

ENHANCING HOTEL GUEST CORPORATE SOCIAL RESPONSIBILITY– ADVOCACY BEHAVIORS THROUGH HEDONIC BENEFITS

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While the literature on corporate social responsibility (CSR) communication is growing, there is a lack of studies examining CSR–advocacy behaviors by hotel guests. The study is significant because of increased CSR investment and greater inclusion of hotel guests in CSR activities, as part of a guest engagement strategy. The study involved an experimental design using a scenario based on a guest’s return to an actual hotel recently visited by survey respondents. A hedonic value anticipated by guests was compared against a second independent variable of perceived community value for their effect on guest CSR advocacy. Data were collected from respondents across two distinct national cultures—Western and Asian. Structural equation modeling analysis demonstrated that hedonic value was the major influencing benefit on guest CSR advocacy. Furthermore, hedonic benefits directly affected guest CSR advocacy, while the effect from perceived community value was fully mediated by CSR reputation. In multigroup analyses, the effects varied between the two cultural groups. The study has implications for CSR marketing communication campaigns to guests conducted by hotel managers and nongovernmental organizations.

KEYWORDS: *corporate social responsibility; CSR; self/other orientation; customer engagement; national culture; perceived benefits*

INTRODUCTION

While hospitality service firms have long demonstrated a strong interest in the relationship between business and the associated societal responsibilities of the firm (Gao & Mattila, 2014; Wu et al., 2017), this relationship continues to evolve. With increased investment, hospitality firms today are engaged in a more diverse range of corporate social responsibility (CSR)–related communication activities, such as environmental care, waste reduction, recycling

practices, and energy reduction. Second, there is a growing investment by hotels in guest involvement in CSR activities, such as global annual events, such as Earth Hour or Walk for Water (Tuppen, 2015). Furthermore, a younger generation of guests are eschewing interest in large, opulent hotel rooms and lobbies for social consciousness and a local cultural experience (Silver, 2017). Fourth, it is evident today that more firms are communicating their social responsibility activities to stakeholders (Pomering & Dolnicar, 2009; Wang et al., 2020) with an end goal of more effective guest engagement (Moscardo & Hughes, 2018; So et al., 2014).

While a business case mantra has been used to justify the allocation of firm resources for a societal benefit historically, businesses today are more likely to be thinking about how to positively engage their customers in such activities (Porter & Kramer, 2011). More informed and engaged hotel guests, in a contemporary marketplace, are sharing information on social media that can relate to traditionally noncore aspects, such as CSR (Ettinger et al., 2018). Accordingly, attention turns to managing such information flows where negative reviews may be critical for hoteliers. More disconcerting is the finding by Kolkailah et al. (2012) that almost 90% of consumers relied on word of mouth for CSR information. While the CSR communication literature is burgeoning (Schoeneborn et al., 2020), we lack knowledge of how CSR information communicated to guests leads to reciprocal positive guest CSR communications (Edinger-Schons et al., 2019; Ettinger et al., 2018). This gap contributes to managerial uncertainty of where to direct CSR resources and engage guests effectively.

Our study extends the growing but limited number of studies that have reported related customer advocacy behaviors (e.g., Chomvilailuk & Butcher, 2018; Y. Kim, 2017; Rim & Song, 2013). However, these limited studies are unable to delineate noncore CSR aspects in their concepts of guest advocacy behaviors. Without adequate separation of the determinant effects, managers can be blindsided by a reliance on guests using known cues, such as service quality evaluations. Accordingly, we introduce the idea of guest CSR advocacy to the literature, defined as discretionary communication by guests, that endorses and supports the firm's CSR objectives. Here, we refer to positive word-of-mouth activities by guests that relate to the hotels' CSR actions, rather than firm, brand, or product issues. We also refer to the latter issues as core to the hotel's service offering while the former reflects noncore, CSR-centric aspects. Positive guest outcomes, such as CSR advocacy, will likely derive from the perceived benefits of potential CSR involvement with a particular hotel, whether altruistic or self-oriented (Gao et al., 2020). We argue that in the context of a hospitality experience, the self-oriented benefit of hedonic value will be a dominant driver of guest CSR advocacy. Hedonism is widely recognized as an important behavioral characteristic in hospitality and tourism research (Su & Swanson, 2017) and is particularly salient for leisure travel. We define hedonic benefit as a self-oriented pleasurable outcome.

Previous research has examined the influence of health, environmental, needs satisfaction, and functional, emotional, and psychosocial benefits (e.g., Ahn, 2020; Budovska et al., 2020; Han et al., 2019; Lo, 2020; Wu et al., 2017), but we lack information about the effects from hedonic experiences.

