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Hotel Corporate Social Responsibility

Guest Satisfaction, and Repeat Purchase Intention in China's Domestic Hotel Market

A thesis submitted in fulfillment
of the requirements for the degree

of

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at

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by

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Abstract

The fast development of China's economy in the past two decades has created a series of CSR related problems, for instance, customer and employee rights, environmental pollution, natural resource shortage, and community relations. The effects of these issues on Chinese society have, to a degree, become a focus of a public debate aided by the emergence of the mobile Internet. Consequently corporate social responsibility (CSR) policies are being adopted by a growing number of Chinese companies, including those in the hotel sector. By adopting a composite methodology of qualitative and quantitative approaches, this thesis aims to obtain an understanding of hotel CSR policies in China from the guest's perspective by identifying their assessments of a hotel's CSR performance and the impacts that may follow for repeat purchasing intentions of hotel accommodation.

Based on a literature review, this thesis first proposed a four dimensional CSR scale, which covers customer, environment, employee and community, and then attempted to measure how customers perceive hotel CSR policies and the relevant consequences for their future patronage of a hotel. Additionally this thesis also introduced for the first time as far as the author is aware, the concept that a guest's familiarity with CSR is a possible determinant of future repeat patronage.

Subsequently a research model was proposed to reveal the influence of hotel CSR policies determining guests' choice of hotel. A total of 817 valid questionnaires were collected, and the dataset was analyzed by SPSS 19.0 using reliability and validity analysis, exploratory factor analysis, cluster and discriminant analysis, ANOVA, multi-approach regression analysis and structural equation modeling. The followings results were obtained.

First, social demographic factors, that is gender, age, education background, occupation, income and marital status do not play significant roles in affecting customers' purchase intention under the influence of CSR.

Second, five distinct types of customers were found to have different attitudes towards hotel CSR policies, which could positively affect their satisfaction level and future purchase intention. This result showed the diversity of customers in terms of CSR, and laid a theoretical foundation for hotel marketers to offer customers customized CSR policies in order to retain guests.

Third, two community related variables, namely hotels' effort to provide local people with job opportunities and their respecting local culture and customs were found to be significant for guests' purchase intention. Hotel managerial expertise was also found to have significance. The findings of other research that Chinese hoteliers' efforts to create environmental friendly hotels is not a compelling reason for guests to book with a particular hotel, is also supported by this research.

Fourth, hotels' efforts to market their CSR practices or policies could potentially exert direct impact over customers' future purchase intention by making guests aware of the importance of CSR policies if basic guest needs are being met.

Last but not least, based on the results obtained from this research, suggestions for hotel management on how to enhance customers' repeat consumption from a CSR standpoint were given, and future possible directions of similar research were also provided.

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The past years of my PhD study formed a significant part of my life. When I just started my programme, it looked like a huge obstacle which seemed impossible to overcome, and this goal has been indeed achieved with the help of many people.

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Chapter 1

Introduction

This chapter first introduces the back ground in which this research originated, thus the fast development status of the Corporate Social Responsibility movement in China, and the increasing notion of CSR from both academic and practice fields. Afterwards the research purpose and significance are described followed by a summary of each of the following chapters. In the end, a structural flow diagram is drawn to show the general outline of this thesis.

Research Background

Since approximately 1990 a growing number of Chinese companies have begun to appreciate the importance of integrating CSR strategies into their daily management and operations. (汪勤, 2008). As a matter of fact, the fast development of China's economy in the past two decades has created a series of CSR related issues, for instance, customer and employee rights, environmental pollution, natural resource shortage and public and community relations, etc. The effects of these issues on Chinese society have, to a degree, dominated debate even more than the products themselves made by those companies, and have become a focus of a public debate aided by the emergence of the 'blogosphere'.

However, according to the China CSR Research Center, currently in China a great number of companies, both national and international, fail to play an

active role in implementing CSR policies and pay little attention to building their own CSR strategy. The absence of such CSR strategy, to a great extent, holds back those companies' future development (RCCSR, 2011). A series of shocking CSR scandals have been revealed by mass media one after another, including the Conoco Phillips marine oil spill, the sweat shop employment conditions of international IT firms like Apple Computers, Hewlett-Packard and Dell, leading to suicides at companies like Foxconn, and the Sanlu baby milk powder scandal that led to the illness and death of many babies.

