five independent stages proposed by Cross (1992). Questions

are both open-ended and close-ended. The questions relate to CSR awareness for screening interviewees. The purpose of asking hotel managers and hotel employees about CSR itself in hotels and CSR communication is for exploring the background of CSR contexts in 4 and 5 star hotels in Vietnam. The purpose of asking hotel guests about their CSR recognition, and opinions about their CSR experience in their hotels is for verifying the effectiveness of CSR communication channels. The purpose of asking hotel managers and hotel employees about their perceptions of the effects of CSR on customer bonding stages is to compare their perceptions with the hotel guests after they have experienced actual CSR in the hotels. The background of CSR itself and CSR communication from hotel managers and hotel employees, and hotel guests' CSR recognition is for potential reasons for explaining the effects of CSR on customer bonding stages. These questions were all back-up translated before interviews with a credited translator from Vietnam.

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Table 3.9

Main Ideas in Questions for Each Type of Participants

Interviewees	Quantity	Duration	Questions about
Hotel managers	at least 1 participant in each hotel	15-20 minutes	- added context about CSR activities / associations; CSR implementation duration - CSR communication methods and management approaches; - hotel managers' perceptions of the CSR practices, the employee aspects supporting the communication, stakeholder / consumer interests.
Employees	at least 1 participant in each hotel	15-20 minutes	- CSR activities associations in their hotels; CSR communication - their perceptions of customer's responses to their CSR - their perceptions of reasons of customers' CSR interests of their hotel.
Hotel guests	at least 3 participants in each hotel	15-20 minutes	- contexts for their CSR perceptions; CSR experience in the hotels - opinions about CSR in the hotels; if the CSR in the hotel is related to their perceptions of CSR associations - CSR communication recognition and

(Continued)

			impact - previous experience about CSR; CSR logos of the hotels - how much the CSR associations in the hotel affects value recognition by customers.

Table 3.9 *(Continued)*

(Source: developed by the researcher)

Questions for hotel managers:

- Do you communicate the benefits of your CSR to your clients? Which ones and why these in particular?

- How do you communicate CSR benefits with your clients? How do you know they understand / recognize this CSR contribution?

- When did your firm begin CSR programs?

Why did your firm begin CSR?

- Which CSR activities do you believe have the greatest impact on your customers? Why?

- Have you had any customers that said they were extremely impressed with your CSR activities and felt the need to disclose / declare it strongly? What specific CSR activities? Why do you think they were so impressed? Did you develop this further? In what way?

- Which is the most important CSR activity conducted by your firm, in your opinion? Why?

- Which is the best example of CSR here? Why?

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- Which CSR activity are your clients really excited about? How do you know this? Is this representative of all or just samples of customers? Does it cover (or is it mainly- what %) of international / domestic Tourists & business clients?

- Do you feel that the customer recognises/engages with your hotel more as a result of your CSR ? Do you have any/some examples?

- Does this translate into aspects of: a) satisfaction? b) loyalty? c)personal recommendation ? - an examples please to support this?

Questions for hotel employees:

- What specific CSR activities are implemented or referenced as being relevant to your firm? Why were they chosen /implemented / sponsored?

- What are the benefits of these CSR associations in your opinion?

What benefits to which stakeholders? – (company itself, employees, community, government, other national/international bodies)/ In what way do you make your customers aware of these activities (list the marketing/communication approach for each)?/ How do you know your customers recognize this value? And apportion it to your firm? (Is this from all employees – evidence?)

- In what ways do you share your CSR with customers?

- Which parts of CSR do you share with customers? How is it shared? Do you share the impact results also? How? Example please.

- Why do you think customers might become specifically interested in these CSR activities?

- Why is that more CSR selection of environmental protection?

- Why do you focus on donation, charity and help youth in the example of Seedlings Restaurant?

- Why do you do focus on environmental than community relations issues?

- How do you communicate environmental protection? Can you provide me with an example please?

- How do customers find it?

- Why do you believe you communicate well on that?

- Do you feel that the customer recognises/engages with your hotel more as a result of your CSR? Do you have any/some examples?

- Does this translate into aspects of: a) satisfaction? b) loyalty? c) personal recommendation ? - an examples please to support this?

Questions to hotel guests:

- What is your view of CSR? Is there an example of CSR that is noticeable to you? Is there one from a hotel? Why do you remember this? *(Questions related to Awareness of CSR are for screening interviewees).*

- Which aspects of CSR from this hotel area of the greatest significance to you?

- Generally, are social or environmental issues of greater importance for you? Can you give me an example of important ones to you? Why are they important to you?

- What is your previous experience about CSR from staying in other hotels? Are there any countries in particular that you have visited that had noticeable CSR? Do you rank them as being good stays? Did the CSR in particular add to this experience?

- What made the biggest impression to you on CSR with your stay here? Why?

- What impressed you the least? Why ?

- What is your general opinion of CSR in this hotel?

- What improvements of CSR would you suggest? What / why?

- Have you had the opportunity to share / express this to the staff?

- Where were you aware of CSR associations here?

- How did CSR influence your decision about coming here? Why/ why not?

- Before you plan to stay in a hotel do you usually consider their CSR? Why / why not?

- Would you prefer to have known about this hotel's CSR earlier?

- Does this hotel have CSR accreditation? Have you ever seen the CSR logo in this hotel? Where did you see it?

- Why is the hotel distinctive for you?

- In what way does the CSR here make the hotel more noticeable for you / you & your family?

- Would the CSR experienced here encourage you to want to stay here again if you returned to this area?

- Where do you intend to stay in a hotel/holiday next time? When would that be / how long

- Do you think you would be returning to this area again soon (within 5 years)? Why?

- Are there any kinds of specific CSR activities that might make you feel more loyalty towards this hotel?

3.2.6 Data collection.

Data collection was 1 month after the data collection for the quantitative. This researcher selects hotel guests who have CSR awareness by asking them (What is

your view of CSR? Is there an example of CSR that is noticeable to you? Is there one from a hotel? Why do you remember this? Which aspects of CSR from this hotel area of the greatest significance to you?). The questions above are for screening interviewees. This researcher bases their answers if they are relevant to CSR, CSR in hotels. If their answers are relevant, the interview goes on and the script for their responses are valid for data analysis.

Interviews with hotel guests take place in the evenings from 5 to 7 p.m. in the 8 hotel lobbies. The interviews with hotel managers and hotel employees take place as appointed by them during working times in their office. All interviewees are informed that all interviews are recorded and participants signed in a consent form that they voluntarily took part in the interviews right before the interviews and their information is used for academic purposes only by the researcher. Noticeably, this researcher booked appointments with hotel managers and hotel employees for interviews when she conducted the data for the quantitative. She called them to remind the appointments one or two weeks before interviews. Further contacts with hotel managers, hotel employees and hotel guests were not done for further information relevant after the interviews as this researcher prepared questions for semi-structured interviews on which this research was an audience.

Face-to-face interviews were conducted with the target participants in October 2014.

- On 14 October 2014, this researcher had an appointment with a Marketing Manager at 11.30 a.m. and with a marketing employee in the 5 star hotel in the North of Vietnam (Hotel 1 in Table 3.1). This researcher asked them for an appointment when

she finished her data collection for the quantitative data in June 2014. She also discussed with the hotel employee where and when this researcher invited 4 hotel guests to participate in her interviews. This researcher also showed lists of questions for the Marketing Manager 5 minutes before the interview. The Marketing Manager was explained that all information about the name of hotel and his personal information is confidential, and this researcher has all authority to use his responses related to the interview for academic use only. He was asked to sign in the consent form before the interview. He acknowledged that the interview was recorded. The interview took place in his office for 15 minutes. After that, this researcher showed a list of questions to the hotel employee 5 minutes before the interview, and the interview took place for 20 minutes in the hotel lobby at 12 p.m. A list of questions for hotel guests were also shown to the hotel employee. The hotel employee advised this researcher to invite hotel guests to have interviews at from 5 to 7 p.m. on that day. This researcher returned to the hotel at 5p.m., she approached the first hotel guest, she introduced herself in English, but the first hotel guest did not understand her. She approached the second hotel guest, introduced herself and the purpose of the interview in English. The second hotel guest agreed to join the interview which was explained to her that all information related to her personal information is confidential and her responses are for academic use only. She was asked to sign a consent form and acknowledged that the interview was recorded. The interview took place at 5.15p.m. in the hotel lobby. The hotel guest was not given the list of questions before the interview. This researcher followed the list of questions for the 20 minute semi-structured interview so she asked all necessary questions, hence she did not contact this hotel guest again for more responses. The same interview process

was for the next 3 hotel guests in this hotel at 6p.m., 6.30p.m. and 7.05p.m. All the interviews were done in English.

- On 16 Oct 2014, this researcher had interviews with a Marketing Manager and a marketing employee at a 5 star hotel (Hotel 2) in the Central at 12p.m. in the marketing manager's office. In order to have such interviews, this researcher called them for an appointment for the interview and the main ideas of the interviews. The process for the interviews was the same as in the first hotel, however, the 30 minute interviews took place with both the marketing manager and the marketing employee. This researcher was advised to interview their hotel guests after 6p.m. on that day. This researcher approached 6 hotel guests, but one of them was Chinese, so the interview could not take place. The other hotel guest refused to join in the interview as he just arrived at the hotel on that afternoon. The interviews with 4 hotel guests took place at 6.05p.m., 6.40p.m., 7.00p.m. and 7.30p.m. All the interviews were done in English.

- On 17 Oct 2014, this researcher had interviews with a Marketing Manager and a marketing employee (Hotel 3) at 4.pm. and 4.30p.m. The interview process is described above. Interviews with 3 hotel guests took place in the hotel lobby. The interview process is the same with that for hotel guests as described above. Two interviews took place at 6.10p.m and 6.45p.m. in English and one interview took place at 7.p.m. in Vietnamese. One interview was considered as not valid as this interviewee had no ideas about CSR and she said that she was sorry but she did not know.

- On 20 Oct 2014, 4 interviews with hotel guests in a 4 star hotel (Hotel 4) in the Central at 5.10p.m., 5.50p.m., 6.45p.m. and 7.00p.m. in the hotel lobby. The

interviews had the same process as described for the process for the interviews with hotel guests. The interviews were in English. In order to be able to access the hotel guests, this researcher contacted the hotel manager during the data collection for the quantitative in July 2014 and called him again to remind him of this researcher's presence in the hotel on that day. An interview with a Marketing Manager took place at 10a.m. in the restaurant in the hotel and with a marketing manager at 11a.m. on 21 Oct 2014. The same interview process was for hotel managers and hotel employees. These interviews were done in English.

- On 22 Oct, this researcher had interviews with a marketing manager in a 5 star hotel in the South (Hotel 5) at 9.05a.m. and with a marketing employee at 11.30a.m. in the hotel lobby. The same interview process was for hotel managers and hotel employees. These interviews were in English. 6 hotel guests were invited to join in the interviews, but one refused as he did not have time. The five interviews took place at 5.00p.m., 6.00p.m., 6.30p.m., 6.50p.m. and 7.20p.m. All the interviews were done in English.

- On 28 Oct 2014, this researcher had interviews with a marketing manager and marketing employee in a 4 star hotel in the South (Hotel 6) at 9.45a.m. and 10.30a.m. respectively in the hotel lobby. The same interview process was for hotel managers and hotel employees. These interviews were in English. 5 interviews with hotel guests took place in the hotel lobby at 5.25p.m., 6.00p.m., 6.30p.m., 6.45p.m. and 7.00p.m. All were done in English.

- On 29 Oct 2014, an interview with a Marketing manager took place at 1.30p.m. and with a marketing employee in a 4 star hotel in the South (Hotel 7) at 4.45p.m in the hotel lobby. The same interview process was for hotel managers and hotel employees. These interviews were in English. 4 hotel guests were invited to participate in the

interviews, one hotel guest refused to join in as he just returned from a day trip. The 3 interviews took place at 5.10p.m., 5.45p.m., and 6.45p.m. The same interview process was for hotel managers, hotel employees and hotel guests. These interviews were done in English.

- On 31 Oct 2014, interviews with a human resource manager and a marketing employee took place in their offices at 4.00p.m. and 4.30p.m. Three interviews were with hotel guests were at 5.00p.m., 6p.m. and 6.45p.m. The same interview process was for hotel managers, hotel employees and hotel guests. These interviews were in English. The last hotel guest agreed to join in the interview when this researcher invited him to answer the questions, but he just checked in a few hours prior so this researcher just said thank you to him anyway and explained to him that she needs valuable opinions from hotel guests for her research from those who had stayed in the hotel for at least 2 nights.

3.2.7 Data analysis.

This researcher back-up translated a script with Vietnamese into English and from English into Vietnamese. She, who is a Vietnamese, got a bachelors degree in English and a masters degree in Applied Linguistic, hence she has the ability to translate correct information from English into Vietnamese and from Vietnamese into English. Moreover, she is attending the Ph.D. degree in Hospitality, and this is for her research which she has followed the topic for years, so she has the ability and knowledge to translate the correct information. After transcribing raw data from the interviews, this researcher used thematic analysis meaning described data with making notes of important information, combining relevant things in transcripts to remind researchers

relevant theory (open coding), identifying relationships (axial coding) and evaluating core meanings (selective coding) (Jennings, 2001). This researcher categorized the themes into CSR itself, CSR communication, awareness of CSR in hotels, personal CSR values, and the potential effect of CSR on customer bonding stages. After that she compared the responses put into themes from hotel managers, hotel employees and hotel guests.

- Personal CSR values can be found in responses from hotel guests for the question "Generally, are social or environmental issues of greater importance for you?". This researcher coded responses into three main themes of "social issues are more important", "environmental issues are more important" and "both are equally important" for each groups of males and females. Number and percentages of each group for relevant themes are for comparison, but the main purpose in this qualitative is to explore the more important aspects of CSR value to hotel guests. Results are in Table 4.20.

- CSR itself has relevant CSR associations in Table 3.3 includes four themes of environmental protection, social and community donations and ethical responsibility which this researcher modified from Martinez and Rodriguez del Bosque (2013) and Holcomb et al. (2007). Thematic analysis allows this researcher to explore CSR in each hotel.

Table 3.10

Questions: What specific CSR activities are implemented or referenced as being relevant to your firm? Why were they chosen /implemented / sponsored?

CSR Implemented in 4 and 5 Star Hotels in Vietnam (from Hotel Employees)

Open coding	Axial coding	Selective coding
Hotel 1: "focus on environmental protection", "option of changing linen and towels every day or not", "follow the regulations related to waste and water disposals", "also have community relations, we extract budget from our hotel to parent company, then the money is for donating to poor people or victims from floods in the Central"	- environmental protection, option of linen change - community relations, donating	Environmental protection and local community contributions
Hotel 2: "environmental protection and employee relations programs", "install cost saving equipment and waste disposal"	- environmental protection, saving equipment, waste disposal - employee relations	Environmental protection and social contributions
Hotel 3: "have a fund with a slogan "Embracing the Environment, Empowering People". Each night guests stay in hour hotel, we extract 1 or 2 USD from our profit for the	- plant trees - teach English to local children, non-profit	Environmental protection, social and local community

(Continued)

Table 3.10 *(Continued)*

fund", "Guests teach English to local children, they can plant trees to avoid soil erosion. They can visit our non-profit restaurant where youth form orphans have free training and job opportunity. We give swimming classes to local children, donation to the poor, organize Mid Autumn to the poor children, preserve turtles.", "offer good working conditions to or employees such as offering free pick-up busses from 2a.m. to 12p.m., fringe benefits"	restaurant, swimming classes - good working conditions, fringe benefits	contributions
Hotel 4: "customers actively participating in green choices such as daily linen and towel change", "practice charity donations to poor local children"	- green choices - charity donation	Environmental and local contributions
Hotel 5: "Environmental protection and charity donations"	- Environmental protection - Charity	Environmental and local contributions
Hotel 6: "Do the charity for unlucky lives", "Biking for the environment, and other environmental activities"	- Charity - Environmental activities, bikes	Environmental protection and local community contributions
Hotel 7: "environmental protection, fringe	- Environmental	Environmental

(Continued)

Table 3.10 *(Continued)*

benefits for employees, donation for building houses for the poor and building bridges in rural areas, charity to orphans, giving old linens to some social organizations"	protection - Fringe benefits - Charity, donation	protection, social and local community contributions
Hotel 8: "low temperature control, and solar energy for water heating, replacing new energy saving devices such as led lights, encourage guests to reuse towels, buy goods in bulk so the hotel limit to use plastic bags and reuse 1 side paper", "donations and charity programs for rural areas and islands", "provides good working conditions and benefits to its employees"	- Low temperature, energy saving, limit to use plastic bags, reuse 1 side paper - good working condition - donations	Environmental protection, social and local community contributions

(Source: developed by the researcher based on scripts from interviews with hotel employees)

- This researcher adapted a CSR communication model suggested by Du et al. (2010) including message content (issue importance, e.g. social cause itself or a firm's specific involvement in social cause, and initiative commitment e.g. commitment to a social cause in several ways such as donating funds, etc.) and channels of media (CSR report, corporate website, public relations, advertising, point of purchase, and media coverage). Besides, CSR certification standard logos are an important aspect of CSR communication in firms (Janssen and Hamm (2012) or in high class hotels

Cherapanukorn and Focken (2014), affecting consumer behaviour, hence this researcher detects if hotel guests recognise CSR logos in their current hotels. This researcher examined the content of what CSR aspects and CSR communication that inform their customers as well as numbers and equivalent percentages for CSR aspects and for CSR communication based on responses from hotel managers and hotel employees. Similarity, this researcher examined how many and how much percentages of hotel guests see CSR in the hotels and where they see it. The questions to hotel managers are "Do you communicate the benefits of your CSR to your clients? Which ones and why these in particular?", "How do you communicate CSR benefits with your clients?" and to hotel employees "In what way do you make you customers aware of these activities (list the marketing/communication approach for each)", and "How do you communicate it? Can you provide me with an example please?" The questions for hotel guests are "Where were you aware of CSR associations here?" and "Does this hotel have CSR accreditation? Have you ever seen the CSR logo in this hotel? Where did you see it?" Awareness of CSR in hotels is from what hotel guests are seeing during their stay. This researcher examined how many guests and equivalent percentages of guests are aware of what aspects of CSR and CSR communication in their hotels. The questions to hotel guests are "What made the biggest impression to you on CSR with your stay here? Why?", "What impressed you the least? Why?", "What is your general opinion of CSR in this hotel?", Does this hotel have CSR accreditation? Have you ever seen the CSR logo in this hotel? Where did you see it? Thematic analysis was also applied to explore what and where CSR is communicated by hotel managers and hotel employees, and then compare with what and where CSR is recognized by hotel guests. Results are in 4.5.2.2.

Table 3.11

Responses from Hotel Managers for CSR Communication

Open coding	Axial coding	Selective coding
"We have environmental policy. Limiting waste disposal" (Hotel manager 6, working for a 5 star hotel in the South) "environmental policy, and we engage guests' experience", "environmental practices in guests' room such as linen and towel change" (Hotel manager 5, working for a 5 star hotel in the Central)	Environmental policy, limit waste disposal, linen and towel change	These hotels are committed to environmental protection by their activities.
"when guests stay in our hotel for a night, the hotel extract 1 or 2 USD for the Fund "Embracing the Environment, Empowering People" (Hotel manager 4, working for a 5 star hotel in the Central)	- extract 1 or 2 USD, Fund	This hotel is committed to donate money based on number of nights guests stay in this hotel.

(Source: developed by the researcher based on scripts from hotel managers)

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Table 3.12

Responses from Hotel Employees for CSR Communication

Open coding	Axial coding	Selective coding
"Local and international CSR certificates are in the lobby. We explain to guests when we welcome them and ask if they would like to change linen and towels or not." (Hotel employee 1, working for a 5 star hotel in the North)	- CSR certificate - linen and towel change - lobby	This hotel uses hotel guests' experience with laundry policy in the hotel (point of purchase), and third-party CSR certificate in hotel lobby.
"offer guests bottles of mineral water if they do not change towels and linens" (Hotel employee 2, working for a 4 star hotel in the Central	- change towels and linens	This hotel has laundry policy through guests' experience of not changing linen or towels
"We show our CSR certificate (EarthCheck) on our website, guests can involve in our CSR activities, and we communicate it through the international and local newspapers/ magazines.", "deliver the leaflet	- EarthCheck - website - newspapers/ Magazines - leaflet, free gifts	This hotels uses the third party CSR certificate, hotel website, the media and

(Continued)

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Table 3.12 *(Continued)*

to guests. The Fund has an impressive slogan Embracing the Environment, Empowering People. It appears on a beautiful leaflet in which why the fund is set up, guests' donation from hotel's profit. The leaflet is under a hand-made turtle/starfish which is a souvenir for guests to take away with them." (Hotel employee 3, working for a 5 star hotel in the Central)		guests' experience with leaflet about CSR and free gifts.
"also have notice boards or signs for green choices" (Hotel employee 4, working for a 4 star hotel in the Central)	- boards or signs	This hotel uses point of purchase (the hotel where guests are staying).

(Source: developed by the researcher based on scripts from hotel employees)

Table 3.13

Responses from hotel guests for CSR and CSR communication

Open coding	Axial coding	Selective coding
"use paper instead of plastic bags" (Hotel guest 1, staying in a 4 star hotel in the Central) "in my room, there is a laundry policy"	- paper bags, not plastic bags - laundry policy - Earth Hour	Hotel guests recognize CSR in hotels through guests'

(Continued)

Table 3.13 *(Continued)*

(Hotel guest 3, staying in a 4 star hotel in the Central) "I witnessed the Earth Hour, the interesting, romantic and unique moment in the night with candles in this hotel." (Hotel guest 9, staying in a 4 star hotel in the South) "I stayed here so many times. I found their CSR associations on their website." (Hotel guest 14, staying in a 5 star hotel in the South)	- website	experience, staying in hotels, and notice websites.
"in the lobby I found some awards or certificates next to the environmental policy" (Hotel guest 8, staying in a 4 star hotel in the South) "Yes, it does. I saw their CSR slogan, but not a CSR logo. I saw the slogan on the leaflet in my room." (Hotel guest 17, staying in a 5 star hotel in the Central)	- certificates, slogan on leaflets	Hotel guests find certificates in lobby and slogan of CSR in their rooms.

(Source: developed by the researcher based on scripts from hotel guests)

- Regarding the five stages of customer bonding, this researcher looks back at the definitions relevant to the 5 stages of customer bonding in 1.9, and reads transcripts from hotel managers, hotel employees and hotel guests to examine possible effects from CSR on these customer bonding stages. First of all, opinions from hotel

managers and hotel employees from the effects of CSR on the customer bonding stages were explored with questions "Which is the best example of CSR here? Why?", "Which CSR activity are your clients really excited about? How do you know this?" "Do you feel that the customer recognises/engages with your hotel more as a result of your CSR ? Do you have any/some examples?" "Does this translate into aspects of a) satisfaction b) loyalty? c) personal recommendations? What are some examples to support this?" Secondly, this researcher examined responses from hotel guests from the questions "What made the biggest impression to you on CSR with your stay here? Why?", "In what way does the CSR here make the hotel more noticeable for you / you & your family?", "Would the CSR experienced here encourage you to want to stay here again if you returned to this area?" After coding, this researcher compares quantitative (in numbers and percentages) for the perceptions for the effects of CSR on the customer bonding stages from hotel managers, hotel employees and hotel guests (results are in Table 2.24). Moreover, this researcher examined at what customer bonding stages CSR has influence from hotel guests compared with the findings of the quantitative method (results are in 4.5.3). Thematic analysis was carried out.