In addition to self-oriented benefits, other-oriented benefits can also affect desirable guest behaviors. Other orientation relates to the degree to which a person is concerned with the well-being of others (White & Peloza, 2009). Here, a benefit may be received indirectly by the guest. Accordingly, we introduce the construct of perceived community value to reflect this motive (Chomvilailuk & Butcher, 2016) and defined as the level of worth perceived by guests accruing to the intended beneficiaries of a CSR activity. This approach follows the argument by Bhattacharya et al. (2009) who state that stakeholders evaluate CSR initiatives based on the degree to which initiatives are successful in improving the lives of the intended beneficiaries. While the nature of how self versus other benefits operate together is unclear (Gao et al., 2020), social exchange theory (SET; Bhattacharya et al., 2009) can explain why both types of benefit will influence the level of guest CSR advocacy. An individual who perceives positive benefits from an organization's actions may be willing to reciprocate with a positive response toward the organization (Homans, 1961). However, we also argue that information conveying such benefits will affect the guests' overall evaluation of the hotel's CSR performance. Accordingly, we introduce CSR reputation as a mediating variable between perceived benefits and CSR advocacy. A widely used theory of cognitive consistency in attitude formation (Heider, 1946) can explain how positive beliefs about a firm's beneficial activities will tend to be consistent with other cognitive attitudes and behaviors toward that firm (Ahn & Kwon, 2020; De Roeck et al., 2016).

In addition, scholars argue that hospitality guest heterogeneity, complex situational factors, and a lack of causal studies require more nuanced and robust CSR studies (Du et al., 2015; Edinger-Schons et al., 2019; Gao et al., 2020; Wang et al., 2020). We address calls from scholars to determine whether cross-cultural factors influence CSR relationships (e.g., De Roeck & Farooq, 2018; Du et al., 2015; Gao et al., 2020). In particular, there is a lack of research into collectivistic versus individualistic cultures (Gao et al., 2020). Accordingly, we source respondents from two distinct national cultures—the United States and Thailand—as reflective of individualistic and collectivistic national cultures, respectively. Furthermore, we collect data using a scenario-based experimental design to provide a more robust examination of causal impacts (Gao et al., 2020). In a recent review of tourism research, Dolnicar and Ring (2014) found that almost 90% of studies reflected second-order knowledge and consequently were unable to make conclusions about cause-and-effect relationships. The causal ambiguity present in correlational studies can only be reduced through experimental design (Rousseau, 2006), which provides the gold standard for evidence-based inquiry (Pfeffer & Sutton, 2006).

LITERATURE REVIEW

Stakeholder engagement researchers have long advocated for a broader approach to guest engagement, rather than a focus on satisfaction or purchase intentions (So et al., 2014). This approach includes word-of-mouth activities that relate to product or brand issues and may link to other customers via blogs or reviews of tourist experiences. However, a recent review of the hospitality and tourism literature reveals that guest engagement studies remain rooted in brand-/product-centric concepts (So et al., 2020). A limited number of studies have conceptualized consumer response constructs reflecting a CSR-centric message. In particular, Edinger-Schons et al. (2019) point out that the firm's CSR communication activities may spread to customer's own desires to spread positive messages about a company's CSR activity. However, empirical studies are limited, and most are yet to focus exclusively on CSR-centric word-of-mouth behaviors. For instance, in the study by Rim and Song (2013), the authors included two items specifically relating to CSR word-of-mouth intention plus another item relating to product information. Another article by Y. Kim (2017) included a single word-of-mouth item embedded in a scale with pro-social behaviors. While these studies reflected an element of guest CSR advocacy, all measures were confounded with core issues, and explicit knowledge of what drives CSR advocacy is lacking.

Antecedents of Guest CSR Advocacy

In the past two decades, a large number of studies have argued that CSR activities, whether conceptualized in general or in specific terms, will have a positive effect on a range of customer-related outcomes (e.g., Bhattacharya et al., 2009; Du et al., 2010; Lee et al., 2019). The approach undertaken by such scholars recognizes the important role of positive marketing communications to stakeholders leading to subsequent evaluation of the firms' effort. In turn, we posit that guests will perceive their firm's CSR reputation positively and communicate positive messages to others when they feel more positive about being involved in the hotel's CSR activities (O'Riordan & Fairbrass, 2014). This positivity about CSR involvement derives from the social exchange mechanism of responding to perceived benefits from such activities (Bhattacharya et al., 2009) and in particular the type of benefit received (Gao et al., 2020).

A small but growing body of literature has reported the effects from perceived benefits arising from some level of involvement in a firm's CSR activities by customers. A limited range of benefits investigated include psychosocial (Lo, 2020), environmental (Budovska et al., 2020), health (Han et al., 2019), needs satisfaction (Ahn, 2020), emotions (Wu et al., 2017), and functional (Lo, 2020). All such benefits focus on consumer self-interests. In addition, a handful of studies have investigated different types of benefits jointly (e.g., Ahn, 2020; Lo, 2020), but the effects were tested on core outcomes, such as revisit intentions, loyalty, or brand word of mouth. Accordingly, there is a gap in our

understanding of (1) other-oriented benefits, (2) self-oriented benefits that fit the hedonistic nature of the hospitality experience, and (3) knowledge about how such benefits operate when modeled simultaneously.