From a company perspective, there has been a slowly growing recognition by Chinese companies of the need to benchmark themselves against best international business practice, while additionally the alleged positive relationship between CSR performance, profitability and financial enhancement has been noticed by many scholars (Goyal, Saini, & Singh, 2010; Porter & Kramer, 2006; Prasertsang & Ussahawanitchakit, 2011; Schuler & Cording, 2006; Tsoutsoura, 2004; 李抗, 2010; 唐小兰, 2006). One example derived from an industrial survey is that strong positive correlations between CSR practices and financial performances are found among the thirty hospitality and travel companies which are listed in the Fortune Corporate Reputation Index (Lynn, 2009).

From a societal and marketing perspective, aided by the power of Internet, the public have also paid more attention to the implementation of CSR, and this has encouraged the release of various CSR reports annually or periodically. In 2008, SASAC (State-owned Assets Supervision and Administration Commission of the State Council of China) required state-owned companies, if having the capacity, to regularly release CSR or sustainable development reports and collect and publish public feedback. This no doubt shows China's central

government's determination to promote CSR. (辛慧, 2009). A number of reasons may be dictating this, and Gu, Ryan, Li and Gao (2012) have suggested that this, with the Chinese cultural aspect of *guanxi* is replacing a deficient legislative framework at this stage of China's economic and political transformation. Simultaneously, with this growing interest, the Chinese hospitality industry is also slowly adopting CSR policies. For example, the number of CSR and relevant news on Hospitality Net¹ rose from 63 in 1999 to 139 in 2007 at a 10.4% annual growth rate, compared with a 2.8% annual growth of overall news. In fact, most leading hospitality companies operating in China, including Hilton, Starwood, Choice Hotels, Starbucks and McDonald's, have started to provide CSR reports to the public (Kang, Lee, & Huh, 2010).

Over the last two decades and as a major part of China's modern tourism industry, the development of hotels in China has been impressive, considering the modern era only started in the late 1970s when China started to reform and open its gates to the outside world. The first joint-venture hotel, Jianguo Hotel, began in 1982, introducing the management of Hong Kong's Peninsula group to the Mainland. Since then, China's hotel business has experienced rapid growth (Kong & Cheung, 2009). By the end of 2010, there were 13,991 star rated hotels in China, among which 595 hotels were five stars, and 2,219 hotels were four stars. Compared to 2009, there is a 19% growth rate in the numbers of five star hotels, and the growth rate in the four star sector is 12%. The hotel industry in China as whole witnessed a total growth rate of 12% in 2010. It is noted that this rate is higher than the 10.3% GDP growth rate of China economy in 2010, and is also higher than the 9.5% growth rate of tertiary industry in the same year.

¹ Retrieved September 2, 2008 from www.hospitalitynet.org

In November 2011, CIPRA (China International Public Relations Association) unveiled the Most Effective Social Responsibility Events of the Year in the 7th China PR Professional Annual Summit, and it is noteworthy that one of the awards went to the Beijing China World Hotel for its acclaimed low-carbon conference project², which symbolized the growth of interest by hotels in China in meeting their social responsibilities. As shown in Table 1.1 this locates the hotel industry alongside some of the world's leading companies.

Table 1.1 Awards Winner of Most Effective SR Events of 2012 in China

Company Name	Industry Involved	Company Name	Industry Involved	Company Name	Industry Involved
FAW-Audi	Manufacturing	Volvo	Manufacturing	FAW-VW	Manufacturing
Starbuck	Hospitality	Pepsi	Hospitality	Fujifilm	Manufacturing
Dell	Manufacturing	IBM	Manufacturing	Ping'an Insurance	Finance
BMW	Manufacturing	Honeywell	Manufacturing	Canon	Manufacturing
Kang Shifu	Manufacturing	Tetra Pak	Manufacturing	Lenovo	Manufacturing
Nippon	Construction	Mercedes Benz	Manufacturing	Mary Kay	Manufacturing
Nestle	Manufacturing	Sony	Manufacturing	Intel	Manufacturing
YIP's Chemical	Manufacturing	Nissan	Manufacturing	Samsung	Manufacturing
China Merchants Bank	Finance	Towngas	Energy	DHL	Postal Service
Nokia	Manufacturing	McDonald's	Hospitality	China World Hotel	Hospitality