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Table 3.14

Responses from Hotel Managers and Hotel Employees for the Effects of CSR on Customer Bonding Stages

Opening code	Axial coding	Selective coding
"they recognize our hotel as green engage. We have their feedback on this. They appreciate the way we keep the environment clean" (Hotel manager 1, working for a 5 star hotel in the North) "Most customers do not change towels every day" (Hotel employee 1, working for a 5 star hotel in the North) "Guests' green experience is the most important activity because we have the willing to do from our customers and we can save water and electricity.", "international guests are excited about the Earth hour", "feel that customers recognize with our hotel. Through comments on our website" (Hotel manager 2, working for a 4 star hotel in the Central) "we found that they shared their opinion,	- recognize - have feedback - guests do not change towels - willing to do - excited - share, positive feeling - find the hotel to be different	Hotel managers and hotel employees believe that CSR in their hotels affect hotel awareness and customer-company identification.

(Continued)

Table 3.14 *(Continued)*

and positive feelings related to our environmental issues and community relations" (Hotel manager 3, working for a 5 star hotel in the Central) "all of our guests find us to be different from other hotels" (Hotel manager 4, working for a 5 star hotel in the Central) "believe that our customers engage with our hotel as a result of our CSR. The example of the American guests donating 20,000USD" (Hotel manager 6, working for a 5 star hotel in the South)		
"I believe that CSR itself does not make customers satisfied, but the service quality and the CSR make them satisfied." (Hotel manager 3, working for a 5 star hotel in the Central)	- not satisfied, CSR	CSR does not affect customer satisfaction.
"I do not think they choose CSR for the product, but CSR is just an added value beside the quality" (Hotel manager 1, working for a 5 star hotel in the North) "not think that they are satisfied or loyal" (Hotel employee 1, working for a 5 star	- not satisfied or loyal	Hotel managers and hotel employees do not suggest the direct link between CSR and customer

(Continued)

Table 3.14 *(Continued)*

hotel in the North)		satisfaction and customer loyalty.
"They commented on trip advisor and our company website" when being asked "Do you feel that the customer recognises/engages with your hotel more as a result of your CSR ? Do you have any/some examples?" (Hotel manager, working for a 5 star hotel in the Central)	- comment, trip advisor	CSR affects recommendations.

(Source: developed by the researcher from scripts from interviews from hotel employees and hotel managers)

Table 3.15

Responses from Hotel Guests for the Effects of CSR on Customer Bonding Stages

Opening code	Axial coding	Selective coding
"The biggest impression for me when I stay in this hotel is that they use paper bags" (Hotel guest 1, staying in a 4 star hotel in the Central) "not change the towels, save the water, immediate things I notice" (Hotel guest 11, staying in a 4 star hotel in the Central)	- impression for me, use paper bags - immediate thing I notice	Hotel guests suggest the direct effect of CSR on hotel awareness.

(Continued)

Table 3.15 *(Continued)*

"meaningful activities that I think each guest should notice immediately in this hotel" (Hotel guest 1, staying in a 5 star hotel in the North) "Impressive, meaningful CSR activities such as teaching English to local children, and teaching them to swim" (Hotel guest 17, staying in a 5 star hotel in the Central)	- meaningful activities - impressive	CSR is suggested to be linked with customer-company identification.
"I like the Earth Hour" (Hotel guest 9, staying in a 4 star hotel in the South) "I love activities useful to poor children" (Hotel guest 17, staying in a 5 star hotel in the Central) "Earth hour when all electricity is off for 1 hour inside the hotel, they light candles, I find it interesting, I enjoy a romantic moment in the hotel and we can save the power" (Hotel guest 9, staying in a 4 star hotel in the South)	- like Earth hour - love activities - enjoy romantic, Earth hour	CSR affects customer satisfaction.
"CSR towards employees and local people would make me feel more loyalty" (Hotel guest 11, staying in a 4 star hotel in the South)	- be loyal - would sty here again	CSR affects customer loyalty.

(Continued)

Table 3.15 *(Continued)*

"Yes I would" when being asked "Would the CSR experienced here encourage you to want to stay here again if you returned to this area again?" (Hotel guest 17, staying in a 5 star hotel in the Central)		

(Source: developed by the researcher from scripts from interviews with hotel guests)

As stated, the purpose of this qualitative research is to provide contexts in terms of the "what" and "why". Firstly, as stated above, this researcher compares responses (numbers and percentages) for personal CSR value for males and females, and actual CSR in hotels after grouping the actual CSR practices, CSR communication and the links between CSR and the customer bonding stages. This researcher compares the "whats" including numbers, percentages and contents of responses above among groups of hotel managers, hotel employees and hotel staff regarding hotel CSR and what CSR is communicated from codes of hotel managers and hotel employees with codes for that of hotel guests. After that, this researcher compared results from the qualitative analysis with the findings from the qualitative analysis in terms of effects of CSR on customer bonding stages. Finally, this researcher examined reasons for effects of CSR on customer bonding stages. Potential themes or the "whats" for examining the possible effects are awareness of CSR from hotel guests, personal CSR values from hotel guests, and channels and messages (what and where) for CSR communication. Finally, data interpretation is carried out by raising questions related to how and why the data is important, by linking outcomes from hotel guests' responses relating to effects of CSR on customer bonding stages to personal values of

CSR from hotel guests, their awareness of CSR, and CSR communication at hotels where they are lodging (discussed in 4.5.3).

3.3 Research process (Quantitative and Qualitative)

Table 3.16 summarizes the research process for both quantitative and qualitative methods relevant to the research objectives.

Table 3.16

Summary of the Research Process

Research Objective	Source of Data or Sample	Data Collection Method	Data Analysis	Expected Outcomes
1. Validate Cross' (model)	Hotel guests in 4 and 5 star hotels in 3 main destinations in Vietnam	Questionnaires	PLS SEM	Significant relationships from preceding customer bonding stages to the next stages
2. Examine the direct effects from CSR associations on independent customer bonding stages	Hotel guests in 4 and 5 star hotels in 3 main destinations in Vietnam	Questionnaires	PLS SEM	Significant relationships between CSR associations and independent customer bonding stages
3. To compare if	Hotel guests in 4 and 5 star hotels	Questionnaires	PLS MGA	Significant relationships

(Continued)

Table 3.16 *(Continued)*

there are differences between and among groups	in 3 main destinations in Vietnam		Permutation T-test ANOVA	between and among groups
4. To give additional context to findings in the quantitative	Hotel managers Hotel employees Hotel guests	Interviews	Template analysis, compare and contrast	- Actual CSR in hotels (various activities). - How CSR is communicated. - What CSR is aware/ perceived by hotel guests. - The extent to which CSR affects on customer bonding stages. - Reasons for the effect between CSR and customer bonding stages.

(Source: developed by the researcher)

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CHAPTER IV

RESEARCH FINDINGS

This chapter centres on results from the inner model evaluation as well as the moderator considerations towards the respondent's profile, lodging circumstance and geographies of hotels, alongside the main research objective of validating the empirical application of the progressive customer bonding relationship framework originally conceived by Cross (1992) and constructed and tested by examining the direct effects of CSR on the independent stages alongside multi-group moderation assessments. Finally, besides the quantitative part, the qualitative part is supplementary gathered from hotel guest interviews, alongside with hotel managers and hotel staff in semi-structured interview formats from the hotel organizations. These are analysed to help add knowledge and insight.

4.1 Respondents' Profile, Lodging Circumstances and Geography

4.1.1 Respondents' profile.

Firstly, hotel guests are classified into those coming from Asian countries and those from other English-speaking countries. Although Australia and New Zealand are within Asia, those are grouped within the English-speaking country classification. English is the second language in Singapore, Malaysia and the Philippines, so those from these countries are in the Asian tourist group. Asian tourists in this study come from China, India, Japan, Korea, Malaysia, Singapore, Thailand, the Philippines, and Vietnam. The other two consumer groups being assessed relate to gender and purposes of the lodging stay within the distinct purposes of travelling for tourism as a

tourist or for a business trip as a business lodger. The number of hotel guests from English-speaking countries compared to those from Asian countries are double, whereas male and female lodgers are of a more comparable sample size.

Table 4.1

Respondents' Profile

	Groups	Number	Percentage
Country	Hotel guests coming from Asian countries	163	34.3%
	Hotel guests coming from English-speaking countries	312	65.7%
Gender	Males	272	57.2%
	Females	203	42.8%
Visiting Purpose	Tourist customers	341	71.8%
	Business lodgers	132	27.8%
	Other reasons	2	0.4%

(Source: developed by the researcher based on outputs of descriptive statistic)

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4.1.2 Lodging circumstances.

Hotel star ratings (4 and 5 stars) and CSR certificate standard verification (EarthCheck as an international standard and Green Lotus Label as a local standard) belong to a lodging infrastructure circumstance. The number of hotel guests staying in the same 4 and in 5 star hotels are of similar numbers, however there are more hotel guests staying in hotels with local CSR standard than guests staying within hotels

with international CSR standard certification. The group of highly explicit CSR refers to those staying in hotels with 5 satisfied criteria set up in the pilot test hotel sample. The group relating to with minimally explicit CSR relates to those lodging in the hotel with 2 satisfied criteria, only i.e. CSR report and hotel guests' CSR green choice. This hotel may not achieve CSR certification, nor may it have CSR information on their hotel website, or within their hotel lobby. The researcher presented results of hotel guests' perception towards the effect of CSR on independent stages of customer bonding from group comparison between those staying in hotels with highly explicit CSR and minimally explicit CSR. Another complementary analysis is to compare the perceptions within those staying in highly explicit CSR hotels by comparing the perceptions of those lodging in hotels with local or international CSR. Hotels with international CSR standards achieved EarthCheck and hotels with local CSR standard achieved the Green Lotus Label.

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Table 4.2

Lodging Circumstances

	Groups	Number of guests	Percentage
Hotel star	4 stars	222	46.7%
	5 stars	253	53.3%
Highly explicit CSR/ Minimally explicit CSR	Highly explicit CSR	389	81.9%
	Minimally explicit CSR	86	18.1%
CSR standard (in the group of staying in hotels with highly explicit CSR)	Third party local CSR	239	50.3%
	Third party international CSR	150	31.6%
	Total	389	81.9%

(Source: developed by the researcher based on outputs of descriptive statistic)

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4.1.3 Geography.

Table 4.3 shows the number of sample hotel guests lodging in high class hotels in the three main regions in Vietnam. There are different numbers among groups of hotel guests staying in hotels in the North, the Central and the South.

Table 4.3

Geography (North, Central and South)

Groups	Number of guests	Percentage
North	66	13.9%
Central	166	35%
South	243	51.1%

(Source: developed by the researcher based on outputs of descriptive statistic)

4.2 Model's Empirical Validity for Use

As stated earlier, CSR in a marketing context for validating Cross' (1992) model, at this stage this researcher focused solely on the model's attributes with only 5 progressive successful stages and does not intend to evaluate any direct relationship characteristics that may exist between CSR and the empirical five-stage relationship marketing model. The sets of hypotheses include:

Hypothesis $1a_o$: There is not a positive, significant relationship between hotel awareness (as a stage) and customer-company identification (as a subsequent stage).

Hypothesis 1a: There is a positive, significant relationship between hotel awareness (as a stage) and customer-company identification (as a subsequent stage).

Hypothesis $1b_o$: There is not a direct and positively significant relationship between customer-company identification (as a stage) and customer satisfaction (as the subsequent stage).

Hypothesis 1b: There is a direct and positively significant relationship between customer-company identification (as a stage) and customer satisfaction (as the subsequent stage).

Hypothesis $1c_o$: There is not a direct and positively significant relationship between customer satisfaction (as a stage) and customer loyalty (as a subsequent stage).

Hypothesis 1c: There is a direct and positively significant relationship between customer satisfaction (as a stage) and customer loyalty (as a subsequent stage).

Hypothesis $1d_o$: There is not a direct and positively significant relationship between customer loyalty (as a stage) and customer recommendations (as a subsequent stage).

Hypothesis 1d: There is a direct and positively significant relationship between customer loyalty (as a stage) and customer recommendations (as a subsequent stage).

Table 4.4 shows that the significance levels from stage 1 to stage 2, stage 2 to stage 3, stage 3 to stage 4, and from stage 4 to stage 5 equal to 0.000 which is less than 0.01. Then the null hypotheses are all rejected. Therefore, these are the following relationships:

- There is a positive, significant relationship between hotel awareness (as a stage) and customer-company identification (as a subsequent stage).
- There is a direct and positively significant relationship between customer-company identification (as a stage) and customer satisfaction (as the subsequent stage).
- There is a direct and positively significant relationship between customer satisfaction (as a stage) and customer loyalty (as a subsequent stage).

- There is a direct and positively significant relationship between customer loyalty (as a stage) and customer recommendations (as a subsequent stage).

A β value of 0.363 for the direct link between Hotel Awareness and Customer-Company Identification, a β value of 0.474 for the link between Customer-Company Identification and Customer Satisfaction, a β value of 0.512 for the link between Customer Satisfaction and Customer Loyalty, and a β value of 0.422 for the link between Customer Loyalty and Recommendations indicate that there are moderate relationships of variables.

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Table 4.4

Results of Evaluation of the Structural Model

Stages	***Expected relationship***	***Coefficient***	***T statistic***	***P value***	***Null hypothesis***
Stage 1 to Stage 2	Hotel Awareness to Customer-Company Identification	0.363 ***	8.72	0.000	Hypothesis $1a_o$: rejected
Stage 2 to Stage 3	Customer-Company Identification to Customer Satisfaction	0.474 ***	9.29	0.000	Hypothesis $1b_o$: rejected
Stage 3 to Stage 4	Customer Satisfaction to Customer Loyalty	0.512 ***	11.79	0.000	Hypothesis $1c_o$: rejected
Stage 4 to Stage 5	Customer Loyalty to Customer Recommendations	0.422***	8.90	0.000	Hypothesis $1d_o$: rejected

Note: ***significance at 1% level; **significance at 5% level; *significance at 10% level (CSR as a marketing context for validating the five Customer Bonding stages).
(Source: developed by the researcher based on the output of model structural assessment)

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Each preceding stage appears to have a significant contributory relationship. The test validates the primary development, design and test of the newly constructed empirical model and supports its subsequent application towards evaluating the range of customer bonding relationship influences from a specific marketing attribute, in this case, CSR.

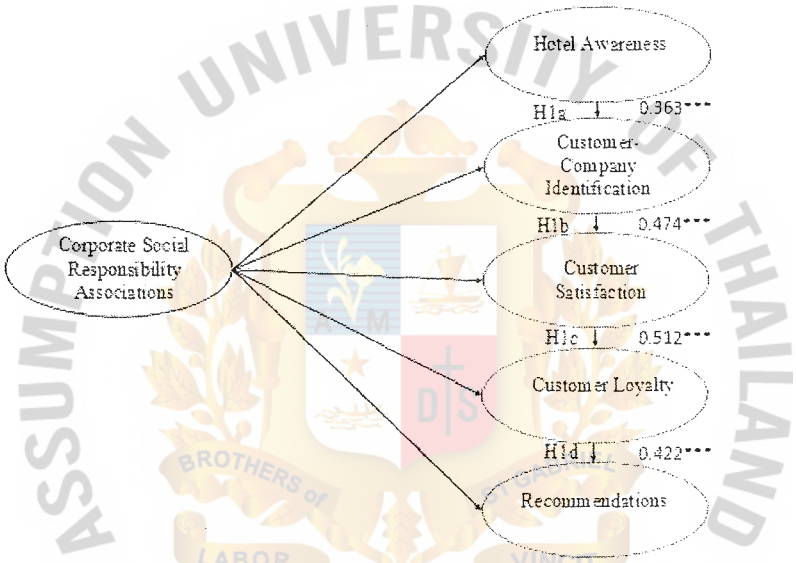

Figure 5. Results for path coefficients of the effects of inter-related customer bonding relationship stages.

Note: ***significance at 1% level; **significance at 5% level; *significance at 10% level

CSR as a marketing context for validating the five Customer Bonding stages.

(Source: developed by the researcher from the output of model structural assessment)

4.3 CSR and the Five Stages of Customer Bonding

The main objective of this research was to examine the direct effects from a hotel's CSR practices on each of the independent customer bonding stages described by Cross (1992). This involved constructing an empirical framework for testing, by reviewing different literature and research studies identified by the researcher. The sets of hypotheses are as follows:

Hypothesis $2a_0$: CSR Associations do not have a direct, positive effect on hotel awareness of the hotel with explicit CSR.

Hypothesis 2a: CSR Associations have a direct, positive effect on hotel awareness of the hotel with explicit CSR.

Hypothesis $2b_0$: CSR Associations do not have a direct, positive effect on customer-company identification of the hotel with explicit CSR.

Hypothesis 2b: CSR Associations have a direct, positive effect on customer-company identification of the hotel with explicit CSR.

Hypothesis $2c_0$: CSR Associations do not have a direct, positive effect on customer satisfaction of the hotel with explicit CSR.

Hypothesis 2c: CSR Associations have a direct, positive effect on customer satisfaction of the hotel with explicit CSR.

Hypothesis $2d_0$: CSR Associations do not have a direct, positive effect on customer loyalty of the hotel with explicit CSR.

Hypothesis 2d: CSR Associations have a direct, positive effect on customer loyalty of the hotel with explicit CSR.

Hypothesis 2e$_0$: CSR Associations do not have a direct, positive effect on customer recommendations of the hotel with explicit CSR.

Hypothesis 2e: CSR Associations have a direct, positive effect on customer recommendations of the hotel with explicit CSR.

As shown in Table 4.5, the significance levels of the relationships between CSR on the first 3 stages of hotel awareness, customer-company identification and customer satisfaction equal 0.000 which is less than 0.01. Therefore, the null hypotheses are rejected. Then, these are the following relationships:

- *CSR Associations have a direct, positive effect on hotel awareness of the hotel with explicit CSR.*
- *CSR Associations have a direct, positive effect on customer-company identification of the hotel with explicit CSR.*
- *CSR Associations have a direct, positive effect on customer satisfaction of the hotel with explicit CSR.*

A β value of 0.623 for the direct link between CSR Associations and Hotel Awareness, a β value of 0.590 for the link between CSR Associations and Customer-Company Identification, a β value of 0.364 for the link between CSR and Customer Satisfaction indicate that there are moderate relationships of variables.

However, the significance values of CSR Associations on Customer Loyalty and Recommendations are 0.396 and 0.356 respectively which are greater than 0.05, so the null hypotheses failed to be rejected, meaning that CSR Associations do not have a direct positive effect on customer loyalty of a hotel with explicit CSR and that CSR Associations do not have a direct positive effect on customer recommendations of the hotel with explicit CSR.

In marketing research, R^2 values of 0.75, 0.50 or 0.25 are considered as substantial, moderate or low respectively (Hair et al., 2011). Therefore, the R^2 values are found to be low to moderate. The chi square values (R^2) show that 38.8% of the variance within Hotel Awareness, 34.8% of the variance within Customer-Company Identification and up to 13.3% of the variance within Customer Satisfaction can be explained by the direct effect from the CSR Associations. The chi square values from the effects of CSR Associations on the first two independent stages of Hotel Awareness and of Customer-Company Identification are nearly equal (0.388 and 0.348 respectively). This might be because of the non-normal data distribution items in the constructs of CSR Associations, Hotel Awareness and Customer-Company Identification. P-values (.000) of all items relevant to these constructs (Kolmogorov-Smirnov test) had a significant value of less than 0.01, and critical z values (greater than 1.96) (Appendix F). Lowry and Gaskin (2014) suggested that nonnormal distributions which are preferably applied PLS SEM affect results, just to a lesser extent.

Table 4.5

Hypothesis Test for Model

Expected relationship	***Coefficient***	***T statistic***	P value	***Sets of hypotheses***	R^2
CSR->HA	0.623***	21.741	0.000	H2a: accepted H2ao: rejected	0.388
CSR->CCI	0.590***	18.181	0.000	H2b: accepted H2bo: rejected	0.348
CSR -> CS	0.364***	8.825	0.000	H2c: accepted H2co: rejected	0.133
CSR -> CL	-0.024 (p>0.01)	0.898	0.369	H2do: not rejected	0.001 (p>0.01)
CSR -> R	-0.027 (p>0.01)	0.922	0.356	H2eo: not rejected	0.001 (p>0.01)

Note: ***significance at 1% level; **significance at 5% level; *significance at 10% level

(Source: developed by the researcher based on the output of model structural assessment)

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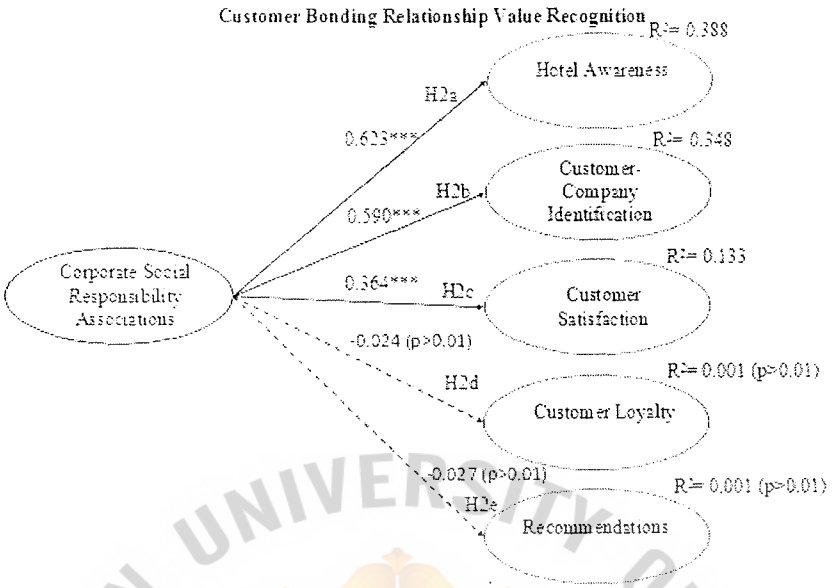

Figure 6. PLS SEM results from analyzing the effects from CSR upon independent customer bonding relationship stages.

Note: ——→ accepted hypothesis
- - - → rejected hypothesis

***significance at 1% level; **significance at 5% level; *significance at 10% level

(Source: developed by the researcher from the output of model structural assessment)

4. 4 Moderation Effects of CSR Perceptions

This part provides the results of PLS multi-group analysis (PLS MGA) on the hotel guest's perceptions regarding direct links between CSR and the independent customer bonding stages; adding onto the results gained in section 4.3.