Hedonic Value and Perceived Community Value

The evidence for effects of either self- and other-oriented benefits on CSR-related outcomes within hospitality is mixed. For example, Lo (2020) and Wu et al. (2017) found a positive relationship between self-oriented benefits and pro-environmental behavior; Han et al. (2019) reported that perceived benefits did not affect pro-environmental consumption. Our approach is to follow Bhattacharya et al. (2009) and test a perceived benefit that fits the context of a guest's hospitality experience. Evidence from industry suggests that communication of CSR activities to stakeholders that includes a high level of pleasure and enjoyment to participants, including guests is well received (Kim et al., 2017; Supanti et al., 2015). Indeed, Miao and Wei (2013) argue that even if environmentally friendly behavior is the norm at home, hedonism is more prevalent on holiday. In support, hospitality consultants advise firms to engage guests by creating fun activities with a social message (Tuppen, 2015). While hospitality firms may be reluctant to intrude on a guests' desire for a perfect holiday or business stay, Moscardo and Hughes (2018) argue that many guests welcome being involved in CSR activities, as part of their overall guest experience.

A second benefit posited to address gaps in the literature draws from a other-orientated perspective and is labeled perceived community value. While guests are more likely to respond to self-oriented benefits in general (Cialdini et al., 1997), an altruistic motive could see that guests respond positively if they believe that their CSR efforts are worthwhile and deliver value to parties other than themselves (Bhattacharya et al., 2009; Holbrook, 1999; Zhang et al., 2018). In further support, White and Peloza (2009) argue that both self- and other-oriented benefits can elicit positive responses when stakeholders are appealed to directly by charitable organizations. While scholars have conceptualized positive effects from both hedonic value and perceived community value benefits in general terms, this is the first study to specifically operationalize such benefits and test their joint effects on CSR-centric outcomes, such as CSR advocacy. Null and alternative hypotheses for proposed relationships are stated as follows:

Hypothesis 1₀: Higher perceived community value from anticipated CSR participation will not influence guest CSR advocacy.

Hypothesis 1_a: Higher perceived community value from anticipated CSR participation will positively influence guest CSR advocacy.

Hypothesis 2₀: Higher hedonic value from anticipated CSR participation will not influence guest CSR advocacy.

Hypothesis 2_a: Higher hedonic value from anticipated CSR participation will positively influence guest CSR advocacy.

Mediating and Situational Influences

In addition to investigating the direct effects from perceived benefits on guest CSR advocacy, we include a potential mediator in CSR reputation. Accordingly, we extend the work of Lee et al. (2019) who reported that marketing communications to customers, in a nonhospitality context, creates, modifies, or expands guest awareness of CSR actions. That is, as guests receive new information about the hotel's CSR efforts, especially the benefits from guest participation, this information is assimilated into their belief system. While SET provides a sound theoretical rationale for the direct effect of perceived benefits on guest CSR advocacy, the mediating role of CSR reputation requires further explanation. We do not expect any reciprocation from a guests' cognitive evaluation of the hotel's CSR performance. Instead, we rely on Heider's consistency theory (Kruglanski et al., 2018) that depicts how a person's beliefs, feelings, and behaviors, toward an object, tend to be consistent with each other. Hence, positive cognitive evaluations will more likely result in positive behaviors rather than negative behaviors (Ahn & Kwon, 2020; S. H. Kim et al., 2018). In support, Gonzalez-Rodriguez et al. (2020) found that a guest's perception of a hotel's environmental image (reputation) mediated the relationship between perceptions of a hotel's CSR practices and their willingness to pay a price premium. Further support is provided by O'Riordan and Fairbrass (2014) who argue that perceived benefits affect stakeholder perception of CSR performance of the firm and in turn CSR participation (Tuan, 2018).

Finally, we seek to test the effects of perceived benefits on CSR advocacy in a cross-cultural context. We recognize the caution expressed by many scholars that guest heterogeneity and complex situational factors require careful consideration of the actual effects evident in any aggregated modeling approach (e.g., Bhattacharya et al., 2009). We agree with many scholars who suggest that national cultures may elicit different responses to CSR initiatives (e.g., De Roeck & Farooq, 2018; Du et al., 2015; Gao et al., 2020). For instance, He and Filimonau (2020) found that respondents from the United Kingdom, reflecting a national culture high on individualism, had a more negative attitude toward pro-environmental attitudes than Chinese tourists. In support, Ye et al. (2015) argue that self-serving benefits may be favored by individualistic cultures.