² Retrieved February 11, 2012 from www.17pr.com/zhuanti/dahui/2011/csr/huihou/index.html

Currently, studies on hotel CSR issues primarily focus on the Chinese green hotel initiative, energy and water management, CSR performance and customer satisfaction level, hotel ethics, CSR practices and hotel profitability performance, etc. (Deng, 2003; Gu, Ryan, & Chon, 2009; J. L. Holcomb, Upchurch, & Okumus, 2007; Hsieh, 2012; Gu & Ryan, 2011; Joan C, 2007; Kabir, 2011; Seoki Lee & Heo, 2009; Shiming & Burnett, 2002; W. H. Tsai, Hsu, Chen, Lin, & Chen, 2010; 杜荣凤, 2011; 谷慧敏, 李彬, & 牟晓婷, 2011; 蒋术良, 2009; 牟晓婷, 2010; 祁颖, 2011; 汪勤, 2008; 袁蒙蒙 & 李文英, 2011; 张妮, 彭学强, & 张红卫, 2007). However, relatively little has been done on how the Chinese customer anticipates and perceives a hotel's CSR performance, and the relationships between such perception and the customer's hotel purchasing intentions. As with the development of hotel market segmentation, chain branding exercises and the wider issue of customers' increasing attention to CSR in the context of a low-carbon economy, there is an imperative need to conduct research to better understand current hotel CSR performance level and how a customer reacts to it, and this study attempts to meet such a need by employing a combination of theoretical and empirical approaches.

Research Purpose and Significance

The overarching purpose of this thesis is to better identify hotel customers' attitudes toward hotels' CSR policies and marketing practices, and the relationship between such attitudes and customers' subsequent purchasing behavior. In other words, this thesis targets an understanding of hotel social responsibility in China from a domestic customers' perspective by identifying

their expected and perceived performance and the impacts that may follow for actual purchasing intentions of hotel accommodation.

To be specific, this thesis tries to achieve the following objectives:

- 1) Define dimensions of hotel CSR and its sub items based on a literature review and hotel best practices.
- 2) Develop an instrument that measures hotel CSR performance from a customer perspective. Additional items that reflect China's current economic and cultural facts will be noted.
- 3) Reveal how hotel customers with various demographic features expect and perceive each dimension of an overall hotel CSR.
- 4) Develop a model linking expectation, evaluation and anticipated behavior with reference to the future purchases of hotel accommodation.

Subsequently managerial implications will be discussed to help promote the concept of corporate social responsibility for China's hotel managers with, relevant suggestions for marketing and branding initiatives.

As a result the initial research was informed by the following four research questions, namely:

Research Question 1: What effects will hotel CSR practices (including those relating to employees, guests, environment and community) generate on guests' perception of a hotel's expertise and their satisfaction?