4.4.1 CSR- a West moving East concept.

As illustrated in Table 4.6, the path coefficients relating to linkages between CSR practices and Hotel Awareness, CSR practices and Customer-Company Identification and between CSR practices and Customer Satisfaction are significant for both

consumer profile groupings, i.e. those coming from Asia and those originating from English-speaking (Western) countries ($p<0.01$), so there are significant relationships of CSR practices on the first three independent customer bonding stages. The path coefficients from CSR practice's influence on Customer Loyalty and CSR practices upon Customer Recommendations for the Asian consumer group are both insignificant ($p>0.01$), so there are no significant relationships between CSR practices on the last two stages of Customer Loyalty and Recommendations. For the Western (English speaking) group, the path coefficient from CSR practice's influence towards Customer Loyalty, is also insignificant ($p<0.1$), so there is no significant relationship between CSR practices and Customer Loyalty. The effect of CSR practice's influence on Customer Recommendations is, however, significant ($p>0.01$), though the relationship between CSR practices and Customer Recommendations appears more prominently negative (Table 4.6). Across both groups, CSR practice's influence appears to steadily decrease in significance from Hotel Awareness to Recommendations. At -21.9%, it also appears that CSR practices serve to counter the positive Customer Recommendations aspect expected of a relationship enhancement or progression. With Advocacy being one of the most valued attributes of the relationship marketing continuum, this seems particularly counter-intuitive. According to Han et al. (2011), a positive direct relationship exists between a hotel guest's green attitude and their word-of-mouth recommendations. Spreading word-of-mouth from consumers becomes crucial in corporate publicity, whether positive or negative (Sparks, Perkins, & Buckley, 2013) and can be more influential on customer behaviour than marketer-controlled sources (Buttle, 1998). Additional research should

serve to determine the extent to which this counter-intuitive consumer behavior attribute from CSR practice's value perceptions are reinforced as valid or not.

Table 4.6

Results of Path Coefficients from PLS MGA between Groups from Asian Countries and English-Speaking Countries

CSR Value Relationship	Path coefficients of the group coming from Asia	Path coefficients of the group coming from Western countries
CSR onto Hotel Awareness	0.671 (0.000)	0.608 (0.000)
CSR onto Customer-Company Identification	0.608 (0.000)	0.588 (0.000)
CSR onto Customer Satisfaction	0.360 (0.001)	0.375 (0.000)
CSR onto Customer Loyalty	Insignificant relationship	Insignificant relationship
CSR onto Recommendations	Insignificant relationship	-0.219 (0.000)

Note: values in the parentheses are the p value

(Source: developed by the researcher based on the output of PLS MGA)

The extent to which a Western or Asian tourist basis serves as a distinctive moderating variable regarding a CSR practice's influential effects is inconclusive. Table 4.7 shows that significance levels of CSR of Hotel Awareness, on Customer-

Company Identification and on Customer Satisfaction are 0.128, 0.377 and 0.563 respectively which are greater than 0.01. Dimensions identified as having significant path coefficients, see Table 4.7 (below), indicate that neither party's perception responses are sufficiently different to warrant definitive moderator influence recognition. Asian and Western-based consumers within a South East Asia lodging context illustrate comparable behavioural responses towards their experience of their hotel's CSR practices. The influence of CSR Associations on Hotel Awareness, on Customer-Company Identification and on Customer Satisfaction do not appear to be stronger for Western-based consumers than Asian based consumers.

Table 4.7

Results of PLS MGA between Groups from Asian Countries and English-Speaking Countries

CSR Relationship Bonding stages	Coefficient	P-value	Remarks
CSR on Hotel Awareness	0.063	0.128 (>0.01) Insignificant result	No relationship
CSR on Customer-Company Identification	0.020	0.377 (>0.01) Insignificant result	No relationship
CSR on Customer Satisfaction	0.015	0.563 (>0.01) Insignificant result	No relationship

(Source: developed by the researcher based on the output of PLS MGA)

4.4.2 CSR- a gender value recognition divider.

Table 4.8 illustrates, the path coefficients of CSR practice's influential effects towards enhancing Hotel Awareness and the greater business value quality attributes gained from CSR's influence onto Customer Satisfaction are both higher for the male consumer group than for the female sample group ($p<0.01$). In these stages, it is also noticeable that there is a less significant drop of the path coefficient contributions from the male consumer group, as compared with that of the female consumer group (0.66 to 0.44 and 0.57 to 0.24 respectively). Though the influence from CSR practices towards Customer Loyalty is not noted as being significant ($p>0.01$), the extent of the path coefficient of the influence from CSR practices towards Customer Loyalty of the male consumer group remains higher than that of the female consumer group. Conversely, regarding one of the strongest business value stages, that of recommendations and advocacy, the path coefficients of the male consumer group is not significant, whilst for the female group it is significant, albeit with a negative relationship ($p<0.01$). The negative relationship effect from CSR practices towards Customer Recommendation relationship value seems to be counter-intuitive. This is comparable to the counter-intuitive relationship effect identified within the Western-based CSR practice response influence response mentioned in Table 4.6; also towards the customer recommendation relationship response to CSR.

Table 4.8

Results of Path Coefficients PLS MGA between Male and Female Groups

CSR Value Relationship	Path coefficients of male group	Path coefficients of female group
CSR onto Hotel Awareness	0.657 (0.000)	0.566 (p-value: 0.000)
CSR onto Customer-Company Identification	0.620 (0.000)	0.546 (p value: 0.000)
CSR onto Customer Satisfaction	0.445 (0.001)	0.242 (p-value: 0.000)
CSR onto Customer Loyalty	Insignificant relationship	Insignificant relationship
CSR onto Recommendations	Insignificant relationship	-0.194 (p-value: 0.002)

Note: values in the parentheses are the p value

(Source: developed by the researcher based on the output of PLS MGA)

As Table 4.9 highlights, at the 1% significance level, there are no notable differences between the gender perceptions regarding CSR practice's influential effects on Hotel Awareness and Customer-Company Identification. However, the influential effects from CSR on Customer Satisfaction does appear to be significantly stronger for the male consumer group's response ($p<0.01$), however, the coefficient for the relationship is only 0.002 which is very low. From Table 4.9 below, interestingly, it is at the weaker 5% level where the influential effects of CSR on Hotel Awareness does not appear to be significantly different between genders.

Table 4.9

Results of PLS-MGA between Males and Females

CSR Relationship Bonding stages	Coefficient	P-value (gender)	Remarks
CSR on Hotel Awareness	-0.001	0.06 (>0.05)	Not significant at 5%
CSR on Customer-Company Identification	0.002	0.132 (>0.01)	Not significant at 1%
CSR on Customer Satisfaction	0.002	0.007 (<0.01)	Significant at 1%

(Source: developed by the researcher based on the output of PLS MGA)

4.4.3 CSR- a visiting purpose value recognition feature.

Table 4.10 illustrates that the path coefficients relating to the influential effects from CSR practices on Hotel Awareness towards Customer Satisfaction recognition from the tourist-based consumer and the business-orientated lodger are both significant ($p<0.01$) and are of similar scales (0.60 to 0.68; and 0.30 to 0.39 respectively). Subsequently, the path coefficients representing the effects from CSR practice influence on Customer Loyalty are not significant for either group; not even at the weaker 10% significance level. In terms of the co-efficient trending, the path coefficients of the influential effects from CSR towards Customer Loyalty are slightly negative for the business-based lodger group respectively ($p>0.1$). The path coefficient of the influential effects from CSR practices on Recommendations for the

tourist group is significant at 0.01, the reverse is true for business lodger group. Both of the path coefficients of the two groups are negative.

Table 4.10

Results of Path Coefficients from PLS MGA between Groups Who Are Tourists and Who Are Business Persons

CSR Value Relationship	Path coefficients of the group who are tourists	Path coefficients of the group who are business persons
CSR onto Hotel Awareness	0.602 (0.000)	0.681 (p-value: 0.000)
CSR onto Customer-Company Identification	0.577 (0.000)	0.647 (p-value: 0.000)
CSR onto Customer Satisfaction	0.386 (0.000)	0.309 (p-value: 0.000)
CSR onto Customer Loyalty	Insignificant relationship	Insignificant relationship
CSR onto Recommendations	-0.140 (p- value: 0.004)	Insignificant relationship

Note: values in the parentheses are the p value

(Source: developed by the researcher based on the output of PLS MGA)

As Table 4.11 illustrates, there appear to be no significant differences relating to CSR's influential effects on the business value stages identified between these customer segments based on the significant path coefficients for the effects (all p

values are greater than (0.01)). The tourist customer and business consumer appear to be influenced in a similar manner by the CSR practices.

Table 4.11

Results of PLS-MGA between Tourists and Business Lodgers

CSR Relationship Bonding stages	Coefficient	P-value (tourists and business persons)	Remarks	Concluding Remarks
CSR on Hotel Awareness	0.078	0.110 (>0.01)	Not Significant	The Tourist Customer and Business Consumer are influenced in a similar manner by the CSR practices
CSR on Customer-Company Identification	0.070	0.135 (>0.01)	Not Significant	See above
CSR on Customer Satisfaction	0.078	0.787 (>0.01)	Not Significant	See above

(Source: developed by the researcher based on the output of PLS MGA)

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4.4.4 CSR lodging industry differentiator- Upper-end differentiator and consumer expectations.

As Table 4.12 illustrates, the path coefficients of the effects of CSR on the first three stages across the two groups are all significant ($p<0.1$). The path coefficient values of the first two stages of the group staying in the 4 star hotels are higher than that of the 5 star group, but the path coefficient of effects from CSR on Customer Satisfaction is higher for the group staying in the 5 star hotels. The path coefficients of the impact of CSR on the last two stages have negative values for the group staying in 4 star hotels ($p<0.05$), but the path coefficients of the effects are not significant for the group staying in the 5 star hotels (>0.05).

Table 4.12

Results of Path Coefficients from Permutation Test for Groups Staying in 4 Star Hotels and Staying in 5 Star Hotels

CSR Relationship Bonding stages	Path coefficients of the group staying in 4 star hotels	Path coefficients of the group staying in 5 star hotels
CSR-HA	0.660 (0.000)	0.567 (p-value: 0.000)
CSR-CCI	0.615 (0.000)	0.594 (p-value: 0.000)
CSR-CS	0.360 (0.000)	0.372 (p-value: 0.000)
CSR-CL	-0.116 (0.031)	Insignificant relationship
CSR-R	-0.265 (0.000)	Insignificant relationship

Note: values in the parentheses are the p value

(Source: developed by the researcher based on the output of Permutation Test)

Under further examination, a Permutation test was conducted to find out if there are significant differences between consumer perceptions of the two groups based on the significant path coefficients from the effects of CSR on the first three stages. Results of the Permutation test show that there are no significant differences at the 0.05 level (Table 4.13). Therefore, the influence from CSR practices across consumer value-based behavior stages is not significantly different from tourists staying in 5 star hotels than compared with those staying in 4 star ones.

Table 4.13

Results of Permutation Test

CSR Relationship Bonding stage	Coefficient	Permutation p-value (hotel ratings)	Remarks on 5 and 4star customer response differences
CSR on Hotel Awareness	-0.002	0.084 (>0.05)	Insignificant (no difference)
CSR on Customer-Company Identification	-0.001	0.741 (>0.05)	Insignificant (no difference)
CSR on Customer Satisfaction	-0.000	0.907 (>0.05)	Insignificant (no difference)

Note: the significance level was set at 0.05

(Source: developed by the researcher based on the output of Permutation test)

4.4.5 Third party CSR standards- an international (more evolved and internationally appealing) than a domestic only 3rd party standards.

Before comparing the differences of the effects of CSR on customer bonding stages between the groups staying in hotels with international CSR and local CSR standards, this researcher examined if there are differences on the effects between those staying in hotels with highly explicit CSR and minimally explicit CSR. As stated in Table 3.1, hotels with international and local CSR certificates belong to the group of hotels with highly explicit CSR.

4.4.5.1 Highly explicit CSR and minimally explicit CSR.

When applying PLS MGA for comparing groups of staying in hotels with highly explicit CSR and in hotels with minimally explicit CSR, PLS SEM could not run the data sets for the two groups. The reasons provided include suggesting a zero variable is present, that the same values for each case exist, as an extreme collinearity, for example if two variables are perfectly collinear and the final reason being that a sample size is too small. Alternatively a T-test was applied for comparing the means of the two groups. T tests were conducted to compare if there are differences between the groups staying in hotels with highly explicit CSR and those staying in hotels with minimally explicit CSR regarding the effects of CSR on hotel awareness, on customer-company identification and on customer satisfaction found in section 4.3.

Table 4.14 shows p values of t-test for the effects of CSR on Hotel Awareness, on Customer-Company Identification and on Customer Satisfaction of the two groups (those staying in hotels with highly explicit CSR and those staying in hotels with

minimally explicit CSR are 0.00 which is less than 0.01, indicating there are differences between the two groups. Moreover, the means of the effects from CSR on the first three stages of the group staying in hotels with highly explicit CSR (389 samples) are higher than that of those staying in minimally explicit CSR (86 samples) (4.1534 > 2.4264, 3.5056 > 2.1802, 2.7926 > 2.0853 respectively). The effects of CSR on hotel awareness, on customer-company identification and on customer loyalty are higher for those staying in hotels with highly explicit CSR than for those staying in hotels with minimally explicit CSR.

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Table 4.14

Results of T-Test for the Groups of Staying in Hotels with Highly Explicit CSR and in Hotels with Minimally Explicit CSR

CSR Relationship Bonding stage	Groups	Mean score	P value of t-test	Remarks
CSR on Hotel Awareness	Highly explicit	4.1534	0.000	Significant difference at 1%
	Minimally explicit	2.4264		
CSR on Customer-Company Identification	Highly explicit	3.5056	0.000	Significant difference at 1%
	Minimally explicit	2.1802		
CSR on Customer Satisfaction	Highly explicit	2.7926	0.000	Significant difference at 1%
	Minimally explicit	2.0853		

(Source: developed by the researcher based on the output of T-Test)

4.4.5.2 Third party CSR standards- international (more evolved and internationally appealing) versus a domestic only 3rd party standards.

Table 4.15 illustrates results of comparing groups staying in hotels with international and local CSR standards. Path coefficients between the two certification standard groups regarding the perception on the effects of CSR on the first three stages are significant at p-value less than 0.01 and the path coefficients of the group with international CSR standard are higher than those with local CSR standard certification. Both p values of the two groups regarding the perception on the effect of CSR on Customer Loyalty are insignificant (>0.01). Interestingly, both path coefficients of the two groups regarding the perceptions of the effect of CSR's influence on Recommendations are negative, the p-value of the group staying in hotels with international CSR standard is insignificant at 0.053 (>0.05), whilst the p-value of the group staying in hotels with local CSR standard is significant at <0.01.

Table 4.15

Results of Path Coefficients from PLS MGA between Groups of Staying in Hotels with International CSR Standard and in Hotels with Local Standard

CSR Relationship Bonding stages	Path coefficients of the group staying in hotels with international CSR standard	Path coefficients of the group staying in hotels with local CSR standard
CSR-HA	0.717 (0.000)	0.605 (0.000)
CSR-CCI	0.659 (0.000)	0.579 (0.000)
CSR-CS	0.435 (0.000)	0.334 (0.000)
CSR-CL	Insignificant relationship	Insignificant relationship
CSR-R	Insignificant relationship	-0.209 (0.000)

Note: values in the parentheses are the p value

(Source: developed by the researcher based on the output of PLS MGA*)*

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Table 4.16

Results of PLS MGA between Groups of Staying in Hotels with International CSR Standard and in Hotels with Local Standard

CSR Relationship Bonding stages	Coefficient	P-value (hotel CSR ratings)	Remarks on international and local CSR from customer response differences
CSR-HA	0.112	0.017 (<0.05)	Significant Difference at 5% level
CSR-CCI	0.081	0.101 (>0.01)	Insignificant (none)
CSR-CS	0.102	0.109 (>0.01)	Insignificant (none)

(Source: developed by the researcher based on the output of PLS MGA*)*

Table 4.16 shows the significance value of the relationship between CSR and Hotel Awareness is 0.017 which is less than 0.05 where as the significance values of CSR on the second and the third stage are 0.101 and 0.109 which are greater than 0.01. There is no significant difference to be found regarding the relationship bonding effects from CSR on the second and the third stages of relationship bonding stages between consumers staying in hotels with international levels of CSR certification standards (EarthCheck) solely and those consumer groups staying in hotels utilizing local CSR standard certification only, i.e. the Green Lotus Label. Positive relationship influence from CSR onto Hotel Awareness is notably stronger from those consumers

staying in the higher-end category of hotels with international CSR certification standard ($p < 0.01$), although the coefficient of the relationship is low (0.112).

4.4.6 Geographical- cultural and hotel experience influencer.

Path coefficients of the group staying in hotels in the North of the effect of CSR on the five stages are not significant at p value of above 0.01 (Table 4.17). Path coefficient of the effect of CSR on Hotel Awareness of the hotel guest group staying in the Central region is significant at 0.03 and path coefficients of CSR on the next two stages are significant at less than 0.01 whereas path coefficients of the effect of CSR on the last two stages are not significant at 0.01. Path coefficients of the effect of CSR on the last two stages of the groups staying in the North region and in the Southern region are negative and insignificant at p-values of above 0.01. The South has significant coefficients for stages 1, 2 and 3. The Central has stages 2 and 3 to 1% significance, and stage 1 to 5% significance and the North has only stage 2 to a 10% significant level. Path coefficients of the effects of CSR on the first three stages of the group staying in the South are significant ($p<0.01$) and are higher than those staying in the Central region. PLS MGA approach was applied to examine whether there are differences on the effects of CSR on the first three stages of the groups staying in the Central and in the Southern regions.

Table 4.17

Results of Path Coefficients from PLS MGA among Groups of Staying in Hotels in the North, the Central and the South

CSR Relationship Bonding stages	Path coefficients of the group staying in hotels in the North	Path coefficients of the group staying in hotels in the Central region	Path coefficients of the group staying in hotels in the South
CSR-HA	Insignificant relationship	0.175 (0.035)	0.711 (0.000)
CSR-CCI	Insignificant relationship	0.353 (0.000)	0.623 (0.000)
CSR-CS	Insignificant relationship	0.236 (0.002)	0.375 (0.000)
CSR-CL	Insignificant relationship	Insignificant relationship	Insignificant relationship
CSR-R	Insignificant relationship	Insignificant relationship	Insignificant relationship

Note: values in the parentheses are the p value

(Source: developed by the researcher based on the output of PLS MGA*)*

Table 4.18

Results of PLS-MGA Approach (Groups in the Central Region and in the South)

CSR Relationship Bonding stages	Coefficient	P-value	Remarks on international and local CSR from customer response differences
CSR-HA	0.535	1.000 (>0.01)	Insignificant (none)
CSR-CCI	0.269	1.000 (>0.01)	Insignificant (none)
CSR-CS	0.121	0.896 (>0.01)	Insignificant (none)

(Source: developed by the researcher based on the output of PLS MGA*)*

The researcher thought that there might be some differences between the North, South and Central belt consumer perception responses to reflect variations in CSR practices applied regionally. For example, within the more metropolitan areas of Ho Chi Minh City and Ha Noi, one would expect potentially weaker distinctiveness of relationship between CSR and the 5 stages of relationship marketing value, whereas in the less metropolitan and more rural, socially poorer, more challenged and environmentally influenced regions, one would expect stronger effects of environmental and possible local social CSR influences upon the 5 stages of relationship customer bonding maybe to be enhanced as a value-adding experience. However, there are no differences on the effects of CSR on the first three stages as p values are insignificant at approximate

1.000 (Table 4.18). There appears to be no consumer value variance detected at the local cultural level as suggested.

4.5 Qualitative

Qualitative research was gathered from 30 hotel guest interviews, alongside 8 hotel managers and 9 hotel staff in 8 hotels mentioned in the qualitative part with semi-structured interview formats from the organization.

4.5.1 Personal CSR value from hotel guests.

Thirty guests were interviewed, of which 13 were male and 17 were female about which aspect of CSR (environmental or social) is more important. For male guests, at 93%, environmental aspects are overwhelmingly most important to them, whereas for female guests, 65% stated that both social and environmental issues are equally important; 0% of males made this distinction. Male guests appear to focus more solely upon their support of environmental protection. The literature does not support this finding in terms of males having a more environmental orientation. Below are guests' feedback regarding whether social or environmental issues are more important to them, with more environmental interests and focus emerging from male guests, while for female guests, social and environmental issues with balanced priority are stated.

Table 4.19

Direct quotes: Personal CSR Value from Male and Female Guests

Question: Generally, are social or environmental issues of greater importance for you? Can you give me an example of important ones to you? Why are they important to you?

Type of Guest	Direct quotes from hotel guests
Male Guests	"*I think environmental issues are of greater importance for me. Energy conservation is what the world is facing, prices of transportation are going up, and consuming the petrol and electricity cause the Earth to warm. Energy conservation saves a lot of money for firms and for me as a consumer.*" (Hotel guest 7, staying in a 4 star hotel with highly explicit CSR in the South)
	"*Environmental one. Global warming is a consequence of human beings, then the Earth suffers from disasters. Factories and farms are affected, then the economy goes down, victims need foods and daily products and so on.*" (Hotel guest 10, staying in a 4 star hotel with highly explicit CSR in the South)
	"*I would say which is more important, environment affects everything. Energy conservation is an example of environmental protection as the Earth is warmer if we use so much electricity. This affects human beings' life and a lot of countries.*" (Hotel guest 12, staying in a 4 star hotel with highly explicit CSR in the Central)

(Continued)

Table 4.19 *(Continued)*

Female Guests	"*Both are important to me. If we do not protect the environment, we suffer from disasters. Some people in the community may be unlucky, if our society helps them, they can have food, studying and even jobs, fewer criminals or thieves are the outcomes.*" (Hotel guest 6, staying in a 5 star hotel with explicit CSR in the South)
	"*Yes, the environment affects people, social affects people more immediately so I guess social is more important immediately but environmental is also important so it is hard to say which is more important.*" (Hotel guest 11, staying in a 4 star hotel with highly explicit CSR in the Central)
	"*Both are important to me. Unlucky people need foods and children need education. The Earth is facing natural disasters which destroy factories, houses, and streets. Victims are homeless, hungry and feel cold.*" (Hotel guest 13, staying in a 4 star hotel with highly explicit CSR in the Central)

(Source: developed by the researcher based on scripts from hotel guests)

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Table 4.20

Results of Personal CSR Value from Male and Female Guests

Question: Generally, are social or environmental issues of greater importance for you? Can you give me an example of important ones to you? Why are they important to you?

Male tourists (13)			Female tourists (17)		
Social issues: more important	Environmental issues: more important	Both (equally important)	Social issues: more important	Environmental issues: more important	Both (equally important)
1	12	0	3	3	11
7.1%	92.9%	0%	17.6%	17.6%	64.7%
3.3% of Total	40.0% of Total	0% of Total	10% of Total	10% of Total	36.6% of Total

(Source: developed by the researcher based n script from hotel guests)

4.5.2 CSR in hotels.

4.5.2.1 Aspects of CSR.

Nine hotel staff members were interviewed about the actual CSR conducted by their hotels. Most of the hotels implemented environmental activities (e.g. energy savings, including low temperature control, and solar energy for water heating, the replacement of new energy saving devices such as LED lighting, the encouragement of guests' reuse of towels, the buying of goods in bulk so the hotel limits their use of

plastic bags, the reuse of single sided paper and hotel staff cleaning the surrounding areas of the hotel). This is classified within the criteria set up through the Green Lotus Label, a local CSR recognition standard. There are varieties of social CSR in 4 and 5 star hotels which include inviting guests taking part in planting trees, extracting hotels' budget for local poor children or old people, call for charity donations from guests, offering sponsorships to staff's children, giving women promotions or high positions in hotels, and improving good working conditions and fringe benefits.