Hypothesis 3₀: Perceived CSR reputation will not mediate the effects from perceived benefits and guest CSR advocacy.

Hypothesis 3_a: Perceived CSR reputation will mediate the effects from perceived benefits and guest CSR advocacy.

Hypothesis 4₀: Relationships between perceived benefits, CSR reputation, and guest CSR advocacy will not depend on national culture.

Hypothesis 4_a: Relationships between perceived benefits, CSR reputation, and guest CSR advocacy will depend on national culture.

METHOD

To test the hypotheses in this article, an experimental design was executed with samples sourced from two culturally distinct countries, based on national culture. The first sample comprised 138 hotel guests based in the United States. Respondents were recruited via a panel provided by SurveyMonkey and data collected online. A second sample was obtained from 139 hotel guests in Thailand. For the second survey, the instrument was administered in hard copy format in Thai to respondents recruited via their enrolment in an MBA program. Back translations ensured that meanings for survey questions were consistent. Data from the Thai sample were aggregated with the U.S. sample to form a single sample of 277 hotel guests.

The Experimental Scenario

A scenario was used as stimulus material to create different treatments of the independent variables. While a simulated scenario was provided to respondents to stimulate their thoughts, the respondent's actual hotel visited most recently was used for the study context. This approach to frame the study with real-life aspects distinguishes the experimental context from laboratory and artefactual field experiments (Harrison & List, 2004). In support, De Roeck and Farooq (2018) suggest that familiar contextual cues will enhance the capacity of the experiment to determine the reactions of guests to planned CSR activities. The two independent variables to be manipulated were (1) perceived community value and (2) hedonic value. Two levels were designed for each variable. Perceived community value was operationalized as either a high or a low condition by using the words *gives a lot back to local community* versus *gives little back to local community*, respectively. This treatment was further reinforced by using the following additional words: *provides very high/very low benefits to the local community*. The second CSR manipulation was for hedonic value. This variable was operationalized as a pleasurable benefit with either high or low conditions using the words *this is a very enjoyable CSR activity* versus *this is a very boring CSR activity*, respectively. Again, this treatment was reinforced with the following additional words: *very interesting/not interesting activity*. Respondents were randomly assigned to one of four scenarios. Respondents were asked to imagine that they were making another trip to the same hotel that they stayed at before, and they were traveling for the same reason as before. Furthermore, they were asked to imagine being warmly welcomed to the hotel and invited to personally participate in the hotel's new CSR campaign. The vignette information with the treatment conditions was then administered to respondents.

Measurement and Analysis

Measures for all variables were based on scales from the literature and used a 7-point Likert-type format (Chomvilailuk & Butcher, 2016; Dawes, 2008; see

Table 1). The questionnaire also contained measures for manipulation checks of the two manipulated variables. Three items for perceived community value were drawn from Chomvilailuk and Butcher (2016)—for example, “This CSR campaign will help the local community a lot.” The Cronbach α score for this scale was .92. Three initial items for perceived hedonic value were based on the work of Supanti et al. (2015)—for example, one item stated, “I think this CSR campaign would be a pleasant experience for guests.” The Cronbach α score for this scale was .85. Three items were used to measure guest perceptions of the hotel’s CSR reputation drawn from Glavas (2016)—for example, one item stated, “The hotel I stay at demonstrates a strong commitment to CSR.” The Cronbach α score for this scale was .87. Three items for guest CSR advocacy were drawn from the work of Rim and Song (2013)—for example, “I am likely to say positive things about this CSR campaign to my colleagues.” The Cronbach α score for this scale was .90.

In addition to the measures for hypothesized variables, the control variable of perceived importance of CSR was included in the analysis. This construct is defined as a guest’s beliefs about the importance of firms practicing CSR within the hospitality sector. In recent studies, Kang et al. (2012) and Gonzalez-Rodriguez et al. (2020) found that environmental concerns significantly and directly influenced a hotel guests’ environmental consumption behavior. Controlling for perceived importance of CSR statistically provides for a stronger test of our hypotheses. CSR importance was measured with three items drawn from the work of Korschun et al. (2014). For example, one item stated, “Hotels should care a lot about CSR issues.” The Cronbach α score for this scale was .86.

Analysis involved structural equation modeling (SEM) using AMOS version 22. Additional procedural steps in instrument design to reduce Common method bias (CMB) included assurance of respondent anonymity, proximal separation of items for the measurement scales, and reducing difficulty of respondent accuracy, together with a pretest and a pilot test of the instrument. Furthermore, a statistical control test using an unmeasured latent factor was undertaken, as recommended by Hulland et al. (2018).