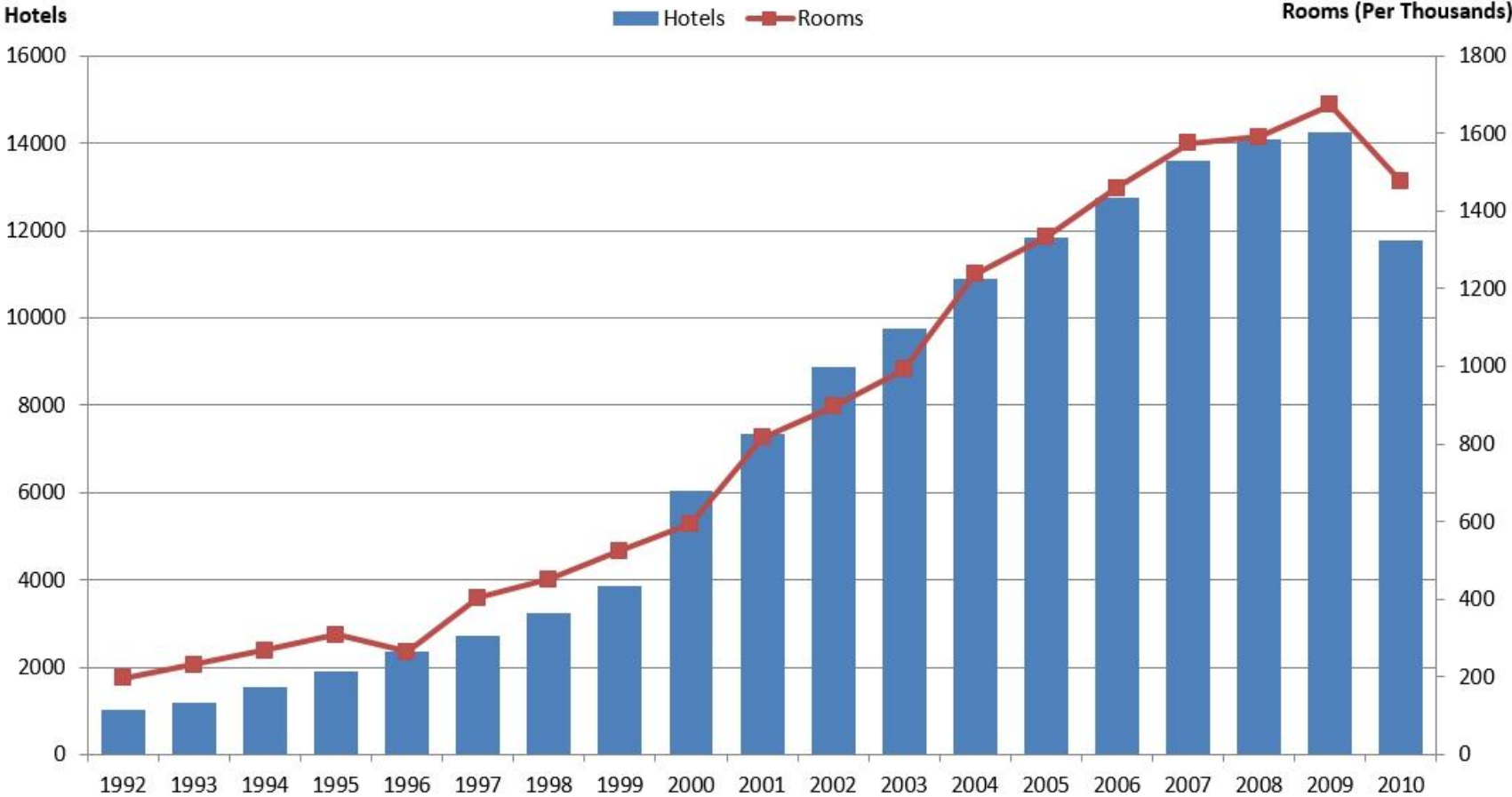
Research Question 2: What are the influences of the guests' perception of hotel expertise and their satisfaction on their intent of making a repeat booking?

Research Question 3: Could guests' perception of a hotel's expertise, as well as their satisfaction play a moderating role of the repeat purchase decision?

Research Question 4: How important is guests' perceived CSR publicity as to their perception of hotel expertise, their satisfaction and more importantly their purchase intention?

As mentioned earlier in this chapter, China's hotel business has undergone a dramatic development in both quantity and quality aspects, as well as a significant transformation within the last two decades (Gu & Ryan, 2008a) and as shown in the data presented in Figure 1.1. Pine and Phillips (2005) commented that China's hotel industry had really only started as a result of the its Open Door Policy in 1978, but arguably most of the business really commenced later after 1994 when China was able to begin to rebuild international connections after the events of June 1989 (Gu & Ryan, 2012). In 2011, the total number of China's domestic tourists hit a new high of 2.6 billion, a 12% growth rate when compared with 2010.

Figure 1.1 Numbers of Star-Rated Hotels & Rooms from 1992 to 2010



Source: The 2011 Yearbook of China Tourism Statistics by CNTA

Meanwhile, the number of overseas inbound tourists to China reached 13.4 million, still realizing a 1% growth rate despite the global economy recession³. It is also noted that the overseas spending of Chinese tourists had reached over \$ 72.6 billion and ranked world NO. 3 in 2011 (CTA, 2012).

The above data indicate that increasing numbers of people in recent years have enjoyed the benefits of China's booming hotel industry, which is expected to keep growing for the next decade or two. For those hotel marketers who attempt to effectively promote their hotels to customers, as well as create and maintain their competitive advantage in a highly competitive environment, understanding market needs and anticipating factors influencing guests' purchasing intention is of key importance before commencing marketing campaigns.