Noticeably, four hotels (50%) of the 8 sampled hotels implemented both environmental protection and community donations, with 1 hotel (12.5%) practising both environmental and social activities, and 3 hotels (37.5%) recognizing CSR aspects of environmental protection, community and social donations within their practices.

Table 4.21

CSR in 8 Hotels from Hotel Employees' Responses

CSR Practices	Number and Percentage
Environmental	8 hotels (100%)
Environmental and Community	4 hotels (50%)
Environmental and Social	1 hotel (12.5%)
Environmental, Community and Social	3 hotels (37.5%)

(Source: developed by the researcher based on script from hotel employees)

4.5.2.2 CSR communication.

This researcher compared responses from hotel managers, hotel employees and hotel guests in this part. Themes of the interviews from hotel staff regarding CSR communications within 4 and 5 star hotels in Vietnam were classified into message content and message channels. The research identifies that the message content does not seem to highlight the issues in terms of CSR importance, in terms of the benefits of CSR communications to hotel guests as suggested by hotel managers, though 67% of the hotels appear to emphasize and communicate their commitment such as environmental policy or funds or charity donations. In term of validating the benefits of CSR issues, hotel managers responded to the question "Do you communicate the benefits of your CSR to your clients?". CSR commitment relates to donating funds, in-kind contributions or a notice of "Environmental Policy" or "Environmental Protection Commitment" in the hotel lobby. This is audited by external parties such as EarthCheck or Green Lotus Label or ISO 1400 (the ISO environmental management standards). The communication channels utilised include the hotel's websites, alongside some traditional advertising such as PR, advertising and media coverage. Interestingly, 100% of the hotels communicate CSR inside the hotel through their guest's experience (within the laundry policy, the green products and Earth hour), or CSR information within the lobby (CSR certificates, environmental policy, charity donation information). It also includes beautiful leaflets with a CSR fund for environmental protection and local community contribution under the slogan of "Protecting the Environment and Empowering People" in the guest's rooms or point of purchase communications (e.g. via free gifts made by orphans during check-in). The leaflet states clearly that the hotel has a fund audited by an international auditing

company and the hotel extracts 1-2 USD/per night from guests' stay (depending on guests' stay of the hotel room or a villa in the hotel). A free gift is placed on the leaflet to acknowledge or to thank guests' for their passive contribution to the fund.

Table 4.22

CSR Communication through Message Contents

Issue Importance	Initiative Commitment
0 hotels (0%)	6 hotels (75%)

(Source: developed by the researcher based on script from hotel managers)

Table 4.23

CSR Communication

Message Channel					
CSR Report	Corporate Website	PR	Advertising	Point of Purchase	Media Coverage
0 (0%) to customers 8 (100%) for internal, company use only	6 (75%) Total of 8 hotels	1 (12.5%) Total of 8 hotels	2 (25%) Total of 8 hotels	8 (100%) Total of 8 hotels	3 (37.5%) Total of 8 hotels

(Source: developed by the researcher based on script from hotel employees)

When being asked about what aspects of CSR the hotels communicate at the point of purchase, 100 % of hotel staff admitted that environmental protection activities are involved though hotel guest's experience within their hotels through notice boards or sign-age boards relating to the hotel's laundry policy. One of the hotels even shares incentives and gains benefits for both the hotel and guests in terms of satisfaction of the experience. For example, this hotel donates some of its revenues to CSR activities or gives bottles of water to guests who chose to refrain from changing their towels or linen. It also provides guests with free drinks on Earth hour when all of the electricity in the hotel is turned off for an hour each month. Eco-energy, which was one of the criteria of the Green Lotus Label, consists of magnet key doors turning off the room's electricity automatically when vacated, as well as other initiatives, such as, low(er) temperature settings within guest rooms and less intensive and low energy consuming light use. This aspect of environmental protection is communicated when guests check in at the hotel.

Only one hotel engaged with hotel guests towards their engagement with social activities; both actively and passively. This hotel contributed 1 to 2 USD per guest per night from their revenue to fund their CSR activities, which include environmental protection and local community contributions. This initiative is also audited by an external company. The hotel also operates a restaurant which is run for young, disadvantaged youths. All the information about the fund and the restaurant is printed on leaflets available at the hotel information desk and in the guest's rooms. Two out of 8 hotels (25%) invite guest donations. This is communicated via invitation letters, inviting their attendance of an Earth Hour or donation for poor children suffering

from heart disease, or from a leaflet with the chosen CSR certification standard logo with an underpinning slogan. These are placed within the guest's rooms under a free 'sandy turtle' or 'starfish' gift (as their Fund also aims to protect the environment and preserving turtles and starfish at the beach, hence they use gifts of starfish and turtles as being distinctive and easily recognizable). The hotel acknowledges that they specifically contribute 1 USD per night for a FUND audited by an international organization. A third of all the hotels put their third-party CSR certification achievement in their hotel entrance lobby. Technically, all of the 8 hotels have their CSR reports which appear for internal, company use only such as board of management or internal employees at year-end meetings and the researcher who asked for access to CSR reports. None of the hotels appeared to have considered using it as a communication channel for their potential customers, perhaps by leaving a copy, or two, in open access in appropriate places.

Thirty hotel guests were interviewed regarding their perceptions regarding their hotel's CSR activities and practices. All (100%) of the hotel guests answered that they experienced CSR at the point of purchase inside the hotels. Only 17% stated their recognition of the CSR certification logo within the hotels.

4.5.3 Five stages of customer bonding.

This researcher compared responses relating to the effect of CSR on the customer bonding stages from hotel managers, hotel employees and hotel guests. Then she examined reasons for the potential effects from hotel guests' side such as hotel guests' personal CSR values, hotel guests' awareness of CSR, and CSR communication.

Eight out of nine hotel staff and six out of eight hotel managers believe that their customers are aware of their hotel through their involvement in their hotel's CSR at the point of purchase, with many guests giving positive comments or feedbacks about the hotel's CSR.

Table 4.24

5 Stages of Customer Bonding

Customer bonding cycle stage	Hotel Staff	Hotel Managers	Hotel Guests
CSR on Awareness	8 (89%)	6 (86%)	27 (90%)
CSR on Customer-Company Identification	8 (89%)	6 (86%)	18 (60%)
CSR on Customer Satisfaction	3 (33%)	6 (86%)	2 (6.7%)
CSR on Customer Loyalty	1 (11%)	0 (0%)	1 (3.3%)
CSR on Recommendations	1 (11%)	0 (0%)	0 (0%)

(Source: developed by the researcher based on scripts from hotel managers, hotel employees and hotel guests)

Hotel Staff and Manager Quotes regarding stages 1 and 2 of the customer bonding stages.

> *"as guests are impressed by our environmental policy and they support. They are well aware of this in their country already. They commented on our websites positively in terms of environmental protection and they are eager to take part in the program during their stay."* (Hotel employee 2, working for a 4 star hotel with highly explicit CSR in the Central)
>
> *"They find us to be different from others and they share their positive feelings on trip advisor, our website."* (Hotel employee 3, working for a 5 star hotel with highly explicit CSR in the Central)
>
> *"We still have comments about the fact that guests appreciate our environmental practices. Some guests share their comments directly to front desk office, and some send us messages relating to our environmental activities and some feedbacks on our channels of CSR communication."* (Hotel employee 7, working for a 4 star hotel with highly explicit CSR in the South)

Three out of nine hotel staff (33%) believe that CSR provides added value in encouraging customer satisfaction. One hotel member of staff provided evidence that their customers return to their hotels due to CSR as an added value attribute towards service quality.

Broadly from the table above, for both the staff and hotel guest perspectives, stages 1 and 2, Awareness and CCI, are relatively strongly recognized, and though to a considerably lesser extent, stage three has some reference. Surprisingly, hotel guests

referred to loyalty value attributes, though the quantitative assessment found no significance of the direct influence of CSR on customer loyalty to hotels. Qualitative findings suggested that two of hotel guests would return to the hotel. The researcher should have asked hotel guests for reasons of their loyalty such as because of CSR itself or because of the CSR communications. However, when examining only 2 hotel guests' CSR impressions at their hotels, one of them used the term "environmental responsible" but the main reason for that was related to cleanliness in service quality. Below is a direct quote:

> "*Everything appears to be environmental responsible. Why? Everything is clean and fresh, everything is beautiful, no rubbish.*" (Hotel guest 2, male, staying in a 4 star hotel with highly explicit CSR in the Central)

The other hotel guest stated about CSR itself and CSR communication as her impression of the CSR at her hotel. Below are the direct quotes:

> "*In my room, I find a hand-made starfish as a gift for me. It is under a leaflet in which the hotel extracts 1 USD for their Fund to help the community and protect the environment. It is audited by a third party organization.*" (Hotel guest 17, female, staying in a 5 star hotel with highly explicit CSR in the Central)
>
> "*This hotel practices the aspects of environmental and community well and I appreciate that.*" (Hotel guest 17, female, staying in a 5 star hotel with highly explicit CSR in the Central)

Below is a direct quote from a hotel staff (their perceptions of the effect of CSR on customer satisfaction and customer loyalty):

> "*with our service quality and the CSR, they are satisfied with us and some guests return our hotel for several times.*" (Hotel employee 3, working for a 5 star hotel with highly explicit CSR in the Central)

Below is the direct quote with their customers giving positive comments about their CSR on the external Trip Adviser web-site as a kind of word of mouth recommendation or endorsement. This is the evidence from a hotel employee. Trip adviser is a channel of hotel guests to express their positive comments. This is consistent with suggestions by Hensens (2015) that Trip adviser is tendency of an online feedback for hotel guests.

> "*they share their positive feelings on trip advisor, our website*" or "*trip advisor has a lot of positive comments on our hotel and our CSR activities.*" (Hotel employee 3, working for a 5 star hotel with highly explicit CSR in the Central)

Six out of seven hotel managers (86%) think that CSR, alongside other core values, like service quality, contribute to their customer's satisfaction. Hereafter are quotes:

> "*I believe that CSR itself does not make customers satisfied, but the service quality and the CSR make them satisfied.*" (Hotel manager 3, working for a 5 star hotel with explicit CSR in the Central)

> "*A lot of customers feel excited about the event of Earth hour, they share their experience directly to the staff and comment on the hotel website. We organized*

the event for 3 continuing years. We have posters of the event in the lobby, restaurants. We put letters of invitation in guests' room. They are invited to the restaurant and have a free drink while the electricity of the hotel is off for 1 hour." (Hotel manager 7, working for a 5 star hotel with minimally explicit CSR in the South)

CSR communication through the guest's experience, including the laundry policy or green choice, is emphasized by nine hotel staff at the eight hotels sampled. Five out of nine hotel staff admitted that the environmental CSR experiences are communicated during a guest's check-in process, with eight out of nine staff suggesting that their hotels display sign-age boards illustrating this experience within the guest's rooms. Fourteen hotel guests (under half) however noted that they found the environmental policy and charity/donations box within their hotel's lobby. 27 out of 30 hotel guests (90%) are aware of CSR at the point-of-purchase by actively engaging in water and electricity saving and 'green choice'. Interestingly, one of a hotel guest replied:

What impressed you the least? and What is your general opinion of CSR in this hotel ?

"*The light in my room is dim, maybe they want to save energy. They did a good job.*" (Hotel guest 29, female, staying in a 5 star hotel with highly explicit CSR in the South)

Eco-energy, one of the criteria within the Green Lotus Label assessment, is a good example of environmental CSR in terms of hotel awareness, however, the use of the dimmed lights, which are classified as service quality within hotels, produced

negative comments as an environmental protection activity. Therefore, hotels may want to consider putting specific eco-lamps allowing for more comfortable guest reading, if required, within their guest's rooms. Two amongst twenty-seven hotel guests recognised the eco-environmental aspect of the low intensity lighting used within their rooms. Another positive point for client awareness bonding recognition from guests was in terms of the environmental CSR protection practice from the towel change policy, however some notice board displays created some confusion at times. Below are the quotes:

> "*I am not sure about if I do not want to change the towel, I hang it on or leave it there. That is confusing me. In this hotel I see the notice, but in the other hotel I have a red card, if I do not want to change I put the card on my bed. So different ways confuse me.*" (Hotel guest 2, female, staying in a 4 star hotel with highly explicit CSR in the Central)
>
> "*As my experience here, what I am aware is the laundry, but I know that they have a card if I do want to change put it on my bed, but in the other hotel they have the other way, it seems confusing and funny.*" (Hotel guest 8, female, staying in a 4 star hotel with highly explicit CSR in the South)

The different instructions for laundry policy served to confuse some guests. Hoteliers should seek to try and communicate more clearly and consistently about their instructions regarding laundry policy. This improved CSR communication should help to improve the customer bonding stage cycle recognition.

When asked, eighteen hotel guests (60%) demonstrated an emotionally closer connection to their respective hotels through the feedback they gave about their hotel's current CSR practices. Positive comments were provided when asked about their general opinion of the CSR within their hotel, with comments including "*they did a good job*" or "*impressive*". While 86% hotel managers and 22% hotel staff expect CSR to provide an added value for customer satisfaction, three hotel managers stated that respecting the Earth Hour within their hotel as a CSR activity made their guests feel excited, though only two guests (6.7% of our sample) felt satisfied with their hotel's CSR activities. One stated a romantic night was experienced, with only candles inside the hotel for Earth Hour, when all the electricity in the hotel is turned off. This appeared to serve as a quite unique experience for hotel guests and is quite different from common environmental protection initiatives such as the 'green choices' or the laundry policies implemented by most hotels within this research study. Below are the quotes from hotel guests for the effect of CSR on customer satisfaction:

> "*They have Earth hour when all electricity is off for 1 hour inside the hotel, they light candles, I find it interesting, I enjoy a romantic moment in the hotel and we can save the power. I witnessed the Earth Hour, the interesting, romantic and unique moment in the night with candles in this hotel.*" (Hotel guest 9, male, staying in a 4 star hotel with highly explicit CSR in the South)
>
> "*The Earth Hour made this holiday memorable.*" (Hotel guest 9, male, staying in a 4 star hotel with highly explicit CSR in the South)

Noticeably, this hotel also chose to give a free drink for hotel guests on Earth Hour. Hence, not only the hotel itself protects the environment, and cuts energy costs but

also the hotel guests get a benefit, hence enhancing customer satisfaction. Social CSR practices are also recognized by hotel guests, hence the guests are satisfied by the actual social CSR guests' experience. Below is the quote from a hotel guests of the effect of CSR on customer satisfaction:

> "*The hotel has meaningful CSR activities such as teaching English to local children, and teaching them to swim. I love activities useful to poor children.*" (Hotel guest 17, female, staying in a 5 star hotel with highly explicit CSR in the Central)

This hotel guest was also impressed and satisfied with the hotel's free gift contributing back to the local community when this aspect of CSR is well communicated directly. Hereafter is the quote from a hotel guest of the effect of CSR on customer satisfaction:

> "*When I check in, they gave me a bracelet which was explained that it was made by an organization. In my room, I find a hand-made starfish as a gift for me. It is under a leaflet in which the hotel extracts 1 USD for their Fund to help the community and protect the environment. It is audited by a third party organization. This hotel practices the aspects of environmental and community well and I appreciate that.*" (Hotel guest 17, female, staying in a 5 star hotel with highly explicit CSR in the Central)

Below is Figure 7 showing channels and contents of CSR communication from 30 hotel guests.

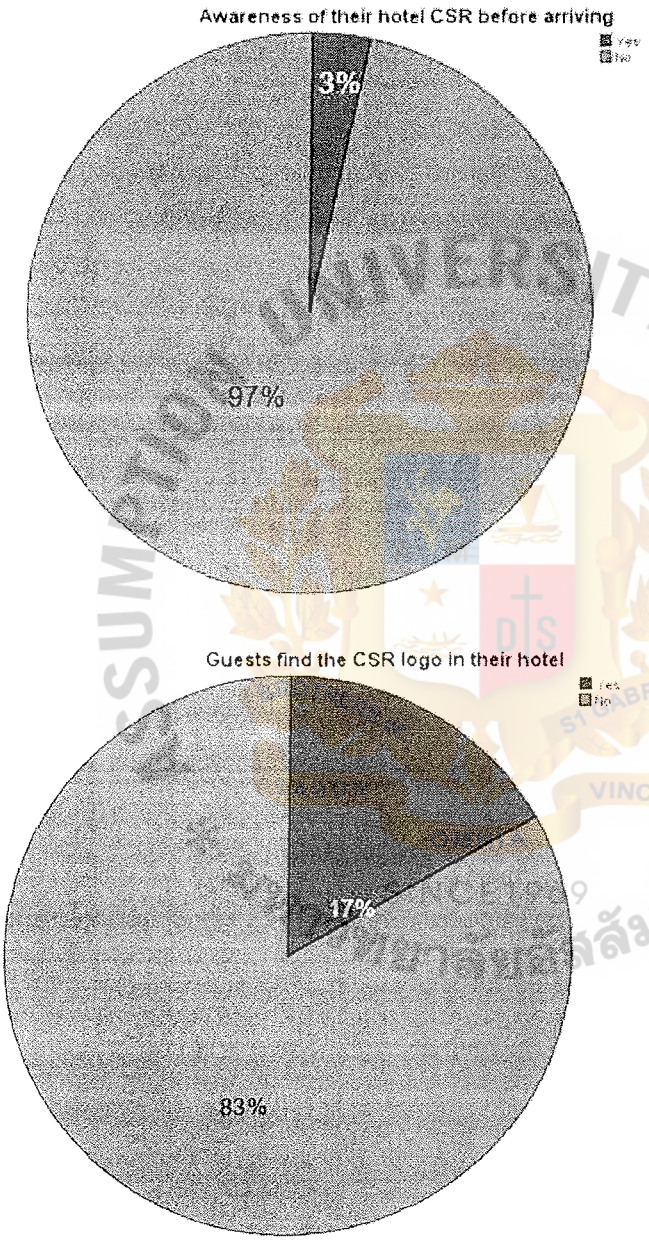

Figure 7. Percentages of hotel guests who are aware of hotel CSR before arriving.

(Source: developed by the researcher)

Regarding impact results from interviews with hotel staff, only three hotels communicate and share their impact results to customers though their hotel websites. Regarding communicating the benefits of CSR from interviews with hotel managers, only two hotels stated they communicate with their customers through websites and guest experiences or through the media or monthly newsletters placed in guests' rooms. Below are direct quotes from hotel managers of the communication of benefits of CSR:

> "*During guests' stay in the hotel, we have leaflets in guests' rooms to call for the fund of protecting the environment and contributing to the community with a slogan "Embracing the Environment, Empowering People". This fund is audited by a third international party. We communicate CSR benefits on our website, too. Even when guests just check in, we give them a small bracelet made by orphans in the local community and we explain to guests why we offer them the gift. Guests are invited to some events such as teaching English to poor children. For this we have posters and letters of invitation in their rooms. Our guests recognise the benefits of CSR and they join with us in the events. They are also invited to plant trees nearby the hotel to prevent soil erosion. We are sure they all recognize the CSR benefits when they stay in our hotels.*" (Hotel manager 4, working for a 5 star hotel with highly explicit CSR in the Central)
>
> "*We communicate the CSR benefits through the media. In fact, we invited local news reporters when we have such events. We also communicate the benefits through monthly newsletters which are placed in our distinguished guests'*

rooms. We know that our guests understand the CSR contribution because we did a yearly survey on guests related to our environmental and social practices as well as their feedbacks on the practices. One of the guests donated 20,000 USD for our charity activities." (Hotel manager 6, working for a 5 star hotel with highly explicit CSR in the South)

Regarding the question "*In what way does the CSR here make the hotel more noticeable for you?*", twelve out of the thirty sampled hotel guests replied with the environmental protection category from their experience, whilst only one guest was specifically impressed by the social CSR. Below is a direct quote:

"*The hotel has meaningful CSR activities such as teaching English to local children, and teaching them to swim. I love activities useful to poor children.*" (Hotel guest 17, female, staying in a 5 star hotel with highly explicit CSR in the Central)

One guest was impressed by the CSR communications inside the hotel. Below is the quote:

"*When I checked in they gave me a small bracelet and I was explained that it was a gift which the hotel bought it from an orphan organization. In my room I find a leaflet with CSR slogan. Not only the environmental and community practices, but the impressive CSR communication.*" (Hotel guest 18, female, staying in a 5 star hotel with highly explicit CSR in the Central)

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These responses are from one hotel with impressive CSR communications taking place during the check-in process, along with leaflets placed in their guest's rooms. Clearly, from the hotel side, this hotel has effective social and environmental CSR that leads to:

- Business Identification Awareness (*meaningful CSR, "gave me a bracelet... from an orphan organization"*),
- Customer-Company Identification ("*impressive CSR*"), and
- Customer Satisfaction ("*love activities useful to poor children*").

Only one hotel appeared to be able to impress their customers with free gifts bought from orphans and have an impressive CSR slogan under their free 'sandy turtles' or 'starfish' gifts. Although almost half of the hotel guests support environmental CSR through their cooperation with a laundry policy, the guest's experiences towards not changing towels or linen is comparatively easy to implement though it may not be particularly distinctive for hotel guests. Such CSR practices are perhaps more regarded as basic environmental CSR expectations within hotels. Below are the quotes:

> "*I found they have the environmental practices as other hotels*" or "*They have environmental policy like other hotels*" (Hotel guest 8, female, staying in a 4 star hotel with highly explicit CSR in the South)
>
> "*The hotel does the basic thing in term of environmental protection*" or "*Not many, only my experience in environmental protection.*" (Hotel guest 11, female, staying in a 4 star hotel with highly explicit CSR in the Central)

Hotels appear to communicate their CSR in terms of environmental policy or CSR certification in the lobby, with two out of the nine hotels placing an invitation letter or a leaflet in their guest's rooms, suggesting an opportunity for guests to provide a donation or participate in some CSR events or campaigns. Last, but not least, only 5% of our hotel guest sample indicated that they actually remembered seeing the CSR certification logos. The basic environmental CSR guest experience and possibly ineffective CSR communication channel uses within the lobby may explain why very few hotel guests felt satisfied with their hotel experience with respect to the CSR within their hotels.

Interestingly, nine out of our thirty hotel guests (30%) stated they would like to return their hotels when asked if the CSR experienced here would encourage them to stay in their hotel again if they returned to this area. This is different from the other quantitative survey results that suggested CSR does not significantly directly affect customer loyalty. When closely examining the biggest impression about CSR within their hotels, besides the laundry policy, both the Earth Hour experience (with candles for a romantic feeling) in two of the hotels and an impressively noticeable CSR slogan with active and passive guest experience displayed at the point-of-purchase (within only one hotel) are noted reasons that encouraged hotel guests to become more CSR sensitized and develop some customer loyalty through CSR.