RESULTS

The respondent profile comprised 277 participants with 55% being female. Most respondents were younger than 30 years (34%) with the 30 to 44 years age-group comprising a further 29% of the total. Another 21% were in an older group of 45 to 60 years, and a final group of more than 60 years comprised just 16% of the total. More than 50% of respondents held a bachelor’s degree, with a further 30% holding a postgraduate degree. Half of the respondents were traveling solely for leisure purposes, while 21% stayed for one night, 66% for 2 to 3 nights, and 13% stayed for 4 or more nights. The Thai and U.S. respondent profiles are similar in terms of gender, education level, and travel purpose but not age. The Thai sample has a younger profile.

Table 1
Multi-Item Scale Statements for Structural Equation Modeling Analysis

Multi-Item Scale Statements	Factor Loading
Perceived community value = .92	
This CSR campaign will help the local community a lot.	.90
The CSR campaign will be very worthwhile to the local community.	.93
This CSR campaign will be good value for the local community.	.86
Hedonic benefit = .85	
I think this CSR campaign would be a pleasant experience for guests.	.91
Hotel guests should find this CSR campaign interesting.	.85
Guest CSR advocacy = .90	
If I was travelling with others, I would encourage my co-travelers to participate in this CSR campaign.	.82
I am likely to say positive things about this CSR campaign to my colleagues.	.89
I will likely pass information about this hotel's CSR activities to others.	.87
CSR reputation = .87	
The hotel I stay at demonstrates a strong commitment to CSR.	.76
This hotel brand devotes a lot of effort to help society.	.84
I believe this hotel management to be very socially responsible.	.85
CSR importance = .86	
I care about companies being socially responsible.	.80
Hotels should care a lot about CSR issues.	.83
Tourism-related companies need to make a bigger effort to be socially and environmentally responsible.	.87

Note: CSR = corporate social responsibility. CSR importance was included as a control variable only.

Both manipulations worked as planned. The two manipulation check scales demonstrated sound internal consistency with Cronbach α scores above .7. The mean scores for perceived community value were 3.6 (low condition) and 5.6 (high condition) on a scale of 1 to 7. An analysis of variance test demonstrated that there was a significant difference between the value conditions ($F = 223.4$; $p < .001$). Similarly, the manipulation for hedonic value also displayed a significant difference between the low and high conditions ($F = 195.4$; $p < .001$). The mean scores for this scale were 3.5 (low condition) and 5.3 (high condition).

Analysis Using Structural Equation Modeling

SEM was undertaken with Amos version 22 and conducted in two stages, following Fornell and Larcker (1981). In the first stage, a measurement model was analyzed by examining the outer loadings and using well-established criteria for validity and reliability. The two manipulation check scales were used as the two independent variables. However, one item used to measure hedonic

Table 2
Overall Model: Reliability, Convergent Validity, and Discriminant Validity

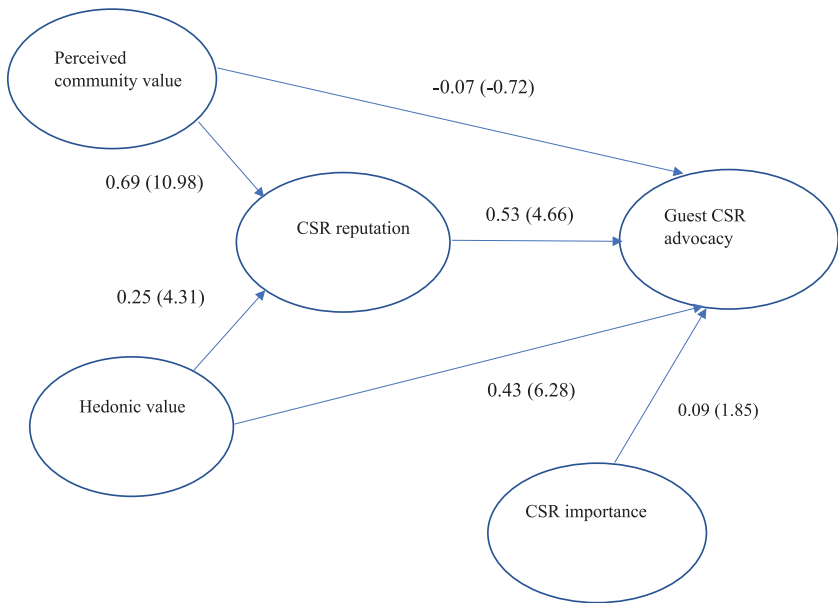
Variable	Mean Score	SD	1	2	3	4	5	AVE	α	CR
1 Community value	4.64	1.50	.89					0.80	.92	0.92
2 Hedonic value	4.32	1.52	.46	.87				0.75	.85	0.86
3 CSR reputation	4.68	1.29	.73	.52	.82			0.67	.87	0.86
4 CSR importance	5.64	1.16	.27	.33	.29	.82		0.67	.86	0.86
5 Guest CSR advocacy	4.55	1.40	.57	.67	.66	.35	.86	0.74	.90	0.89

Note: The square root of AVE is shown in bold on the diagonal with correlations in columns. Correlations all significant at $p < .001$. CSR importance was included as a control variable only. AVE = average variance extracted; CSR = corporate social responsibility; CR = composite reliability.

value had an inadequate factor loading and was removed for the SEM analysis. All the indicator loadings exceeded 0.7, as shown in Table 1. In addition, average variance extracted for each construct exceeded the recommended threshold of 0.5 (Fornell & Larcker, 1981). Discriminant validity was demonstrated with average variance extracted for each construct greater than the square of the inter-construct correlations (Fornell & Larcker, 1981). Reliability was established with all Cronbach α and composite reliabilities exceeding the recommended threshold of .7. CMB was initially examined by the use of three tests: Harman's single-factor technique, common latent factor, and common marker variable. All three tests met the threshold of 50%. In addition, an unmeasured latent variable factor test reduced factor loadings of all items by an average of 0.10 in the measurement model. This reduction in factor loading equates to an average of less than 2% of the variance of each item being accounted for by common method variance, suggesting that CMB is not a serious concern in this study (Hulland et al., 2018). The psychometric properties of scales and relationships are shown in Table 2.

In the model tested, the root mean square error of approximation was 0.03, the chi-square ratio was 1.3, the good fit index was 0.96, and the normed fit index was 0.97, all criteria indicating a reasonable fitting model. Hedonic value and CSR reputation provided significant and substantial paths to CSR advocacy. However, perceived community value and perceived CSR importance had no significant direct effect on CSR advocacy. In addition, CSR reputation was found to be a partial mediator between hedonic value and CSR advocacy but fully mediated the path between perceived community value and CSR advocacy. The construct of hedonic value provided the greatest effect on the outcome of CSR advocacy (0.56, $p < .001$). This total effect included a direct effect of 0.43 and an indirect effect of 0.13. In contrast, perceived community value had a significant total effect on CSR advocacy (0.37, $p < .001$), comprising a small direct effect of 0.07 and a larger indirect effect of 0.30. Further details of effects in the model are shown in Figure 1.

Figure 1
Overall Model: Standardized Path Estimates (*t*-values are in brackets)



Note: CSR importance was included as a control variable only. CSR = corporate social responsibility.

Next, we conducted a multigroup analysis of the hypothesized model to examine potential moderating effects from cultural value orientation. For U.S. respondents, the path coefficient from perceived community value to CSR reputation (0.53, $p < .001$) and the path coefficient from CSR reputation to CSR advocacy (0.29, $p < .05$) decreased, but the path coefficient between hedonic value and CSR reputation (0.38, $p < .001$) increased. In addition, the effect from the control variable of perceived importance of CSR was stronger on CSR advocacy for U.S. respondents (0.22, $p < .01$). In contrast, the path coefficients for Thai respondents increased between perceived community value and CSR reputation (0.75, $p < .001$) and between CSR reputation and CSR advocacy (0.55, $p < .001$), but it decreased between hedonic value and CSR reputation (0.17, $p < .05$). As the Thai respondents were a younger cohort than the U.S. respondents, further post hoc multigroup analysis and analysis of variance tests based on median age were conducted but produced no statistical differences.

In summary, the hypotheses were found to have mixed support. Hypothesis 1 was partially supported, as perceived community value had a significant and substantial effect on CSR advocacy. However, the effect was fully mediated by CSR reputation. Hence, the Null Hypothesis 1 was not rejected. In contrast, Hypothesis 2 was fully supported. Hedonic value had a significant effect on

CSR advocacy, and the null Hypothesis 2 was rejected. The findings also supported Hypothesis 3, and the null hypothesis was rejected. However, the mediation effects were mixed. The effect from perceived community value was fully mediated by CSR reputation. There was no significant direct effect from perceived community value on guest CSR advocacy. However, for hedonic value, the mediation role was more muted. Hedonic value maintained a significant direct effect on CSR advocacy together with a significant effect on CSR reputation. Hypothesis 4 was supported, and the null hypothesis could be rejected. The effects of variables on both CSR advocacy and CSR reputation were found to depend on national culture.

DISCUSSION

The findings from this article extend the limited literature related to guest CSR-advocacy behaviors. While brand-related communication dominates the customer word-of-mouth literature, a handful of scholars have investigated the effects of CSR-related initiatives on CSR-related communication (e.g., Chomvilailuk & Butcher, 2018; Y. Kim, 2017; Lo, 2020; Rim & Song, 2013). However, such prior work has treated CSR-related communication as a component of a broader behavioral approach to guest CSR engagement. For instance, Lo (2020) included items reflecting brand preference, charitable donations, and participation in CSR activities, together with CSR communication items. In contrast, this study is the first to treat guest CSR advocacy as a stand-alone CSR-centric construct reflecting the guests' propensity to communicate CSR information. The explicit delineation of guest CSR advocacy, combined with an experimental design based on a real-life scenario, provides a clearer insight into the key causal factors not previously found in the extant literature.