Two out of the nine hotel guests who stated they would like to return to their hotels because of their hotel's CSR gave the impression that this was due to the clean

environment inside and outside the hotel. One hotel guest did not have a chance to express this idea. Below is the quote:

> "*More CSR activities should be implemented. Green choices for guests and more charity donation campaigns as this is the market demand for customers from more developed countries.*" (Hotel guest 4, female, staying in a 5 star hotel with minimally explicit CSR in the South)

Hoteliers should communicate not only through guests' experience but also their positive impact results from environmental protection ("*The hotel should let their customers know why they call for green engagement*" and social contributions, as one hotel guest suggests "*They should show results of the charity programs.*" (Hotel guest 26, female, staying in a 4 star hotel with highly explicit CSR in the South)

In conclusion, chapter IV illustrates the results of the evaluation of the structural model in which CSR, as a customer bonding relationship marketing influence, across five progressive stages (originally conceptually proposed by Cross (1992)) which validated interrelated links existing between the stages. This chapter subsequently presents results testing the extent of direct relationships that exist between CSR and the newly constructed empirical customer bonding relationship framework. This chapter presents further findings on group comparisons exploring distinctions upon customer perceptions regarding the direct effects found within the previous section. Finally, the context of CSR for the "what" and "why" is the other supplementary finding from the interviews with hotel managers, hotel staff and hotel guests.

CHAPTER V

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

5.1.1 Empirical model.

The first sub-objective of this research is relevant to validating the successful progressive customer bonding stages proposed by Cross (1992) within the marketing context of CSR in 4 and 5 star hotels in Vietnam. As stated the model suggested by Cross (1992) does not have measurement in it. The theme dimension stages of awareness, customer satisfaction, customer loyalty and customer recommendations were built from moderately modified item variables. These were adopted from established independent dimension measurements within relevant hotel industry studies. Results from reflective measurement assessment (Table 3.6) show that the independent dimension measurements demonstrating high loading factors, as well as high values of discriminant validity, alongside solid composite reliability results for all of the stages. Interestingly, Cross (1992) only stated the identity bond within his model, and this research has helped develop this further as a customer-company identification measurement, adapted from Martinez and Rodriguez del Bosque (2013), who established this feature within the hotel sector context and from Perez *et al.* (2013) within a financial sector context. Along with the other dimensions, the validated customer-company identification measurement in this study also illustrates high loading factors alongside very acceptable values of discriminant validity and composite reliability. The Table below contains the items in the constructs.

Table 5.1

The 5-Stage Customer Bonding Relationship Marketing Model construct with referenced stage-variable item descriptor

Consumer Relationship Stage Constructs	***Items and codes (1= strongly disagree, 5= strongly agree)***	***Adapted from***
1. Hotel Awareness	The hotel's physical appearance is memorable to me.	Kim et al. (2008)
	I have a stronger mental note of my stay at this hotel.	
	I can more clearly recognize this hotel among the other competing hotels in this area.	
2. Customer-Company Identification	If someone criticizes this hotel, I would feel it more personally.	Martinez and Rodriguez del Bosque (2013)
	I am more interested to hear what others think about the hotel.	
	When someone compliments this hotel, I am more likely to personally feel happy.	
	I have a positive feeling towards this hotel.	Perez et al. (2013)
	I feel emotionally connected to this hotel.	
	I feel I identified with this hotel's value.	
3.	It should be nice to stay in another hotel belonging	Martinez

(Continued)

Table 5.1 *(Continued)*

Customer Satisfaction	to this brand.	and Rodriguez del Bosque (2013)
	I think that I did the right thing when I purchased this hotel as my/our place to stay.	
	This hotel offers an experience that is significantly closer to that which I would more readily want from my accommodation.	
4. Customer Loyalty	I would consider choosing this hotel / hotel company/brand as my first choice compared to other hotels/ brands.	Martinez and Rodriguez del Bosque (2013)
	It could be too costly/risky to end the relationship with this hotel.	
	I shall continue considering this place as one of my main hotel brands/names within Vietnam over the next few years.	
5. Customer Recommendations	I will definitely encourage friends and relatives to stay in this hotel if they are coming to this area.	Han et al. (2011)
	If I know someone is looking for a hotel in this area, I will suggest this hotel to him/her.	
	I will say positive things about this hotel.	
Independent Marketing Relationship Attribute	The hotel seeks to protect the environment by involving employees in local conservation projects, e.g. cleaning a local beach, or cleaning streets, or planting trees (CSR1)	Martinez and Rodriguez del Bosque

(Continued)

Table 5.1 *(Continued)*

		(2013)
Corporate Social Responsibility (CSR) Associations	The hotel focuses on reducing their staff and customer's general environmental impact by being more eco-efficient within the hotel, e.g. saving electricity use and reducing waste disposal (CSR2)	
	The hotel clearly supports the welfare of those within the communities in which it operates, e.g. organizing events for disable children and the old (International Children Day or Christmas Day or Lunar New Year) or providing scholarship to poor children (CSR3)	
	This hotel clearly improves the welfare of its employees, e.g. providing annual staff trips and parties, or offering sponsorships to staff's children studying at university (CSR4)	
	The hotel makes donations to environmental causes (e.g. flood response/protection, animal conservation/welfare) (CSR5)	
	The hotel directs part of its budget towards donations for social causes (e.g. giving charity donations to the old, to the blind and orphans) (CSR6)	

(Source: created by the researcher)

The results from structural model assessment suggest that the progressive effect levels from each preceding stage's contribution to the next is validated as being positive, with significant interactions emerging between the stages at the strictest significance level of 1%. The entire model as conceptually proposed by Cross (1992) and subsequently built for testing empirically as comprising of light to deep customer bonding relationships using CSR as a non-core service context has been empirically proven as a valid construct design. Hotel Awareness can serve to encourage customer-company identification relationship aspects that contributed, on average, 27.9% towards the customer satisfaction bonding attribute with a firm. In turn, customer satisfaction can provide extensive contribution (22.7%) towards leveraging a potentially long-term relationship asset of customer loyalty. In this empirical study, this new framework also asserted a relevant contributory influence from customer loyalty as a direct influence towards the highly desirable attribute of customer advocacy; as one extremely beneficial value for the firm from encouraging and developing customer bonding relationship marketing characteristics with their customers.

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5.1.2 CSR and the five stages of customer bonding.

The main objective of the thesis is to test the influence of CSR on the 5 independent stages suggested by Cross (1992) and others (Baumann et al., 2012; Bhattacharya & Sen, 2003; Birth et al., 2008; Cronin & Taylor, 1992; Garcia de los Salmones et al., 2005; Harris & Goode, 2004; He & Li, 2011; Hoeffler & Keller, 2002; Lee & Heo, 2009; Marin et al., 2009; Martinez & Rodriguez del Bosque, 2013; Mattera et al. 2012;

McDonald & Rundle-Thiele, 2008; Perez, 2009; Perez, Garcia de los Salmones, & Rodriguez del Bosque, 2013; Trif, 2013). Results from model structural assessment suggest that the relationships between CSR and the first 3 independent stages are significant at a significance level of 1%. The null hypotheses ($H2a_o$, $H2b_o$, and $H2c_o$) are rejected. There are positive significant relationships between CSR Associations and Hotel Awareness, between CSR Associations and Customer-Company Identification and between CSR Associatins between CSR Associations and Customer Satisfaction. Thus CSR as a non-core service attribute significantly affects the first three independent stages of the empirical framework built based on the concept originally proposed by Cross (1992). This is consistent with Hoeffler and Keller's (2002) proposition regarding value effects from corporate social marketing, Mattera et al.'s (2012) and Scharf and Fernandes' (2013) findings regarding the influence from CSR on brand awareness within the hotel sector. The results are also consistent with other studies in terms of the link between CSR and Customer-Company Identification in Spain (Marin et al., 2009; Martinez & Rodriguez del Bosque, 2013) and the link between CSR and Customer Satisfaction from different service sectors in Taiwan, Spain and the U.S. (He & Li, 2011; Lee & Heo, 2009; Martinez & Rodriguez del Bosque, 2013).

The results in Table 4.5 show that $H2d_o$ and $H2e_o$ are not significant at 1%, and the null hypotheses are not rejected. Thus, there is a lack of significant direct link between CSR and the last two deeper independent customer bonding stages originally proposed by Cross (1992) which were also examined by previous research (Garcia de los Salmones et al., 2005; He & Li, 2011; Liu et al., 2014; Martinez & Rodriguez del

Bosque, 2013; Marin et al., 2009; Perez et al., 2013). Interestingly, the first two degrees are proposed to be light relationships (Dwyer et al., 1987; Philip & Patrick, 2004; Sterne, 2000), with the Customer Satisfaction involving a deeper relationship stage and less easily counter-influential relationship attributes (He & Li, 2011; Martinez & Rodriguez del Bosque, 2013; Perez et al., 2013; Sterne, 2000; Westbrook, 1987), with customer loyalty and recommendations being significantly deeper relationship bonds (Harris & Goode, 2004; He & Li, 2011; Martinez & Rodriguez del Bosque, 2013; Perez et al., 2013; Philip & Patrick, 2004; Sirdeshmukh et al., 2002; Taleghani et al., 2011; Westbrook, 1987). However, the result of this finding contradicts with the findings from McDonald and Lai's (2011) in which customer-centric CSR initiatives affect customer loyalty and customer recommendations. Actually their dimensions of CSR are more relevant to perceived seervice quality performed by staff such as "Staff are efficient and reliable" or "Staff are good at complaint handling". This research's finding also contradicts with Liu et al.'s (2014) findings in which CSR initiatives towards society and stakeholders affect customer industry besides brand preference in casinos in Macau. This may be because the direct link between CSR and customer loyalty is in the gambling industry which requires trust and fair playing conditions for players and the gambling industry as a wealthy industry hence contributes to social donations which are the unique characteristics found in the gaming industry. The single construct of CSR associations (Table 5.1) in this research is relevant to environmental, social and local community donations. The results in this research also show that the influences of CSR towards the deeper customer bonding stages decline in scale and CSR does not significantly influence the last two independent stages. This might be because there are other core attributes in

the hotel sector such as facilities, staff and services which are more clearly recognised over CSR as notable non-core attribute by hotel guests which result in long term relationships. Regardless, CSR still proves to be an added value for firms to differentiate themselves, while other core service aspects are deemed to help firms to be different from others. Hoteliers in Vietnam should implement CSR activities that are most easily perceived as value by customers and seek to develop more effective CSR communications for encouraging improved customer satisfaction responses and thus improving the influence form CSR upon deeper customer relationship bonding.

Another explanation worth considering is that this study was conducted in Vietnam where CSR is quite newly established, and that this can inhibit the application of this full customer bonding lifecycle evaluation at its current evolutionary stage. This has good practical implications whereby hoteliers within Vietnam could continue using CSR in their strategy for differentiation purposes which gains value recognition in terms of awareness, identity and customer satisfaction, and possibly deeper stages in time. There is no consensus on the direct effects from CSR within existing studies (He & Li, 2011; Liu et al., 2014; Martinez & Rodriguez del Bosque, 2013; Marin et al., 2009; McDonald & Lai, 2011; Perez et al., 2013).

The effects of CSR upon the last two customer bonding relationship stages, which are classified as highly desirable stages, cannot be identified as a significant influence from CSR within this study, due to hotels in Vietnam being at a relatively early stage of CSR implementation that requires more time for practitioners to build upon the influence of their CSR practices towards customers as more customer-oriented CSR

value preferences. If CSR cannot be found to have an influence on customer loyalty, then this, in turn will not encourage customer recommendations. CSR is not grouped as a comparably ranked reputational quality criterion as other core, lodging features, such as foods, room service, and furnishings.

Although CSR within Vietnam has only been fairly recently established, it does gain some value recognition from both international and domestic, local hotel guests. CSR has a significant contributory effect on a costumer's behaviour across both 4 and 5 star hotels within Vietnam. This supports the suggestion of CSR's consumer behaviour contributions (Sen & Bhattacharya, 2001), and the empirical findings in the banking and financial industry and the hotel industry in Spain (Marin et al., 2009; Martinez & Rodriguez del Bosque, 2013; Perez et al., 2013).

5.1.3 Moderating effects of CSR perception.

5.1.3.1 CSR- a West moving East concept.

It is expected there to be notable differences from CSR's influence on the customer bonding relationship stages between tourists originating from Western countries compared with those originating from Asian nations. However, the results from PLS MGA (Table 4.7) indicate that there are there are no significant differences between the 2 groups. The results appear to indicate that Asian regional consumers are influenced equally as much as their more westernized counterparts. It was proposed that those originating from more Western-based nations, who are potentially more readily familiar with the English-originating term CSR (corporate social responsibility), could serve as being more sensitised to CSR practices and their

communications, and therefore CSR would be more capable of exerting greater consumer relationship value perception influences. This however was found not to be the case. In this study, as an S.E. Asian located empirical survey, this result may be influenced by ethnocentric consumerism. This is in relation to Asian consumers experiencing a degree of positive, favourable bias effects from their perceptions of experiencing an Asian business' CSR practices (Shimp & Sharma 1987). Within this study of consumers within the lodging industry of the hospitality sector, CSR appears to have emerged as a potentially more universally and equally influential attribute by consumers and their perceptions. Further validation across other sectors would also serve as useful corroboration towards this exploratory study.

5.1.3.2 CSR- a Gender value recognition divider.

The results from PLS MGA shows that the influential effects from CSR on Customer Satisfaction does appear to be significantly stronger for the male consumer group's response ($p<0.01$) at the 1% significance level. There are no notable differences between the gender perceptions regarding CSR practice's influential effects on Hotel Awareness and Customer-Company Identification. The results appear to emphasize similarities between both genders, with a potentially greater satisfaction behavioural response from male customers (at 1% significance level). This appears contradictory from the more substantial female response results favouring CSR activities significantly more than their male counter-parts proposed by other studies (Burton & Hegarty, 1999; Smith et al., 2001; Marz et al., 2003). This may be explained by the presence of slightly more environmental aspects being exhibited and communicated by the hotels towards hotel guests, where this environmental bias (rather than social

attributes) being more influential on the male consumer's responses. When examining thirteen key performance criteria of the EarthCheck third-party certification, seven areas (54%) are related to environmental issues such as solid waste management, waste water management, etc. (Anonymous, 2016f). Similarly, 53% of the criteria in Green Lotus Label third-party certification scheme are related to environmental issues (Anonymous, 2012b). Both of the consumer gender groups equally recognize the Hotel Awareness influence from CSR practices, at 65.7% for Males to 56.6% towards females. Similar influences are detected for the impacts from CSR upon Customer-Company Identification for the two groups (62% for males and 54.6% for females). After this, the male consumers, at first glance, appear to be more consistently influenced. At the deepening bonding relationship stage of CSR practice effects upon Customer Satisfaction, both gender groupings are significant, though at 45% coefficient from the male consumer segment, to almost half of this, 24%, from female consumers.

It may be that the communication effectiveness in terms of message content is more of a technical environmental one and that this induces consumer gender biases. A third party assessment standard's potential influence on the identification of important CSR value aspects inclusion within the message content communicated may be dominating, rather than a customer value focused emphasis, creating a potential bias appeal or influence upon the lodging guests. This could explain the unexpected influential effects of CSR practices upon Customer Satisfaction responses from male rather than female customers. Reflecting on the findings suggests that further research is warranted to determine the extent to which CSR communication content is

dominated by technical environmental or social messages and whether this subsequently influences the consumer's behavioural response at a demographic level.

For example, the standard for environmental protection appears more technical in nature for the Green Lotus Label scheme where it states that hotels should place their recycle bins within the lobby areas to ease the collection process regarding their customer's spent rechargeable batteries, as the step to reduce toxic waste impacts upon the environment. The environmental protection practice recommended may influence the internal consumer communications to highlight technically orientated information. If so, this, in turn, may lead to more male resonance (technical visual data) and possibly influence a greater degree of their satisfaction, particularly where this is described in the technical terms of quantitative volumes of toxic waste volumes collected in kilogrammes, or the equivalent tonnes of carbon dioxide saved, rather than as a descriptive translation comparing the outcome reduction in the type or extent of damage towards the local environment. Exploring the effect and influence of CSR communications on consumer behaviour appears to warrant further assessment.

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5.1.3.3 CSR- a Visiting purpose value recognition.

The results form PLS MGA (Table 4.1) shows that no significant differences relating to CSR's influential effects on the business value stages identified between these customer segments based on the significant path coefficients for the effects (all p values are greater than (0.01)). Tourist visitors are broadly interested in the local area's environment and welcome some experience of the area's social and environment attributes. Business consumers are more involved or focused on the

associated business-centred transaction that is associated with the stay. It is proposed that business-related hotel customers are not necessarily as interested in, or particularly sensitized to, such non-core attributes within the hotel's characteristics. The tourist consumer group, with their interest to explore and experience the local attractions and atmosphere, were expected to be more CSR sensitive and therefore more readily able to develop explicit and detectable relationship forming influences from CSR practices as business value recognized aspects; comparably to a more detectable level than that indicated from their business-orientated lodging counterparts.

From the expected results due to the argument above relating to the visiting purpose value recognition, it was a surprise to find a proposed relationship was not supported from the research findings. The business lodging consumer was equally and comparably influenced by CSR practices with respect to the range of potential business value customer bonding relationship dimensions. Other than the consumer ethnocentrism argument presented earlier, this may be explained by the proposition that although these business persons are lodging for conferences, meetings or business engagement trips, with an emphasis on immediate core services of the comfort of the surroundings and the catering, they are also actually equally aware of, and appreciative of, the environmental protection and community contributions that are being provided and communicated by their respective hotels. In addition, as the business lodgers are also quite able to serve as a tourist at another venues and circumstances, it is possible that they are still sufficiently sensitized to this attribute even though the direct reason for their current stay is different. Business lodger

customers are therefore quite able to recognize, retain and incorporate the CSR practices influence that the hotel communicates within their current hotel lodging environment. As such, it appears, in the case of CSR, that business lodging customers are as equally sensitized to CSR practices as their tourist lodger, irrespective of the different context regarding their reason and aims of their stay at the hotel.

5.1.3.4 CSR lodging industry differentiator- Upper-end differentiator and consumer expectation.

The results from the Permutation test (Table 4.13) shows that there are no significant differences (at the 0.05 level) for the effects of CSR on the first three stages of customer bonding. It is expected that 5 star hotels, as the top-end experience provided, would have a more notable value-added recognition from their CSR practices from their consumer clientele. Based on budget, workforce and upper-end differentiation efforts, it is expected that some differences of customer bonding relationship stage influences emerging from CSR activities would be detectable between the consumer groups staying in 4 and 5 star hotels. Firstly, this may possibly be explained also in terms of the general marketplace dynamics of 4 and 5 star hotel segmentation within Vietnam being similar to that of the rest of the world in a CSR Association context, with hotels employing differentiation strategies within their competitive approaches (Pereira-Moliner, Font, Molina-Azorin, Tari, Lopez-Gamero, & Pertusa-Ortega, 2015). Four and five star hotels within Vietnam currently seeking to differentiating themselves at a more generic core-provision level; excluding CSR as such. Secondly, with only four years of CSR endorsement being promoted by the Vietnamese Hotel Association, the level of maturity of CSR within Vietnam may not have reached a

sufficiently relevant stage of evolution development yet, to be capable of providing, let alone detecting and finding, any relevant significant differences between 4 and 5 star hotel from the customer's perspective. Thirdly, the hotel industry of Vietnam may not, as of yet, be applying CSR as a distinctive market differentiation tool. Hence the 4 and 5 star, higher upscale and luxury hotel marketplace, within Vietnam appears broadly similar and uniform in terms of their application of CSR within the upper-end segment. This is consistent with previous empirical research work in terms of similar application with 4 and 5 hotels (Chung & Parker, 2010; Kucukusta et al., 2013). The adoption of CSR practices are applied as a more general feature and not necessarily as one that has been recognized and operationalized as a value differentiator. On further analysis of the 4 and 5 star hotels within this study, it appears that such hotels currently both generally achieve the local Green Lotus Label CSR certification, and apply similar CSR communications for their customers. For example, the Green Lotus Label (the local CSR certification program) has both the evaluation criteria of the actual CSR practices implemented, as well as, the internal CSR communications applied. To highlight the lack of applied CSR differentiation, one five-star hotel within this study achieved a 4-star rating of the local Green Lotus CSR certification whilst, conversely, another, albeit a lower four-star graded hotel, achieved a higher 5-star rating from the same certification program. Moreover, the consumer expectations within 5 star hotels appear to indicate that CSR is not a value enhancer.

The number of quality rating stars of hotels does not equal the number of stars achieved within the CSR certificates (Anonymous, 2013a). For example, a five star hotel achieves 4 Green Lotuses but a four star hotel can achieve 5 Green Lotuses.

Suitable CSR communication efforts should be conducted by some hotels, so that their customers can give their hotels a higher evaluation for CSR efforts for the sake of maximizing their returns upon their CSR investments.

Table 5.2

Hotel Stars and Stars/ Types of CSR Certificate

Hotel	Hotel Stars	Stars/ Types of CSR Certificate
1	5	5 green lotuses (Green Lotus Label)
2	5	Silver (EarthCheck)
3	4	4 green lotuses (Green Lotus Label)
4	4	4 green lotuses (Green Lotus Label)
5	5	5 green lotuses (Green Lotus Label) Gold (EarthCheck)
6	4	5 green lotuses (Green Lotus Label)
7	4	green lotuses (Green Lotus Label)
8	5	Has not achieved CSR certificate

Note: 5 is the highest ranking in Geen Lotus Label; Gold is the highest raking in EarthCheck

(Source: Created by the researcher based on Anonymous, 2013a; Anonymous, 2013b; Anonymous, 2016e)

5.1.3.5 Third party verified CSR standards- international over a domestic only 3rd party standards.

The results from T-tests for comparing means on the effects of CSR on the first 3 stages of the two groups of those staying in hotels with highly explicit and with

minimally explicit CSR suggest that the relationships exist at a significance level at 1%. The means for the effects are higher for those staying in hotels with highly explicit CSR than for those staying in minimally explicit CSR. Thus, the effects of CSR on the first three stages were found to be stronger for those staying in hotels with highly explicit CSR than those staying in hotels with minimally explicit CSR. The differences between hotels with highly and with minimally explicit CSR are that hotels with highly explicit CSR achieved third-party CSR certificates and communicate CSR on their website and in their hotel lobby. When examining the report of the hotel with minimally explicit CSR, various CSR practices were implemented such as extracting their revenues to donate to local community, orphans and old and poor people, etc. This hotel practiced actual CSR activities, but does not perhaps sufficiently communicate their environmental policy or CSR results to their customers. For example, pure green-washing, referring to a firms investing resources on CSR communications without any significant investment into implementing for no actual CSR activities for their firms (Walker & Wan, 2012), may more prominently occur within a hotel. Further research should be done to clarify their motives regarding CSR practices. Third-party CSR certification, CSR communication inside hotels (hotel website and lobby), along with CSR experience, which are potentially more relevant to consumers staying in hotels with highly explicit CSR would be expected to gain stronger value recognition from CSR.

Further examining the effects of CSR on the first three stages within the group of staying in only hotels with highly explicit CSR by comparing sub-groups of those staying in hotels with international and local CSR standards (third party CSR

standards). The results of PLS MGA (Table 4.16) shows that there is a significant relationship of the effect of CSR on hotel awareness at a significance level of 5%, however, there are no significant relationships of the effects of CSR on the second and on the third stages as p-values of these relationships are greater than 0.01. This proposal is based on a premise that the international CSR standards, being more internationally orientated and developed, are potentially more rigorous and more distinctively notable, in terms of both the implementation of CSR initiatives and the subsequent CSR communications. The research findings indicate that there are similarities of the effects of CSR on Customer-Company Identification and Customer Satisfaction between the two CSR third party certified groups, but the effect of CSR on Hotel Awareness is a stronger influence for customers staying in hotels with international CSR third-party certified standards. International CSR standards, as well as CSR slogans, enable hotels to gain more hotel awareness from their customers. Firstly, only two 5-star hotels (1 from Central Vietnam and 1 from South Vietnam) achieved the international EarthCheck certificate standard. For example, the hotel in the Central adopts the slogan "Protecting the Environment and Empowering the People" which is subsequently communicated directly to their customers for fund raising ventures aimed at the implementation of their CSR initiatives. The hotel in the South calls for guests' donations to Heart Beat, the charity fund for children suffering from heart disease in the South of Vietnam. Other hotels with local CSR third-party certified standards also implement these activities, which are reflected in their CSR reports, but do not have CSR slogans, nor title name-brands fund-raising initiatives. Secondly, the local, domestic certification standard, Green Lotus Label, does not give the impression towards being as clearly articulated, and appears more suited to the

operationalised process of active implementation and communication engagement for the CSR initiatives. Moreover, the EarthCheck international CSR standard is more established, being just under thirty years old (from 1987 onwards), whereas the Green Lotus Label, the local CSR certification standard is only eight years old (established from 2008). The international CSR is therefore potentially more developed and attractive for customers across an international sphere and has existed for considerably longer than the more local third party certified CSR standard.

5.1.3.6 Geographical- cultural and hotel experience influencer.

The results of PLS MGA (Table 4.18) show that there are no significant relationships for the effects of CSR on the first three stages of customer bonding between the groups staying in hotels in the Central and in the South as p-values of these relationships are greater than 0.01. There are no differences between two regional groupings, i.e. Central and Southern regions in terms of the value adding attribute effects from CSR upon the first three stages. The results could be attributable, and therefore explained, to some extent by the reasoning that no difference is detectable from the culturally different local regions due to the use of local (national) and international CSR standards as key CSR points of reference, i.e. they serve as benchmark points for the stated performance standards made and references for the scope of the communication employed. For example, Green Lotus Label has criteria on sustainable management, the maximization of economic and social benefits for the local community, the mimimization of advert impacts on cultural and natural heritage, and the environment, and a notification supporting the hotel's explicit involvement in CSR within the hotel's lobby or staff areas. Their CSR performance and CSR

communication side are not necessarily specifically locally targeted or specialized enough to potentially stimulate the guest as significant. Due to the cleaner and potentially more pristine environment of the Central belt region, compared with the busy and more noisy urban atmosphere of Ho Chi Minh City in the South which might have CSR being more customized, customers who have chosen to come and stay in the more environmentally preserved belt of central Vietnam might be more bias towards supporting environmental responsibility aspects, for example. At the country level, there is no localized cultural effect on CSR recognizable value being detected by consumers. Hence, CSR performance and CSR communication adopted in international and local CSR standards appear to overwrite local cultural interpretations of CSR value.

5.1.4 Qualitative

5.1.4.1 Personal CSR value from hotel guests.

Male guests appear to focus more solely upon their support of environmental protection. The literature does not support this finding in terms of males having a more environmental orientation (Burton & Hegarty, 1999; Marz et al., 2003; Smith et al., 2001). The explanation for these findings being different from the literature where males are distinctly more environmental oriented is that maybe the bias of the subjects being induced within the interviews. For example, they were asked open-ended questions like "Are social or environmental issues of greater importance for you? , which could be a leading question seeking one or the other, as an either or response and a further question "Can you give me an example of important ones to you?". In such questions, they can easily find an example of environmental responsibility, and

social issues which are so vague to them. Litwak (1956) suggested that vague questions cause bias from interviewees. Maybe this has occurred through a bias within the approach of the CSR communications, in which, more technical environmental aspects are communicated by hotels instead of a less technical, benefit-based communication of outcomes from the environmental CSR activities. It may be that the communication effectiveness in terms of message content currently practised is more of a technical environmental one and that this induces biases for male perception preferences being more environmental in orientation.

5.1.4.2 CSR in hotels.

5.1.4.2.1 Aspects of CSR in 4 and 5 star hotels.

This qualitative does not keep the original CSR associations clearly defined in the quantitative, as 4 and 5 star hotels in Vietnam also implement CSR activities relevant to employees. This research supports previous literature where common activities and practices can be classified into community, workforce and environment themes (Cherapanukorn and Focken, 2014; Holcomb et al., 2007; Hsieh, 2012; Kucukusta et al., 2013; Levy & Park, 2011; Sheldon and Park, 2011). A recent empirical study suggest that CSR within a firm's relevance to protecting and developing employees affects a firm's reputation and organizational attractiveness (Story, Castanheira, Hartig, 2016). Further analysis which is in the next session, the dimension of social CSR related to internal welfare for hotel employees found in the qualitative is not communicated in 4 and 5 star hotels to guests. Hotel employees explain that they practise such activities to retain staff.

5.1.4.2.2 CSR communication in 4 and 5 star hotels in Vietnam.

From the hotel side, 4 and 5 star hotels within Vietnam do appear to use CSR as a marketing tool and put their effort into CSR communication for potential customers and current customers alike through different message channels. However, the qualitative research identifies that the message content does not seem to highlight the issues in terms of CSR importance, in terms of the benefits of CSR communications to hotel guests as suggested by hotel managers. Moreover, technically, all of the 8 hotels have their CSR reports which appear for internal, company use only such as boards of management or internal employees at year-end meetings and this researcher who asked for access to CSR reports. None of the hotels appeared to have considered using it as a communication channel for their potential customers, perhaps by leaving a copy, or two, in open access at appropriate places. CSR communication through the guest's experience, including the laundry policy or green choice, is emphasized by nine hotel staff at the eight hotels sampled. This supports the existing literature that suggests hotel guests learn CSR in a specific sequence, that begins from the initial stay within a CSR committed hotel and then through their collaboration with green choices (such as reusing towels, turning off lights, etc.) (Levy & Duverger, 2010). Hotels incorporate sustainability into their customers' experience, with guest's experiences within their room, affecting their attitude and behaviors. In term of CSR communications, clear instructions for laundry policy should be applied to avoid misunderstanding. Moreover, CSR communications with more meaningful and memorable CSR activities and directly impressive CSR communications should be encouraged, especially towards those engaging in their guest's experiences or creating mutual benefits for both hotels and guests.

Compared to the intended communication by the hotels, from the customer's viewpoint, the CSR logo displayed inside the hotel was not fully recognized by all of the hotel's guests. The hotel's laundry policy appeared to be noted more distinctly by guests rather than the EarthCheck or Green Lotus Label CSR certification awards. This may be explained by the fact that the third-party CSR certification, or CSR logo, is not directly introduced to the hotel guests by hotel staff. For example, staff could highlight their hotel's achievements to their customers by the third-party recognised standards displayed on the posters. The national CSR achievement recognition logo does not appear to be communicated as effectively as it could be, perhaps this aspect relates not only to the individual hotel, but maybe possibly up to the national, Vietnam National Administration of Tourism, level of communication emphasis to tourists. Regardless, this potentially distinctive, national, hotel-based, CSR award does not appear to be sufficiently recognized well enough by either international or domestic tourist guests. Hotels should be able to improve their CSR certification logo achievement value more by themselves and use their CSR communications to better differentiate themselves and gain long term benefits, alongside maximising the benefits from their CSR investment.

Only 17% stated their recognition of the CSR certification logo within the hotels. This challenges the effectiveness of the hotels' stated communication aims to achieve third-party CSR certification and CSR recognition through the displays and notices available within their hotel lobby area. This requires dedicated human resource and budget investment. More hotels should consider the usefulness for this approach

towards highlighting a reputable CSR experience though appropriate and cherished gifts. While hotels put efforts towards achieving third-party CSR certification recognition, most guests did not really notice or recollect them. Hoteliers should let their customers know more about their achievements.

5.1.4.3 Five stages of customer bonding.

There is a match between the perceptions of hotel guests and that of the hotel's staff and managers, in terms of the effects of CSR upon the first two stages of the customer bonding cycle. The qualitative results from hotel managers, hotel staff and guests show that common environmental protection activity though the guest's experience with green choices, or water and energy savings, encourages hotel guests to be more aware of their respective hotels and appreciate the efforts by the hotels, thanks, for example, to their laundry policy communicated with notice boards and free water for not changing their linen/towels.

Customers responded to customer satisfaction results from CSR, but it turns out that a clean environment is their impression. This is a tricky aspect to state that it is a CSR attribute, as cleanliness is also an aspect or dimension of service quality within the hotel sector. The findings from the quantitative generalised the analysis from 475 respondents suggested that CSR affects the first 3 independent stages of customer bonding, not the deeper stages of customer loyalty and recommendations. One of the reasons for not having a deeper influence of CSR was proposed to be due to the newly adopted development of the CSR context within Vietnam's hotel industry. The interviews with hotel managers confirmed the newly-established aspect of CSR from

their perspective. Most hotels started their CSR only one to three years ago. One hotel initiated its CSR more than five years ago. The hotel with impressive CSR slogans, impressive CSR introductions during check-in (free gift of bracelet made from orphan organisations) and active and passive guests' experience within their communications had only just started their CSR a year ago, though this hotel provides some extremely good examples of effective CSR communications. Actually this hotel also has a mother hotel in Singapore and other hotel chains across the world, hence it potentially adopts the best practices of CSR experiences from its hotel brand. It can be argued that their impressive, or memorable CSR guest experiences, encourage their hotel guests to be loyal to a brand on a multinational level.

The gain of deeper customer bonding cycle stages should be encouraged. Effective CSR communication at the point-of-purchase, such as those easily found in guest rooms should be investigated, as hotel guests may only reside in their hotels for a short period of time as they plan to spend their time sight-seeing. As they may spend little time broadly within the hotel, and proportionally more so in their rooms, resulting in some customers hardly noticing the hotel's broader CSR practices. Below are direct quotes from hotel guests:

> *"as I took a city tour and the other tour to the Mekong Delta, so I do not have time."* (Hotel guest 7, male, staying in a 4 star hotel with highly explicit CSR in the South)
>
> *"I have no idea as I need more time to explore their CSR."* (Hotel guest 9, male, staying in a 4 star hotel with highly explicit CSR in the South)

"*I have no idea as I stay here a very short time.*" (Hotel guest 13, female, staying in a 4 star hotel with minimally explicit CSR in the Central)

5.2 Conclusion

5.2.1 Empirical model.

The concept originally described by Cross (1992) is now empirically validated by this newly designed and built empirical framework that can potentially contribute as a tool for measuring and evaluating customer bonding stages. The whole framework, composed of light to deep relationships, can be applied within customer bonding relationship marketing research in general or can be developed with relevant alternative items to assume more relevant specific service sector constructs. This current empirical framework should now also be empirically tested within other service sectors or with industries requiring progressive customer bonding stage assessments using CSR. Further relevant constructs within other sectors could be developed upon and compared for use with customers. This should be a process of building more literature based on existing relevant findings from other sectors. In the first instance, the current framework could be applied as a general tool in different contexts and different constructs. This is similar to the development of the general basic model of Perceived Service Quality, which, once the generic framework was established, was developed further, with more sector-specific, perceived service quality constructs (Hu, Kandampully, & Juwaheer, 2009; Khan, Ferguson, & Perez 2015).

5.2.2 CSR and the five stages of customer bonding.

CSR is found to have customer bonding relationship contributions within Vietnam's lodging industry. The results suggest that CSR has the empirical impacts on the first three customer bonding relationship stages as value recognition from the hotel guest's perspectives from the CSR experience gained from their stay. This means that where hotels practice and communicate CSR well, customer recognition benefits can be gained in return. Although the effects on light stages of customer bonding stages are found predominantly in the context of the new establishment of CSR, hotels with explicit CSR could benefit from more tactical efforts, such as more focused CSR activities and improved CSR communication to achieve deeper customer bonding relationships. Hoteliers should also find out what topics are most relevant to customers and how to improve CSR practices, communications and subsequently customers' CSR perception. These tactics could enable hoteliers to further maximize their return on investment from CSR.

5.2.3 Moderating effects of CSR perception.

In conclusion for this customer demographics and segmentation analysis, one of the interesting conclusions from this analysis is that the lodging basis does not appear to represent any notably relevant demographic segmentation of consumer perception differentiation towards CSR practices within Vietnam's. Business-orientated lodging customers appear to be equally influenced by CSR practice's business-value customer bonding relationship value attributes as their tourist-based guest counterparts. Additionally, 4 and 5 star hotels have different hotel quality star ratings, and CSR standards were found to be a valid attribute towards supporting consumer perception

differentiation towards CSR practices. Those staying in hotels with international CSR standard appear more aware of hotels with CSR practices.

5.2.4 Qualitative.

From the hotel guest interviews, one interesting discovery relates to male guests being overwhelmingly favourable towards environmental aspects of CSR, whereas a more balanced priority is given towards both social and environmental aspects of CSR from female guests. Subsequently a CSR communication perspective with some potentially informative assessments and propositions emerging were found. At the organizational level, hotel practices relating to the actual CSR elements conducted by 4 and 5 star hotels across Vietnam, more hotels are found to implement environmental protection related CSR than social CSR. In terms of the CSR communication approaches, most hotels emphasize environmental protection at the customer's main point-of-purchase space, with effort placed towards highlighting the hotel's third-party CSR certification achievements. In contrast, this claim is not substantially validated by the qualitative study as to how effective this approach is, and the qualitative analysis highlights some interesting reflections on this apparently consistent approach adopted by many hotels towards CSR-related value recognition.

The qualitative assessments regarding the effects of CSR upon the first three stages of the Customer Bonding Relationship Management Assessment Tool support recently published quantitative survey findings within a management journal. The topics of eco-energy and the use of notice boards, though recognized as indicators for raising the hotel guests' awareness, are still found to cause some guest confusion. The

analysis identifies interesting coincidental perceptions from hotel staff, hotel managers and guests regarding the relationship enhancement effects from CSR upon the first two stages of the customer bonding assessment tool.

The effectiveness of environmental CSR through some of the hotel guest's own experiences and the optimization of CSR communications from the hotel lobby communication channel serve as fundamental "what" and "why" aspects consideration. This is with respect to directly gaining positive effects from CSR's influence on customer relationships within the first two of the five progressive customer bonding stages. Complementing this analysis is how hotel managers and staff expect CSR to provide added value towards customer satisfaction.

Concluding the qualitative with examples of guest's memorable CSR perceptions developed from their experiences and impressions from CSR communication contributions as considerations towards customer satisfaction and customer loyalty from the customer's side, this qualitative highlights the potential for CSR practices and CSR communications to be capable of further improvement towards achieving deeper customer bonding relationship enhancement stages.

5.3 Recommendations

5.3.1 Empirical model.

This research which empirically validates the proposed model by Cross (1992) in CSR as a marketing context gives new knowledge to the literature. From the conceptual model described first by Cross in 1992, this researcher designed and

developed it further into an empirical framework. This was adopted and adapted from well-established items and constructs from existing research studies within the hotel and service sectors. It was possible to empirically test the interrelated bonding stages thanks to the PLS SEM analysis technique allowing for the testing of complex model with simultaneous variances. It is proposed that practitioners can now apply this framework to obtain relevant feedback from their customers regarding their customer bonding cycle status and development over time, especially within the hotel sector. Yet, this research is limited on CSR associations with general dimension aspects of environmental and local communities and social contributions whereas specific types of CSR practices in the hotel industry exist in the literature. Future researchers should further investigate which specific dimensions of CSR in the hotel industry has the most influence on the customer bonding stages. Moreover, the research instrument in the quantitative fails to capture value creation and value recognition of CSR. The usage of term "As a result of CSR" superficially refers to guests' CSR concepts while in hotels. This researcher should have asked the screening question "What aspects of CSR did you experience while staying in this hotel?".

Practitioners should apply and identify the most significant marketing activities within their marketing strategies before applying this approach as a tool to gain feedback from their target customers. This would help enable practitioners to design better customer relationship marketing strategies by applying the tool to measure and evaluate their target consumer's perceptions periodically.

5.3.2 CSR and the five stages of customer bonding.

Future researchers can apply this new empirical model across 4 and 5 star hotels within a longitudinal study, so as to compare the customer bonding relationship stages over time. The model also can be applied in more CSR established context in the lodging sector.

The findings regarding the contributions from CSR upon customer bonding relationship stages within the lodging industry of Vietnam brings some managerial implications. Hotel awareness and customer-company identification in the hotel industry has been detected to be influenced by CSR in hotels with explicit CSR. Effective marketing communications play a key role for hotels achieve these stages of customer bonding relationships. If CSR activities and CSR communication are able to be more customer-oriented, hoteliers can potentially achieve more customer satisfaction bonding relationships. This can be achieved from hosting hotel guest feedback or focus groups on the topic. This in turn should help hotels have greater CSR value recognition potential, with marketing communications and focused communication strategies satisfying their customers more effectively. To achieve deeper value recognition from CSR, it is suggested that hoteliers need more time to assess, and efforts to promote, CSR in terms of CSR communication and marketing improvements. Simultaneously, practitioners should launch loyalty programs incorporated with CSR for tourism firms as suggested by Rudez (2010) or examine how well CSR practices fit with consumers' personal values as Fraj and Martinez (2006) suggested so that perceived fit affects customer loyalty which is the critical stage for recommendations.

This study is conducted in a developing country context, and further research should consider not only within a broader Asian context but also seek to apply this new tool within more developed countries to gain further practical research contributions. This new framework and SEM analytical approach is proposed as being useful for knowledge development, both practically and academically.

5.3.3 Moderating effects of CSR perception.

From a CSR recognition feature and level of influence on the customer bonding relationship business-value dimension within a hospitality sector lodging perspective, it appears that, nowadays, there are possibly no discernable differences between a more Western lodger and their Asian-based counterparts. In terms of business practice, this suggests that, as the economy within Asia becomes more developed, with more domestic tourist travel being embraced, CSR can become a more recognisable and universal phenomenon across all hotel consumers within Asia. The generalisability of CSR as a more universal attribute of consumer behaviour, suggests relationship marketing values from a business to consumer perspective should be explored and understood better, from both academics and practitioners alike, so as to better understand and generate the source of the optimum value enhancement opportunities that may exist. Moreover, this suggests that CSR and Sustainable Development practices within the hotel industry are perceived equally for both tourists and business persons where hoteliers employ effective communication strategies.

Moreover, collectively, this can serve to influence the consumer's behavioral response due to aspects of potential gender bias elements contained within the standards being subsequently incorporated within the adopted communications content. Thus, the effect of CSR practices on customer satisfaction could be higher for male counterparts where the CSR communication content is technically dominated. Focusing on the third-party verification standard solely may lead to missing out in a more generally influential consumer effect from CSR, e.g. a particular social attribute that does not so easily fit within the standard attainment as such, could make greater influence on, for example, female customers if communicated differently than the technical standard orientation context of the third-party recognition component. CSR communication should be more balance of emotional and technical in hotels with third-party international CSR standard.

CSR and Sustainable Development practices within the hotel industry are perceived equally for both tourists and business persons. Practitioners should therefore recognize the total adult lodging numbers as relevant potential positive CSR attribute business value gains, as opposed to solely focusing on the tourist number proportions. Depending on the proportions this could also influence communication message content aspects.

4 and 5 star hotels have different hotel quality star ratings, and CSR standards were found to be a valid attribute towards supporting consumer perception differentiation towards CSR practices. Those staying in hotels with international CSR standard appear more aware of hotels with CSR practices. This suggests that international CSR

standards which have been well established for years are of higher value recognition by consumers than the local CSR standards. Along with the higher CSR standards, it may also be the attribute of CSR slogans or charity fund names which are more focused and specific that help hotels with international CSR standards gain greater hotel awareness. With the achievement of an international CSR third-party certified standard requiring more resource investment, in terms of budget and workforce, hoteliers should seek to apply more vigorously focused CSR communications, particularly with CSR slogans for the CSR practices actually implemented, so as to maximize the return on investment values from CSR. Five star hotels should communicate effectively more their CSR and invest more in CSR if they want to differentiate themselves.

So it appears that the CSR practices communicated may be overly influenced by the CSR certification standard verification process emphasis, and that this, subsequently emerges as dominant within the consumer communications employed by the firm. This might tend to overwrite localized CSR emphasis, hence hoteliers should have specific CSR activities reflecting culture differences in their hotel location so that they can more clearly differentiate themselves from others.

This exploratory study was solely focused within a sample of the hospitality sector within Vietnam. Not only should such consumer perception comparison studies now be extended to include broader Asian country corroborations it should now consider including other business sectors with potentially more detailed consumer grouping profiles within this type of progressive consumer bonding relationship study.

5.3.4 Qualitative.

Findings from the quantitative enable the researcher to empirically validate the direct effects of CSR on independent stages of customer bonding and the qualitative findings explores more insights of reasons for the direct effects within high class hotels in Vietnam. As hotel guests and hoteliers suggested that CSR as an added value to deeper stages of customer bonding, future research should be done on extending the empirical model with other core values in the hotel industry such as service quality, corporate image and reputation with regards the progressive relationship development attributes form the five stage bonding model.

In summary, this researcher adds new knowledge to the literature in terms of adopting the five stages of customer bonding originally suggested by Cross (1992) in the marketing context of CSR in the high class hotel industry in Vietnam. The model appears to be valid in terms of the five progressive successful and CSR appears to influence on the first three independent stages. Moreover, the findings from the moderating effects of CSR on the stages are interesting for stronger effects of CSR on customer satisfaction found in male groups and on hotel awareness found in the groups staying in hotels with international CSR certificates. The qualitative adds knowledge and insight for the quantitative.