Our second major contribution is the theoretical adaptation of the work of Bhattacharya et al. (2009). This theoretical extension has two components. First, we integrate the ideas of Bhattacharya et al. (2009) with the work of Chomvilailuk and Butcher (2018) and Lee et al. (2019). Each of these studies present models that link constructs related to CSR activities and/or communications to desired organizational outcomes. The essence of Bhattacharya et al. (2009) is to highlight the important role of perceived benefits driving positive outcomes through SET. In turn, Lee et al. (2019) posit the mediating role of customer perceptions of the firm's CSR efforts, while Chomvilailuk and Butcher (2018) highlight the dual pathways of core versus CSR-centric variables. In particular, the latter two approaches are supported through attitude consistency theory (Ahn & Kwon, 2020), which complements the utility of SET to explain reciprocal guest behaviors. In particular, attitude consistency theory is able to explain the indirect pathway from other-oriented benefits to CSR advocacy via the mediating variable of CSR reputation. This theoretical integration presents a more comprehensive approach to understand how the CSR-centric variable of guest CSR advocacy can be enhanced through appropriate CSR initiatives that offer different types of benefits for guests.

The second component of our theoretical extension of Bhattacharya et al. (2009) relates to the two types of perceived benefits examined. Our investigation using hedonic value and perceived community value extends previous studies that have investigated health, environmental, needs satisfaction, functional, emotional, and psychosocial benefits (e.g., Ahn, 2020; Budovska et al., 2020; Han et al., 2019; Lo, 2020; Wu et al., 2017). Our findings are consistent with Lo (2020) and Wu et al. (2017) who found positive relationships between self-oriented benefits and pro-environmental behavior. In addition, we note that hedonic value played a dominant role to influence CSR advocacy, which is consistent with Cialdini et al. (1997) who argue that self-oriented benefits are likely to be more salient for understanding human behavior in general. More specifically, our findings support the views of scholars who advocate tailoring antecedents to suit the context (e.g., Bhattacharya et al., 2009), especially hospitality contexts (Moscardo & Hughes, 2018). While hedonic value may have been perceived as a given for the hedonic context of a hotel stay, we now have a benchmark variable that appears to be critical to understanding what drives hotel guest advocacy behaviors.

However, we found that the other-oriented benefit of perceived community value also played a substantial role to influence CSR advocacy. This time, the effect on CSR advocacy was indirect rather than direct. This interplay of self- and other-oriented benefits addresses calls from scholars, such as Gao et al. (2020), who argue for greater understanding of the joint roles these types of benefits play. Our findings show that where the benefit received is self-oriented, the guest can reciprocate with positive advocacy behaviors. There is a direct relationship between benefits received and guest response. However, if the benefit is not directly received, as in the case of an other-oriented benefit, then reciprocation is muted. In contrast to Holbrook (1999), we show that for benefits not directly received, SET provides an inadequate explanation.

Mediating and Moderating Relationships

A further major contribution provides further understanding of the complexity underpinning the relationships between perceived benefits and guest CSR advocacy, as envisaged by scholars (e.g., Bhattacharya et al., 2009; Du et al., 2015; Korschun et al., 2014). Most consumer-related CSR research treats CSR reputation or performance as an independent variable, including studies in tourism and hospitality (e.g., Han et al., 2019; Su et al., 2017). Yet beliefs about a hotel's CSR efforts will be derived from various sources, including exposure to and subsequent evaluation of CSR practices or communications. A handful of scholars have conceptualized a mediating role for CSR reputation (e.g., Du et al., 2010) and/or conducted empirical work related to the formation of CSR reputation from CSR-related communications (e.g., Lee et al., 2019). Our findings are consistent with the work of Lee et al. (2019) who found that CSR associations (reputation) mediated the positive relationship between CSR awareness

of CSR activities and intention to participate in CSR activities for a company, in a nonhospitality setting. Likewise, Gonzalez-Rodriguez et al. (2020) reported that a hotel's environmental image (reputation) mediated the relationship between environmental practices and willingness to pay a price premium. In addition, we present further evidence that any mediating role of the guests' perception of hotel's CSR reputation depends on the nature of the benefit received by guests. Furthermore, the use of perceived benefits as antecedent to CSR reputation overcomes methodological issues associated with temporal effects. The measurement of perceived benefits, using an experimental design, prior to measuring CSR perceptions, provides a robust examination of these relationships not evident in prior correlational studies.