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APPENDICES

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APPENDIX A

Table A1

Expected Quota sampling

No.	Highly explicit/ Minimally explicit CSR (1)	4/5 stars (2)	North (N)/ Central (C)/ South (S) (3)	Vietnamese/ International Tourists (4)	80% and 20% (1)	50 % (2)	13%, 37% and 50% (3)	87% and 13% (4)	Sample	Guests Formula= (1)*(2)*(3)*(4) *Sample size
1	Highly	5	N	Vietnamese	0.8	0.5	0.13	0.13	515	3.4814
2	Highly	5	C	International	0.8	0.5	0.37	0.87	515	66.3114
3	Highly	5	S	Vietnamese	0.8	0.5	0.5	0.13	515	13.39
4	Highly	5	N	International	0.8	0.5	0.13	0.87	515	23.2986
5	Highly	5	C	Vietnamese	0.8	0.5	0.37	0.13	515	9.9086
6	Highly	5	S	International	0.8	0.5	0.5	0.87	515	89.61
7	Highly	4	N	Vietnamese	0.8	0.5	0.13	0.13	515	3.4814
8	Highly	4	C	International	0.8	0.5	0.37	0.87	515	66.3114
9	Highly	4	S	Vietnamese	0.8	0.5	0.5	0.13	515	13.39
10	Highly	4	N	International	0.8	0.5	0.13	0.87	515	23.2986
11	Highly	4	C	Vietnamese	0.8	0.5	0.37	0.13	515	9.9086
12	Highly	4	S	International	0.8	0.5	0.5	0.87	515	89.61

(Continued)

APPENDIX A *(Continued)*

13	Minimally	5	N	Vietnamese	0.2	0.5	0.13	0.13	515	0.87035
14	Minimally	5	C	International	0.2	0.5	0.37	0.87	515	16.57785
15	Minimally	5	S	Vietnamese	0.2	0.5	0.5	0.13	515	3.3475
16	Minimally	5	N	International	0.2	0.5	0.13	0.87	515	5.82465
17	Minimally	5	C	Vietnamese	0.2	0.5	0.37	0.13	515	2.47715
18	Minimally	5	S	International	0.2	0.5	0.5	0.87	515	22.4025
19	Minimally	4	N	Vietnamese	0.2	0.5	0.13	0.13	515	0.87035
20	Minimally	4	C	International	0.2	0.5	0.37	0.87	515	16.57785
21	Minimally	4	S	Vietnamese	0.2	0.5	0.5	0.13	515	3.3475
22	Minimally	4	N	International	0.2	0.5	0.13	0.87	515	5.82465
23	Minimally	4	C	Vietnamese	0.2	0.5	0.37	0.13	515	2.47715
24	Minimally	4	S	International	0.2	0.5	0.5	0.87	515	22.4025

Note: each row has characteristics for each quota

(Source: developed by the researcher)

The researcher has sets of characteristics in the population and percentages for each:

- Explicit CSR: highly explicit (80%) / minimally explicit CSR (20%)

- Stars: 4 stars (50%) / 5 stars (50%)

- Regions: North (13%) / Central (37%) / South (50%)

- Types of hotel guests: Vietnamese (13%)/ international (87%)

There are 24 characteristics in the population (the explanation is as follows):

(Continued)

APPENDIX A *(Continued)*

2 (highly explicit and minimally explicit) x 2 (4 and 5 stars) x 3 (North, Central and South) x 2 (Vietnamese and international hotel guests) = 24

A quota involves "a set number of participants for inclusion in the sample based on some predetermined attributes or characteristics inherent in the overall study population" (Jennings, 2001, p. 140).

The number of hotel guests (the last column in the table above) from each group would include in the sample based on the proportion of each attribute or characteristic among 515 targeted hotel guests. For example, Row 1 shows a quota of hotel guests with the characteristics (staying in highly explicit CSR, in a 5 star hotel, in the North, the hotel guest is Vietnamese).

This quota comes from 0.8 (the percentage of hotels with highly explicit CSR)

x 0.5 (the percentage of 5 star hotels)

x 0.13 (the percentage of hotels in the North)

x 0.13 (the percentage of Vietnamese guests)

x 515 (the number of questionnaires delivered to hotel guests)

Total = 3.48 hotel guests

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APPENDIX B

Table A2

4 and 5 Star Hotels Awarded Green Lotus Label and EarthCheck

No.	Hotel Name	Star	Region	Valid from	Valid to	Type of Green Lotus Label	EarthCheck	Hotel chain
1	Chains Caravelle	5	South	05/12/2012	05/12/2015	5 Green Lotuses	Yes (2012-2013)	Saigontourist
2	Intercontinental Hanoi Westlake	5	North	05/12/2012	05/12/2015	5	No	InterContinental Group
3	Rex	5	South	05/12/2012	05/12/2015	5	No	Saigontourist
4	First Hotel	4	South	05/12/2012	05/12/2015	5	No	Saigontourist
5	Majestic	5	South	05/12/2012	05/12/2015	5	No	Saigontourist
6	Sheraton (Ha Noi)	5	North	05/12/2012	05/12/2015	5	No	Starwood Hotels & Resorts

(Continued)

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APPENDIX B *(Continued)*

7	Six Senses Ninh Vân Bay	5	South	05/12/2012	05/12/2015	**5**	No	Six Senses
8	Kim Đô	4	South	05/12/2012	05/12/2015	**4**	No	Saigontourist
9	Continental Sai Gon	5	South	05/12/2012	05/12/2015	**4**	No	Saigontourist
10	Mui ne Bay Resort	4	South	05/12/2012	05/12/2015	**4**	No	Independent hotel
11	Grand Palace	4	South	05/07/2013	05/07/2016	**4**	No	Independent hotel
12	Hội An Beach Resort	4	Central	11/04/2013	10/04/2016	**4**	No	Hoi An Joint Stock Company
13	Làng Hành Hương Hotel	5	North	05/12/2012	05/12/2015	**4**	No	Independent hotel
14	Sunrise Nha Trang	5	South	05/12/2012	05/12/2015	**4**	No	Independent hotel
15	Hội An	5	Central	11/04/2013	10/04/2016	**3**	No	Independent hotel
16	Blue Moon	4	South	11/04/2013	10/04/2016	**3**	No	Independent hotel

(Continued)

APPENDIX B *(Continued)*

17	Green Huế VNECO -	4	Central	05/12/2012	05/12/2015	**3**	No	Independent hotel
18	Sài Gòn Mũi Né	4	South	05/12/2012	05/12/2015	**3**	No	Saigontourist
19	Park Diamond	4	South	05/12/2012	05/12/2015	**3**	No	Independent hotel
20	Làng Mũi Ne Resort	4	South	05/12/2012	05/12/2015	**3**	No	Independent hotel
21	Hoàng Gia Bắc Ninh	4	North	05/12/2012	05/12/2015	**3**	No	Independent hotel
22	Tre Xanh Trung tâm	4	South	11/04/2013	10/04/2016	**3**	No	Independent hotel
23	Sea Lion Beach Resort and Spa	4	South	05/12/2012	05/12/2015	**3**	No	Independent hotel
24	Dic Star Vũng Tàu	4	South	05/12/2012	05/12/2015	**3**	No	Independent hotel
25	Laguna Lang Co	5	Central			**No**	Yes 2013-2015	Laguna Hotels and Resorts

(Source: Anonymous, 2013a,b; 2016e)

APPENDIX C

Questionnaire (English and Vietnamese Versions)

Customer Opinions of CSR within Hotels Study

ACADEMIC UNIVERSITY RESEARCH QUESTIONNAIRE

My name is **Hang Le** (Le Mong Diem Hang, in Vietnamese order).

I am studying to be a university qualified management researcher (Assumption University). My interest is to research tourists' experience and perception of CSR (Corporate Social Responsibility) during their stay in Vietnam. CSR has been adopted by different organizations in various industries. Generally CSR is an idea that companies voluntarily use social (or environmentally) responsible practices, alongside their normal economic profit as, in the long run, it can benefit various concerns and be good for business. Although relatively new, CSR has been promoted by the Vietnamese Hotel Association for a number of years and, as is the case in many countries around the world, a number of 4 & 5 star hotels have adopted CSR practices into their businesses practices.

Your responses are treated as **confidential responses**. The responses are to be returned to me directly and the hotel does not get any direct access to your response, to maintain confidentiality.

Could you please answer the following questions and return the Questionnaire directly to me?

Screening question: How many nights have you stayed here?

.....

(Continued)

APPENDIX C *(Continued)*

THANK YOU very much for your participation. Your viewpoint is very important to me.

Section A: CSR AREAS OF INTEREST about a HOTEL YOU MAY stay in

*Please **circle an appropriate level** as **your PERSONAL opinion** on the following statements?*

1= Strongly disagree 2 Agree 3 Neutral 4= Disagree 5= Strongly agree

1. The hotel seeks to protect the environment by involving employees in local conservation projects, e.g. cleaning a local beach, or cleaning streets, or planting trees.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

2. The hotel focuses on reducing their staff and customer's general environmental impact by being more eco-efficient within the hotel, e.g. saving electricity use and reducing waste disposal.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

3. The hotel clearly supports the welfare of those within the communities in which it operates, e.g. organizing events for disabled children and the old (International Children Day or Christmas Day or Lunar New Year) or providing scholarships to poor children.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

(Continued)

APPENDIX C *(Continued)*

4. This hotel clearly improves the welfare of its employees, e.g providing annual staff trips and parties, or offering sponsorships to staff's children studying at university.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

5. The hotel makes donations to environmental causes (e.g. flood response/protection, animal conservation/welfare).

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

6. The hotel directs part of its budget towards donations for social causes (e.g. giving charity donations to the old, to the blind, poor or sick children and orphans).

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

7. The hotel management and staff act in generally responsible manner in most/all situations.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

(Continued)

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APPENDIX C *(Continued)*

Section B : Opinions regarding THIS HOTEL NOW as a result of CSR Practices

*Please **circle an appropriate level** as **your PERSONAL opinion** on the following statements?*

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

8. My experience of CSR here has made the hotel's physical appearance more memorable.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

9. I have a stronger mental note of my stay at this hotel as a result of the CSR experienced here.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

10. As a result of my CSR experience here, I can more clearly recognize this hotel among the other competing hotels in this area.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

11. As a result of my CSR experience here, if someone then criticizes this hotel, I would feel it a little more personally.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

12. As a result of my CSR experience here, I am more interested to hear what others think about the hotel.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

(Continued)

APPENDIX C *(Continued)*

13. Due to the CSR practices experienced here, when someone compliments this hotel then I am more likely to personally feel happy to hear that hotel being complimented.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

14. Due to the CSR practices experienced here, I have a positive feeling towards this hotel.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

15. Due to the CSR practices experienced here, I feel emotionally connected to this hotel.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

16. Due to the CSR practices experienced here, I feel identified with this hotel's value.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

17. As a result of CSR practiced here, it should be nice to stay in another hotel belonging to this brand.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

18. As a result of experiencing the CSR here, I think that I did the right thing when I purchased this hotel as my/our place to stay.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

(Continued)

APPENDIX C *(Continued)*

19. As a result of CSR practices provided here, this hotel offers an experience that is significantly closer to that which I would more readily want from my accommodation.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

Section C: IF I INTEND TO RETURN HERE IN THE NEAR FUTURE

Please circle an appropriate level as your PERSONAL opinion on the following statements?

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

20. As a result of the CSR experienced here, I would consider choosing this hotel / hotel company/brand as my first choice compared to other hotels / brands.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

21. It could be too costly/risky to end the relationship with this hotel, in terms of money, time invested and getting the same CSR convenience / experience

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

22. As a result of CSR here, I shall continue considering this place as one of my main hotel brands/names within Vietnam over the next few years.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

(Continued)

APPENDIX C *(Continued)*

Section D: What REFERRALS MIGHT I MAKE DUE TO THE CONTRIBUTION FROM THE CSR EXPERIENCE ?

*Please **circle an appropriate level** as **your PERSONAL opinion** on the following statements?*

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

23. Including the experience of the CSR practices here, I will definitely encourage friends and relatives to stay in this hotel if they are coming to this area.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

24. If I know someone is looking for a hotel in this area, in part, due to the CSR practices experienced, I will suggest this hotel to him/her.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

25. As a result of the additional CSR practices experienced whilst staying here I will say positive things about this hotel.

1 Strongly Disagree 2 Agree 3 Neutral 4 Disagree 5 Strongly Agree

(Continued)

APPENDIX C *(Continued)*

Section E: PARTICIPANT INFORMATION?

(Please select an appropriate answer)

1.Gender: FemaleMale

2. What country are you from?

.....

3. **What is your main purpose of this visit?**

a. Tourism b. Business c. Other (please specify): _____

Thank you again your Feedback and Time is most Valued

PLEASE HAND BACK TO: Ms. Hang

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APPENDIX D

BẢNG THĂM DÒ Ý KIẾN (Questionnaire-Vietnamese version)

Tôi tên **Hằng Lê** (Trong tiếng Việt là Lê Mộng Diễm Hằng).

Tôi đang làm nghiên cứu về Quản trị (Trường Đại học Asumption). Chủ đề tôi đang nghiên cứu là về trải nghiệm và nhận thức của khách hàng về Trách Nhiệm của Doanh Nghiệp Với Xã Hội (TNDNVXH) khi khách ở khách sạn tại Việt Nam. TNDNVXH đã được áp dụng trong rộng rãi ở nhiều công ty thuộc nhiều ngành khác nhau. TNDNVXH là khái niệm mà công ty tình nguyện thực thi trách nhiệm với xã hội hoặc môi trường ngoài việc mang lại lợi nhuận cho Công ty. Mặc dù TNDNVXH đã được áp dụng ở nhiều quốc gia và áp dụng ở Khách sạn 4 và 5 sao, nhưng TNDNVXH được sự hỗ trợ từ Hiệp Hội Khách Sạn được áp dụng tại Việt Nam vài năm gần đây.

Thông tin Anh/Chị trả lời bảng câu hỏi này **sẽ được tôi giữ kín**. Khách sạn Anh/Chị đang lưu trú không lấy thông tin gì từ câu trả lời của Anh/Chị.

Xin vui lòng trả lời các câu hỏi sau đây và gửi lại tôi bảng câu hỏi khi Anh/Chị đã hoàn tất.

Câu hỏi sơ lược: Anh/chị đã ở đây mấy đêm rồi?

.....

(Continued)

APPENDIX D *(Continued)*

CẢM ƠN Anh/Chị tham gia trả lời bảng câu hỏi này. Thông tin Anh/Chị trả lời rất quan trọng cho đề tài nghiên cứu của tôi.

Phần A: TNDNVXH ở Khách sạn Anh/Chị đang lưu trú

(Xin hãy *khoanh tròn mức độ đồng ý của Anh/Chị* cho các câu sau)

`1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

1. Khách sạn này bảo vệ môi trường vì nhân viên của Khách sạn tham gia vào các hoạt động bảo vệ môi trường như là các hoạt động dọn dẹp bãi biển, dọn dẹp đường phố hay trồng cây xanh.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

2. Khách sạn này giảm tác hại lên môi trường bằng việc sử dụng hiệu quả của nhân viên và khách lưu trú tại khách sạn như việc tiết liệm điện và giảm chất thải.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

3. Khách sạn này ủng hộ các hoạt động về phúc lợi xã hội ở địa phương, như tổ chức hoạt động cho trẻ em khuyết tật và người già (nhân dịp Quốc tế Thiếu nhi, Giáng sinh hay Tết cổ truyền) hoặc cấp học bổng cho sinh viên nghèo.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

4. Khách sạn này hỗ trợ phúc lợi cho nhân viên như là tổ chức tiệc và tham quan du lịch hàng năm cho nhân viên, hoặc cấp học bổng cho con em nhân viên đang học đại học.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

(Continued)

APPENDIX D *(Continued)*

5. Khách sạn này ủng hộ tiền từ thiện cho các nguyên nhân tác động từ môi trường như ủng hộ đồng bào lũ lụt/bảo vệ đê hay bảo tồn động vật).

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

6. Khách sạn này trích tiền làm từ thiện như giúp đỡ người già neo đơn, người mù, trẻ em nghèo bị bệnh và trẻ em cơ nhỡ.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

7. Phía quản lý và nhân viên trong khách sạn cư xử có trách nhiệm trong mọi tình huống.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

Phần B: Nhận thức về Khách sạn này theo TNDNVXH mà Khách sạn Anh/Chị đang ở thực sự làm

Anh/Chị vui lòng cho tôi biết **mức độ đồng ý của Anh/Chị** với các câu bên dưới:

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

8. Những gì Khách sạn làm về TNDNVXH đã làm tôi nhớ hơn bề ngoài khách sạn này.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

9. Tôi ghi nhớ nhiều hơn về việc lưu trú tại khách sạn này nhờ việc nhận ra TNDNVXH mà Khách sạn này làm.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

(Continued)

APPENDIX D *(Continued)*

10. Tôi nhận ra khách sạn này so với các khách sạn khác ở khu vực này nhờ vào hoạt động TNDNVXH tại khách sạn.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

11. Nhờ vào các hoạt động về TNDNVXH tại Khách sạn, nên nếu có ai đó phê bình khách sạn này, tôi xem đó chỉ là vài ý kiến cá nhân.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

12. Với những gì tôi thấy về TNDNVXH ở khách sạn này, tôi quan tâm lắng nghe người khách nghĩ gì về khách sạn này.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

13. Với những gì tôi thấy về TNDNVXH ở khách sạn này, khi ai đó khen khách sạn này, tôi cảm thấy vui hơn vì điều đó.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

14. Với những gì tôi thấy về TNDNVXH ở khách sạn này, tôi có cảm tình tốt về khách sạn này.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

15. Với những gì tôi thấy về TNDNVXH ở khách sạn này, tôi cảm thấy có gắn kết với khách sạn này.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

16. Với những gì tôi thấy về TNDNVXH ở khách sạn này, tôi nhận ra giá trị khách sạn này.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

(Continued)

APPENDIX D *(Continued)*

17. Với những hoạt động về TNDNVXH tại khách sạn này, tôi thấy ở trong 1 khách sạn bất kỳ thuộc nhãn hàng này thì thật là tuyệt.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

18. Với những hoạt động về TNDNVXH tại khách sạn này, tôi nghĩ tôi đã quyết định đúng khi đã lưu trú tại đây.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

19. Với những hoạt động TNDNVXH tại khách sạn này, Khách sạn này đã cho tôi nơi ở mà tôi muốn.

1 Hoàn toàn không đồng ý 2 Không đồng ý 3 Không ý kiến 4 Đồng ý 5 Hoàn toàn đồng ý

Phần C: Nếu tôi quay lại đây trong tương lai

Anh/Chị vui lòng cho tôi biết **mức độ đồng ý của Anh/Chị** với các câu bên dưới:

1 Hoàn toàn đồng ý 2 Đồng ý 3 Không ý kiến 4 Không đồng ý 5 Hoàn toàn không đồng ý

20. Với những trải nghiệm TNDNVXH tại khách sạn này, khách sạn này sẽ là lựa chọn hàng đầu của tôi.

1 Hoàn toàn đồng ý 2 Đồng ý 3 Không ý kiến 4 Không đồng ý 5 Hoàn toàn không

21. Sẽ rất rủi ro nếu tôi không tiếp tục lưu trú tại Khách sạn này vì sẽ tốn thời gian và tiền bạc để tìm hiểu về Khách sạn, đặc biệt có những trải nghiệm về TNDNVXH tại Khách sạn này.

1 Hoàn toàn đồng ý 2 Đồng ý 3 Không ý kiến 4 Không đồng ý 5 Hoàn toàn không

22. Với những trải nghiệm về TNDNVXH tại Khách sạn này, tôi sẽ xem nhãn Khách sạn này là lựu chọn nơi lưu trú của tôi ở Việt Nam trong vài năm tới.

1 Hoàn toàn đồng ý 2 Đồng ý 3 Không ý kiến 4 Không đồng ý 5 Hoàn toàn không

(Continued)

APPENDIX D *(Continued)*

Phần D: Giới thiệu với người khác về Khách sạn với những trải nghiệm về TNDNVXH tại Khách sạn

Anh/Chị vui lòng cho tôi biết **mức độ đồng ý của Anh/Chị** với các câu bên dưới:

1 Hoàn toàn đồng ý 2 Đồng ý 3 Không ý kiến 4 Không đồng ý 5 Hoàn toàn không đồng ý

23. Với những trải nghiệm về TNDNVXH tại Khách sạn này, tôi sẽ giới thiệu bạn bè và người thân ở đây nếu họ du lịch đến khu vực này.

1 Hoàn toàn đồng ý 2 Đồng ý 3 Không ý kiến 4 Không đồng ý 5 Hoàn toàn không

24. Với những hoạt động về TNDNVXH tại Khách sạn này, nếu ai đó tìm khách sạn ở khu vực này, tôi sẽ giới thiệu Khách sạn này với người đó.

1 Hoàn toàn đồng ý 2 Đồng ý 3 Không ý kiến 4 Không đồng ý 5 Hoàn toàn không

25. Với những trải nghiệm hoạt động về TNDNVXH tại Khách sạn này, tôi sẽ nói tốt về Khách sạn với người khác.

1 Hoàn toàn đồng ý 2 Đồng ý 3 Không ý kiến 4 Không đồng ý 5 Hoàn toàn không

Phần E: Thông tin về khách hàng (Anh/Chị hãy **chọn câu trả lời phù hợp**)

1. **Giới tính** a. Nữ b. Nam

2. **Anh/Chị đến từ nước nào?**

3. **Mục đích chính của Anh/Chị đến đây lần này là gì?**

a. Đi du lịch b. Đi công tác c. Mục đích khác (xin nêu ra).....

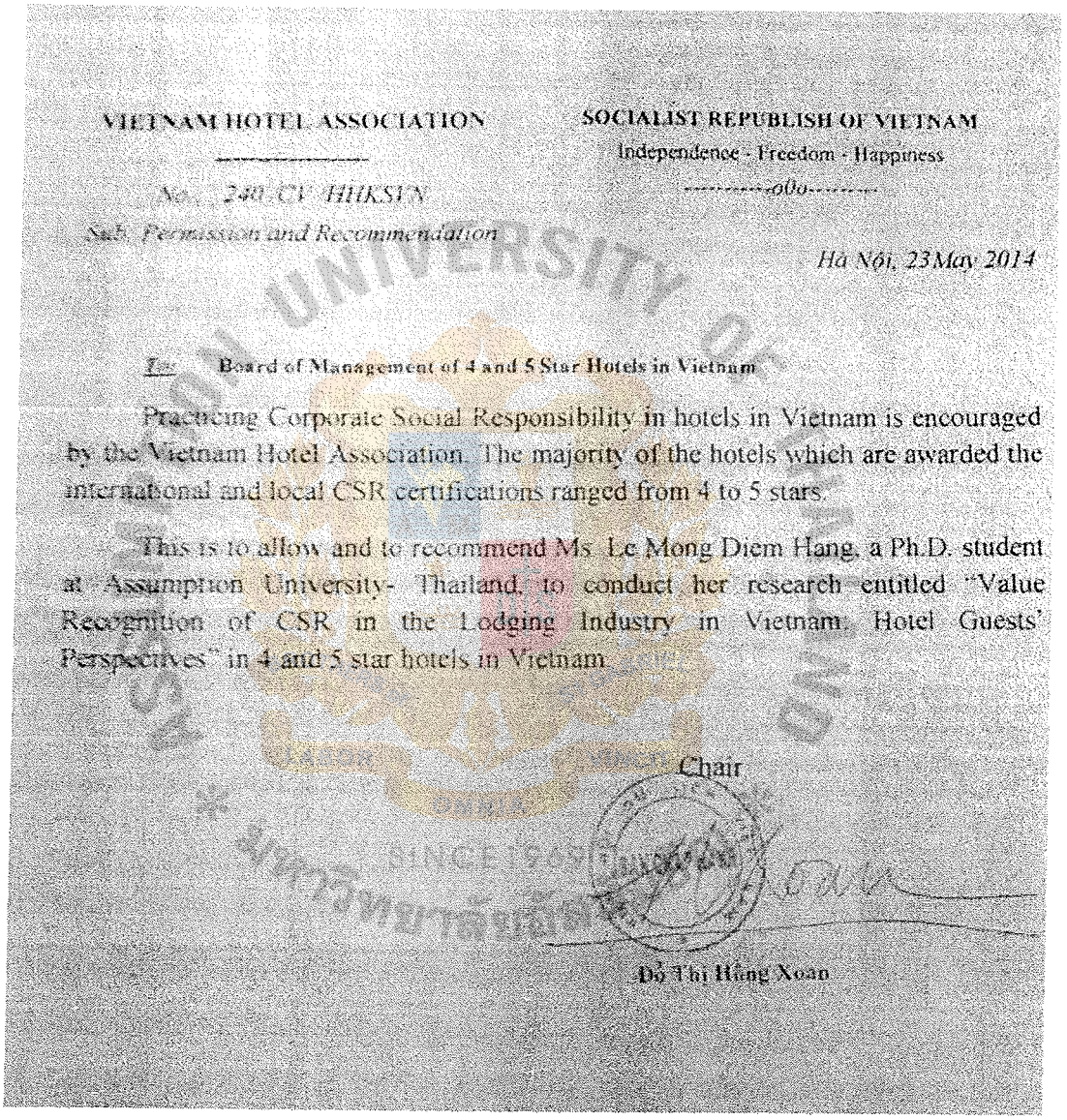
Cảm ơn Anh/Chị một lần nữa đã dành thời gian trả lời bảng câu hỏi

Anh/Chị hãy đưa bảng trả questionnaire cho Chị Hằng sau khi hoàn tất

ASSUMPTION UNIVERSITY OF THAILAND
LABOR OMNIA VINCIT
SINCE 1969
มหาวิทยาลัยอัสสัมชัญ

APPENDIX E

Recommendation Letter



VIETNAM HOTEL ASSOCIATION

No: 240/CV/HHKSVN

Sub: Permission and Recommendation

SOCIALIST REPUBLISH OF VIETNAM

Independence - Freedom - Happiness

Hà Nội, 23May 2014

To: Board of Management of 4 and 5 Star Hotels in Vietnam

Practicing Corporate Social Responsibility in hotels in Vietnam is encouraged by the Vietnam Hotel Association. The majority of the hotels which are awarded the international and local CSR certifications ranged from 4 to 5 stars.

This is to allow and to recommend Ms. Le Mong Diem Hang, a Ph.D. student at Assumption University- Thailand, to conduct her research entitled "Value Recognition of CSR in the Lodging Industry in Vietnam: Hotel Guests' Perspectives" in 4 and 5 star hotels in Vietnam.

Chair

Đỗ Thị Hồng Xoan

APPENDIX F

A SCRIPT OF AN INTERVIEW WITH A HOTEL MANAGER

(This is an example among 8 scripts)

(Questions are in English and in Vietnamese)

Hotel manager 4 (Centre, 5 stars, explicit)

1. Do you communicate the benefits of your CSR to your clients? Which ones and why these in particular? (in Vietnamese: Khách sạn mình có truyền thông cho khách biết lợi ích về trách nhiệm doanh nghiệp với xã hội không? Khách sạn đã truyền thông những gì và tại sao lại truyền thông những lợi ích đó?)

Yes, we do. Most of our activities relate to the local community and environmental protection. For each activity, we publish on local newspapers, on our hotel website and guests' experience during their stay. The benefits of community and environmental are communicated to our clients because we take the advantage of our customers' support and our hotel build a good image and attract our customers.

2. How do you communicate CSR benefits with your clients? How do you know they understand / recognize this CSR contribution? (in Vietnamese: Khách sạn đã truyền thông lợi ích của trách nhiệm doanh nghiệp với xã hội như thế nào cho khách hàng? Làm sao khách sạn mình biết khách nhận ra những đóng góp của trách nhiệm doanh nghiệp với xã hội?

When we have any CSR programs, for example giving swimming classes to the local children, building clean drinking water system for 2 schools in the local community, preserve turtles in an area inside the hotel, we invite reporters of some local newspapers and the local TV reporters to publish the CSR event. During guests' stay

(Continued)

APPENDIX F *(Continued)*

in the hotel, we have leaflets in guests' rooms to call for the fund of protecting the environment and contributing to the community with a slogan "Embracing the Environment, Empowering People". This fund is audited by a third international party. We communicate CSR benefits on our website, too. Even when guests just check in, we give them a small bracelet made by orphans in the local community and we explain to guests why we offer them the gift. Guests are invited to some events such as teaching English to poor children. For this we have posters and letters of invitation in their rooms. Our guests recognize the benefits of CSR and they join with us in the events. They are also invited to plant trees nearby the hotel to prevent soil erosion. We are sure they all recognize the CSR benefits when they stay in our hotels.

3. When did your firm begin CSR programs? Why did your firm begin CSR? (Khách sạn đã bắt đầu chương trình về trách nhiệm với doanh nghiệp khi nào? Tại sao khách sạn bắt đầu thực hiện trách nhiệm doanh nghiệp với xã hội?

We began the events and CSR programs since the company set up in 2012. Our hotel began CSR as the owners are from Singapore and they have the business philosophy of sustainable development.

4. Which CSR activities do you believe have the greatest impact on your customers? Why? (in Vietnamese: Những hoạt động nào về trách nhiệm doanh nghiệp với xã hội mà anh/chị tin là có ảnh hưởng lớn đến khách hàng?)

It is difficult to say which one has the greatest impact on our customers as each CSR activity has a certain impact on our guests. For example, when guests stay in our hotel

(Continued)

APPENDIX F *(Continued)*

for a night, the hotel extract 1 or 2 USD for the Fund "Embracing the Environment, Empowering People". Guests have also a chance to visit our Seedlings Restaurant in Hoi An which is organized and run by youth from orphan organizations. Guests have a chance to join in our activities such as teaching English to local children.

5. Have you had any customers that said they were extremely impressed with your CSR activities and felt the need to disclose / declare it strongly? (In Vietnamese: Có khách hàng nào nói cho khách sạn mình biết là họ ấn tượng với hoạt động trách nhiệm doanh nghiệp với xã hội của khách sạn và thấy là họ cần phải bày tỏ cho khách sạn biết không?)

A lot of them said so to us directly.

What specific CSR activities? Why do you think they were so impressed? (In Vietnamese: Đó là những hoạt động nào và tại sao họ nghĩ là họ ấn tượng như thế?)

The activities that guests join in as mentioned. They were so impressed because they could explore the local community and contribute themselves in doing something meaningful. They have special experience.

Did you develop this further? In what way? (Khách sạn mình có phát triển thêm không và bằng cách nào?)

Yes, we did and we are involving guests' experience when guests check in.

(Continued)

APPENDIX F *(Continued)*

6. Which is the most important CSR activity conducted by your firm, in your opinion? Why? (in Vietnamese: Hoạt động nào về trách nhiệm doanh nghiệp với xã hội quan trọng nhất ở khách sạn theo ý anh/chị?)

The most important CSR activities are community relations. We build a good image to the public through the media; we contribute to the local community and guests joint in the activities and this is meaningful to both the hotel and guests.

7. Which is the best example of CSR here? Why? (Ví dụ nào về trách nhiệm doanh nghiệp với xã hội nào ở khách sạn là điển hình nhất?)

The best example of CSR here is guests' passive experience to contribute to the Fund. We spend the Fund to donate the local community and environmental protection. Although these are guests' passive experience, we hope to have a good image to the guests and make them remember and say good things about us.

(Continued)

APPENDIX F *(Continued)*

8. Which CSR activity are your clients really excited about? How do you know this? Is this representative of all or just samples of customers? Does it cover (or is it mainly- what %) of international / domestic Tourists & business clients? (in Vietnamese: Hoạt động nào về trách nhiệm doanh nghiệp với xã hội làm cho khách lưu trú cảm thấy thích thú nhất? Làm sao khách sạn mình biết? Bao nhiêu phần trăm khách như vậy và có đại diện hết số khách ở đây không?)

Guests teach English to local children and visit Seedlings restaurant. They comment on our website and share their feelings to us directly. Most of our customers are international tourists.

9. Do you feel that the customer recognises/engages with your hotel more as a result of your CSR ? Do you have any/some examples? (in Vietnamese: Anh/chị có thấy là khách nhận ra khách sạn mình nhờ khách sạn có hoạt động doanh nghiệp với xã hội không? Anh/chị có ví dụ nào không?)

Yes, all of our guests find us to be different from other hotels. They stay in our hotels and recognize our effective CSR communication, they comment on trip advisor and our website.

10. Does this translate into aspects of : a) satisfaction ? b) loyalty ? c) personal recommendation ? - an examples please to support this ? (in Vietnamese: Như thế có làm cho khách hài lòng? Trung thành? Giới thiệu người khác về khách sạn?)

Beside the service quality, CSR is an added factor that makes our customers satisfied and loyal. 10% of or customers return our hotels for several times and they says good things about our hotel, our CSR activities on trip advisor and our hotel website.

APPENDIX G

A CRIPT OF AN INTERVIEW WITH A HOTEL EMPLOYEE

(This is an example among 9 scripts)

(Questions are in English and in Vietnamese)

Hotel employee 7 (South 2, 4 stars, explicit)

1. What specific CSR activities are implemented or referenced as being relevant to your firm? Why were they chosen /implemented / sponsored? (in Vietnamese: Hoạt nào nào về trách nhiệm doanh nghiệp với xã hội khách sạn thực hiện? Tại sao khách sạn lại làm những hoạt động đó?)

We have CSR activities such as environmental protection, fringe benefits for employees, donation for building houses for the poor and building bridges in rural areas, charity to orphans, giving old linens to some social organizations.

We carry out these activities as other state-owned companies do in terms of CSR in Vietnam. We would like to retain our employees, obey the Vietnamese regulations in terms of waste disposal. International tourists are aware of CSR in their countries and its benefits and there is a tendency of sustainable development in tourism industry, we are a hotel so we try to meet the demand of international tourists who are interested in.

2a. What are the benefits of these CSR associations in your opinion? What benefits to which stakeholders? – (company itself, employees, community, government, other national/international bodies) (in Vietnamese: Theo anh/chị thì lợi ích của trách nhiệm doanh nghiệp với xã hội là gì? Lợi ích cho công ty là gì, cho nhân viên, cho cộng đồng, chính phủ và các tổ chức liên quan khác?)

There are several benefits of CSR associations. Employees are satisfied and work

(Continued)

APPENDIX G *(Continued)*

more efficiently, the company itself builds a good image and saves expenditure form electricity and water bills, we also build a good relationship with local government and we attract and retain our customers. We feel happy that we can do something useful to the local community.

2b. In what way do you make your customers aware of these activities (list the marketing/communication approach for each)? (in Vietnamese: làm sao khách lưu trú nhận ra các hoạt động này, xin nêu ra!)

We communicate our CSR activities on the company website (for our environmental policy, our results from the events or programs), in guests' rooms (invitation letters for raising money for charity programs, and a charity box placed in the lobby). We also have boards so that guests are involved in our environmental programs such as towel change and linens. When we have Earth hour, we put invitation letters in guests' rooms to call for their participation.

2c. How do you know your customers recognize this value? And apportion it to your firm? (Is this from all employees – evidence?) (in Vietnamese: Theo anh/chị thì làm sao khách lưu trú nhận ra các giá trị này?)

As mentioned, we receive comments on our website, our company especially the quality control department and the General Manager can also read the comments. We still have comments about the fact that guests appreciate our environmental practices. Some guests share their comments directly to front desk office, and some send us messages relating to our environmental activities and some feedbacks on our channels

(Continued)

APPENDIX G *(Continued)*

of CSR communication. For example we put the charity box on the reception, then guests suggest me that we put a letter of invitation for calling donation or funds.

3. In what ways do you share your CSR with customers? (in Vietnamese: Khách sạn mình truyền thông như thế nào cho khách biết về hoạt động trách nhiệm doanh nghiệp với xã hội?)

We include our CSR activities in our company profile which is sent to agencies in other countries. We involve guests' CSR experience. CSR certificates are visible to guests.

4. Which parts of CSR do you share with customers? How is it shared? O you share the impact results also? How? Example please (in Vietnamese: Khách sạn mình truyền thông những hoạt động nào về trách nhiệm doanh nghiệp với xã hội cho khách và như thế nào?)

In term of environmental practices, we engage guests' experience through notice boards (towel change, or non-smoking) in their room, electricity automatically switch off if guests are out of their room, dim light set up by the hotel and the event of Earth hour. We put the charity box in the lobby. We hang our CSR certificates (ISO 1400 2004, ASEAN Green Hotel Award, and Green Lotus Label) in the lobby.

(Continued)

APPENDIX G *(Continued)*

5. Why do you think customers might become specifically interested in these CSR activities? (in Vietnamese: Tại sao anh/chị nghĩ khách lưu trú đặc biệt quan tâm đến trách nhiệm doanh nghiệp với xã hội?)

Our main customers are from developed countries where CSR is well implemented by firms and perceived by customers. Sustainable tourism development is the tendency and is well communicated worldwide.

6. Why is that CSR selection provided based on the quantitative results? (in Vietnamese: Tại sao khách sạn chọn hoạt động đó?)

We select the activities related to saving energy as guests are aware of this and we can save money from electricity bills. We also involve charity and donation and call for this and we hope the guests perceive what we are doing is good for society, we build a good image to our direct customers.

7. Why do you focus on that aspect of CSR?(in Vietnamese: tại sao khách sạn chỉ tập trung như thế?)

We focus on environmental activities related to guests' experience as I explained that guests are aware of environmental protection and saving energy. In terms of charity and donation, the charity box in the lobby and the CSR certificate enable us to build a good image to our guests.

(Continued)

APPENDIX G *(Continued)*

8. Why do you do focus on environmental activities that involve guests' experience (especially Earth hour) instead of helping the poor or disabled children which is done by your company? (Tại sao khách sạn chọn hoạt động bảo vệ môi trường, đặc biệt là Giờ Trái Đất, thay vì những hoạt động như giúp đỡ trẻ em nghèo?)

It is easier for guests to join with us in this case while other activities need more human resource to be prepared.

9. How do you communicate it? Can you provide me with an example please? (in Vietnamese: Khách sạn đã truyền thông như thế nào? Anh chị có ví dụ nào không?)

When guests are out of the room, all electricity is off. We made notice board, if guests would like to change towels, they put the notice board on the bed.

10. How do customers find it? (Khách lưu trú tìm thấy như thế nào?)

Visibly in their room, when they come back, need to put the sensor key on the right place, the electricity is on and we explained the signal of the notice board when they check in. We hang the environmental policy notice in the lobby.

11. Why do you believe you communicate well on that? (in Vietnamese: Tại sao anh/chị nghĩ rằng khách sạn mình làm tốt việc truyền thông này?)

We have the general concept with the environmental policy, then the actions they join in their rooms, I believe that our guests perceive what CSR we are doing.

(Continued)

APPENDIX G *(Continued)*

12. Do you feel that the customer recognises/engages with your hotel more as a result of your CSR? Do you have any/some examples? (in Vietnamese: Anh/chị có nghĩ rằng khách lưu trú nhận ra khách sạn nhờ hoạt đông doanh nghiệp với xã hội không?)

Yes I do, we receive their positive comments. They are from developed countries and concern about environmental protection. They said they are impressed by the actions and are willing to take part in our activities.

13. Does this translate into aspects of: a) satisfaction ? b) loyalty ? c) personal recommendation ? - an examples please to support this? (Như thế có chuyển sang khách lưu trú hài lòng, trung thành và giới thiệu về khách sạn không?)

I am not sure if only CSR makes our customers satisfied; I think the service quality and our staff and CSR as an additional factor make them satisfied. We have a lot of returned guests who are business people stay in this hotel.

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APPENDIX H

SCRIPT FROM AN INTERVIEW WITH A HOTEL GUEST

(This is an example among 30 scripts from 30 hotel guests)

(Questions are in English and in Vietnamese)

Hotel guest 3- male (central, 4 stars, explicit CSR)

1. What is your view of CSR? (in Vietnamese: Quan điển của anh/chị về trách nhiệm doanh nghiệp với xã hội là gì?)

Corporate Social Responsibility means what an organization does for society, community and does not violate laws/regulations in a country that organization has its operation.

Is there an example that is noticeable to you? In my company we do charity donations to local community.

Why do you remember this? I took part in the activity within my company.

2. Which aspects of CSR from this hotel area of the greatest significance to you? Why/Why not? (in Vietnamese: Hoạt động nào của doanh nghiệp có ảnh hưởng lớn nhất với khách sạn và tại sao?)

The environmental protection inside the hotel is great. I myself support the environmental policy by following laundry policy. It is a common activity in other hotels where I stay in other countries.

(Continued)

APPENDIX H *(Continued)*

3. Generally, are social or environmental issues of greater importance for you? Can you give me an example of important ones to you? Why are they important to you? (in Vietnamese: Nhìn chung theo anh/chị thì bảo vệ môi trường hay giúp đỡ xã hội thì quan trọng hơn và tại sao quan trọng với anh/chị)

Environmental one as this affects the whole world. Human beings are destroying the environment, cut down trees, build more buildings and so on, today we have global warming, rising sea level and more hurricanes. Thus if we do not protect the environment, we receive negative impacts.

4. What is your previous experience about CSR from staying in other hotels? Are there any countries in particular that you have visited that had noticeable CSR? (in Vietnamese: Anh/chị có kinh nghiệm thấy trách nhiệm doanh nghiệp với xã hội ở quốc gia khác không và có hoạt động nào đáng chú ý không?)

Singapore is famous for environmental protection inside and outside their hotels. They attract tourists by fresh environment. Modern devices saving energy in hotels and more green choices with natural soaps and shampoos for example.

Do you rank them as being good stays? (in Vietnamese: Anh/chị có thấy đáng để ở đó không?) Yes, I do

Did the CSR in particular add to this experience? (in Vietnamese: Anh/chị có kinh nghiệm gì về trách nhiệm doanh nghiệp với xã hội?) Yes, I can compare and notice the environmental protection and I support for this policy.

(Continued)

APPENDIX H *(Continued)*

5. What made the biggest impression to you on CSR with your stay here? Why? (in Vietnamese: Hoạt động nào về trách nhiệm doanh nghiệp với xã hội ở đây ảnh hưởng lớn nhất với anh/chị?

The environmental policy and I am as a guest actively be involved in the environmental protection.

6. What impressed you the least? Why ? (in Vietnamese: Hoạt động nào về trách nhiệm doanh nghiệp với xã hội không gây ấn tượng với anh/chị)

I find litter everywhere outside the hotel, along the way to the hotel.

7. What is your general opinion of CSR in this hotel? (in Vietnamese: Ý kiến anh/chị thế nào về trách nhiệm doanh nghiệp với xã hội)

They try their best to implement environmental protection, but I think they should invest more time and money in more environmental activities.

8. What improvements of CSR would you suggest? What / why? (in Vietnamese: Anh/chị có góp ý gì về trách nhiệm doanh nghiệp với xã hội của khách sạn này hay không và tại sao?)

Maybe the environment near the hotel should be fresh as the dirty environment affects the atmosphere of local people and the hotel

9. Have you had the opportunity to share / express this to the staff? (Anh/chị có chia sẽ cho nhân viên khách sạn biết ý kiến như thế chưa?)

Not yet

(Continued)

APPENDIX H *(Continued)*

10. Where were you aware of CSR associations here? (in Vietnamese: Anh/chị nhận thấy trách nhiệm doanh nghiệp với xã hội của khách sạn ở đâu?)

In my room, the laundry policy.

11. How did CSR influence your decision about coming here? Why/ why not? (Trách nhiệm doanh nghiệp với xã hội có ảnh hưởng đến việc anh/chị quyết định ở đây không? Và tại sao?)

I had no idea about CSR here. I came here because of its location.

12. Before you plan to stay in a hotel do you usually consider their CSR? Why / why not ? (in Vietnamese: Anh/chị có xem xét đến trách nhiệm doanh nghiệp với xã hội ở đây trước khi định ở khách sạn này không?)

Not at all as I choose by its location.

13. Would you prefer to have known about this hotel's CSR earlier? (in Vietnamese: Anh/chị có muốn biết về trách nhiệm doanh nghiệp với xã hội về khách sạn này sớm hơn không? Yes maybe.

14. Does this hotel have CSR accreditation? (Khách sạn này có chứng nhận về trách nhiệm doanh nghiệp với xã hội không?)

In the lobby

(Continued)

APPENDIX H *(Continued)*

Have you ever seen the CSR logo in this hotel? Where did you see it? (in Vietnamese: Anh/chị có thấy logo về trách nhiệm doanh nghiệp với xã hội ở khách sạn này không và thấy ở đâu?)

No

15. Why is the hotel distinctive for you? (in Vietnamese: tại sao khách sạn này đặc biệt với anh/chị?) The location and price.

16. In what way does the CSR here make the hotel more noticeable for you / you & your family? (in Vietnamese: Trách nhiệm doanh nghiệp với xã hội đã làm cho khách sạn này đáng chú ý thế nào với anh/chị?) I actively involved in green choice.

17. Would the CSR experienced here encourage you to want to stay here again if you returned to this area? (in Vietnamese: Trách nhiệm doanh nghiệp với xã hội có là anh/chị muốn quay lại đây không?) No.

18. Where do you intend to stay in a hotel/holiday next time? When would that be / how long? (in Vietnamese: Anh/chị định ở đâu vào kỳ nghỉ tới và bao lâu?)

I travel to the North for 1 week, I have not booked my room yet.

19. Do you think you would be returning to this area again soon (within 5 years)? Why? (in Vietnamese: Anh/chị có nghĩ là sẽ quay lại khu vực này trong 5 năm không?)

No because I have other countries to explore.

(Continued)

APPENDIX H *(Continued)*

20. *Are there any kinds of specific CSR activities that might make you feel more loyalty towards this hotel? (in Vietnamese: Có hoạt động nào về trách nhiệm doanh nghiệp với xã hội làm cho anh/chị trung thành quay lại ở khách sạn này không?)* No.

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APPENDIX I

CONSENT FORM

Good morning/ afternoon. My name is Hang Le. I am completing an H.T.M Ph.D. program at Assumption University, Thailand. I am carrying out a research about tourists' perceptions. The questions are about contexts of your perceptions of CSR practices and value recognition by customers.

The research is useful to hotels in Vietnam which can design suitable marketing programs to satisfy their customers' interests. The interview will be recorded and confidential. All information is used for academic analysis only. All the personal information about this participant is confidential and this participant allows this researcher to have all the authority to use the participant's responses for data analysis. You can withdraw if you wish to.

Definitions of Corporate Social Responsibility (CSR):

Carroll (1991) classifies CSR factors into economic, legal, ethical and charitable. She points out that firms should make money and also follow laws simultaneously (Carroll, 1991).

The World Business Council for Sustainable Development refers to CSR as a promise by a firm to act in an ethical manner, to develop the economy while benefitting staff, the community and the world (Anonymous, 1999).

The Commission of the European Communities refers to CSR as an idea that firms voluntarily use socially responsible practices in the long run to benefit various concerns (Anonymous, 2001).

Could you please sign in this consent form, then we can start the conversations?

Signature and full names: ..... Date: .....

BIOGRAPHY

NAME & SURNAME: Le Mong Diem Hang (in Vietnamese order)

Hang Mong Diem Le (in English order)

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PUBLISHED PAPERS:

Le, M. D. H. & Ferguson, L. D. (2016). Customer Relationship enhancements from Corporate Social Responsibility activities within the Hospitality Sector: Empirical research from Vietnam. *Corporate Reputation Review, 19*(3).

Le, M. D. H. & Ferguson, L. D. (2016). CSR's influence towards enhancing customer relationship value : a Consumer Study within Vietnam's lodging sector [Conference presentation at 15th International Conference on Corporate Social Responsibility and 6th Organisational Governance Conference in Melbourne, 4-6th September, 2016].