While our study supports the notion that national-culture differences (Gao et al., 2020; Ye et al., 2015) will elicit different guest responses, the strength of evidence is marginal. In the case of Thai respondents, a key cultural value of "hierarchy" can assist to explain the subtle differences in responses relating to CSR reputation. In Thailand, respect for hierarchy is embedded in the Thai value system, and Thai persons are far more accepting of the views of those in authority than persons from individualistic cultures (Komin, 1990). Hence, the increased importance of CSR reputation in driving CSR advocacy reflects this aspect of hierarchy. In contrast, we might expect that persons from individualistic societies may well be more skeptical of a hotel's CSR performance and advertising claims by hotels. Respondents from the United States are less likely to defer, to authoritative communications, than other persons acculturated to respect authority. This view can be coupled with the significance of CSR importance in driving CSR advocacy for U.S. respondents. CSR importance reflects an individualistic view about CSR activities in general and had no significant effect on CSR advocacy for Thai respondents. Collectively, the coupling of these new insights suggest that caution needs to be exercised when applying Western-based CSR policies and practices on guests from collectivistic cultures.

Implications, Limitations, and Further Research

The findings suggest a number of practical implications for hoteliers, and other stakeholders, such as tourism/hospitality operators and nongovernment organizations, seeking to collaborate with hotel partners on socially relevant and environmental projects. While some guests may be indifferent, or perhaps annoyed, about being encouraged to participate in any CSR activities at the hotel, while on holiday, the findings support Moscardo and Hughes (2018) who argue that most guests will be more accepting. It is evident that while fun activities are the dominant driver of guest CSR advocacy, perceived community value is also a strong predictor. We might surmise that hotels positioned for a family market, such as a resort with a full range of services and activities for guests, could adopt a hedonic path. A wide range of potential CSR activities lend themselves to a hedonic pathway for CSR communication to guests. In contrast, a

more urbane, central business district hotel, or a budget hotel without the frills, might lean toward perceived community value as a preferred driver to persuade guests. The findings also provide support for managers who are unsure about guest reactions. Even disinclined guests may be willing to say positive things about a CSR activity at the hotel, despite not having any interest to personally take part in a specific CSR activity.

Evaluating and selecting particular CSR strategies should be a key goal of management (Su et al., 2017) for both activating guest participation and guest attitude formation. The findings highlight the need for marketing communications to be mindful of the effect that such messaging has on perceptions of CSR reputation and subsequent CSR-related behaviors. While guests may not visibly demonstrate any particular interest in CSR participation, CSR messaging from in-house resources will have an effect on guests' attitudes. Posters, directories, and other advertising paraphernalia within the hotel common areas and guest rooms will be able to create awareness of and trigger an evaluation of CSR activities at the hotel. Rather than ask guests to switch off lights and reduce linen change directly, a more indirect approach may be considered. Positive messaging about the community, hedonic, and other value benefits inherent in a hotel's CSR efforts may produce a strongly favorable response that subsequently might induce behavioral responses consistent with the guest attitude. More important, we believe that frontline staff will welcome the recruitment of guests for CSR projects that provide worthwhile and hedonic value. Staff enthusiasm would likely be a major factor in the successful recruitment of guests. Hence, frontline staff involvement in the choice, design, and implementation of CSR initiatives should be paramount.

Further practical implications for hoteliers arise from the issue of national culture differences. The findings demonstrate that in overall terms, hypothesized relationships are relatively stable across collectivistic and individualistic cultures. Hoteliers, globally, can apply these findings relating to the efficacy of hedonic value and perceived community value benefits from CSR activities, regardless of cultural differences. In particular, hedonic value appears to be a universal benefit that can be applied widely in the CSR cross-cultural context. This finding illustrates that standardization of CSR activities can be contemplated by global hotel chains, nongovernment organizations, and local hotels with international guests. Likewise, the need for greater cultural awareness of hotel staff is reduced in CSR interactions with guests. At the same time, nuanced differences are evident in the roles that CSR reputation and CSR importance play in developing CSR advocacy. Appeals to guests that CSR is important (saving the planet) will work better for guests from individualistic societies. In contrast, appeals based on the CSR reputation of the hotel will be more effective with guests from collectivistic cultures.

Several limitations were recognized during the conduct and reporting of findings in this article. It is unknown whether the hotels visited by respondents had a culture of undertaking corporate social responsibility activities. Again, we

attempted to overcome this issue by framing the stimulus material to accommodate hotels with both high and low levels of CSR practices. We anticipated that social desirability bias would be present in any study requiring respondents to self-report on their own behaviors. While this issue is of lesser concern when comparing the effects of the two independent variables, we acknowledge that self-reports of CSR advocacy may be overestimated. All these issues are common in CSR studies and offer further opportunities for future research. Two independent variables were tested in this article, and other CSR activities/motives/benefits form a natural extension. In addition, the findings suggest that national culture may provide a rich source of difference in how CSR initiatives affect different cultural groups, as suggested by Gao et al. (2020). Finally, we endorse the calls from scholars to undertake more studies using an experimental design to provide a closer focus on cause and effects within the CSR paradigm.

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