In spite of the ever increasing number of academic studies in hotel CSR, our knowledge of the relationship between hotel CSR and customer expectation and reaction is still arguably insufficient, especially in the context of China's domestic market. According to Du's study (2011), there are positive correlations between hotel CSR performance and customer satisfaction level, and the same positive correlations also exist between customer purchasing intentions and customer satisfaction with such a relationships being generated by hotel CSR performance. Although Du (2011) did not study to what extent customers anticipated that hotels should fulfill their social responsibility, her findings still indicate the significance of doing research between hotel CSR and subsequent customer behavior. It is this literature gap that this thesis attempts to fill.

Another motivation for doing this research is that although there is little recognition of a moral imperative for hotels to conduct CSR policies on behalf of the whole Chinese hospitality industry and wider society, China remains open

³ Data retrieved from China Tourism Academy website, <http://www.ctaweb.org/index.html>.

to several practical problems. These are due to its large population, rapid economic growth and fragile environment, and the nature of its still transitional state as to the relationships between the private and public sectors– and the patterns of credit financing that exist. The hotel industry has been criticized for an over-consumption of energy and water and poor waste management practices for a long time (Gu, Ryan, & Chon, 2009).

Theoretically, it is meaningful to carry out this study in contemporary China by getting a clearer picture of hotel CSR, based on the premise that China’s hotel industry is on the path to privatization and globalization (Gu & Ryan, 2012). However, compared with those international hotel giants such as the top 10 hotel groups⁴, they are still left far behind on fulfilling their social responsibilities (蒋术良, 2009).

There are also more profound significances for doing such a study as Gu and Ryan (2011) concluded. First, the hotel industry plays a major role in China’s current economy policy to boost domestic consumption and international service trade. Second, the hotel industry, compared with other sectors, is arguably the most open to western culture and business practices (Gu & Hobson, 2008). Third, hotels can be deemed to form a ‘micro world’ in China where the emergent middle class meet each other and people from overseas, and where employers require staff to make decisions in their own right - situations different from conventionally less flexible and hierarchical Chinese managerial practices (Moore & Wen, 2006).

Therefore, within a dual context of both domestic and international contexts, studying how hotel CSR develops in China and their customers’ expectations and reactions to CSR policies can, to a certain extent, lead to better understanding of what needs to be done to enable Chinese hotels to effectively compete for an international business and travel market.

⁴ <http://www.hospitalitynet.org/news/4060119.html>

Thesis Structure

In total, this thesis contains eleven chapters, and a summary of each chapter is described as follows:

Chapter 1: Introduction

This chapter first introduces the back ground in which this research originated, thus the fast development status of the Corporate Social Responsibility movement in China, and the increasing notion of CSR from both academic and practice fields. Afterwards the research purpose and significance are described followed by a summary of each of the following chapters. In the end, a structural flow diagram is drawn to show the general outline of this thesis.

Chapter 2: The Evolution of China's Hotel industry

This chapter will describe China's hotel business practice following a chronological sequence with its focus on the past three decades. Although the history of the modern hotel industry in China is not as long as its counterparts in the west, China is today one of the most flourishing hotel markets on a global scale, and is still growing. The second part of this chapter will introduce hotel customers' choice preferences in China, which are actually the psychological foundation of the purchase intention.

Chapter 3: Hotel CSR Practices in China

This chapter will give a brief introduction of the CSR practices initiated by both international and national hotel giants in China. By carrying out a detailed comparative study of these hotel groups' websites, this chapter will firstly reveal the general differences existing between practices of international and national hotel groups based on the information that these websites provide. The

second section of this chapter will introduce several representative CSR best practices carried out by these hotel giants by adopting a case study orientation.

Chapter 4: Literature Review

First, this chapter will review the general history of CSR literature from its beginning dated back to early 1900s to the latest literature in recent years, and the limitations and future direction of this field will also be discussed. Then the second section will review how CSR influences customer purchase intention with its focus on the complexity of such influence, and similar studies carried out in China as the context are additionally emphasized. The third section of this chapter will introduce the hotel CSR research from various perspectives, for example, those of customers, employees, management, and community with an emphasis on the impacts of CSR on guest behaviors.

Chapter 5: Research Methodology

This chapter will start with the discussion of basic philosophical considerations of this thesis, which decide and justify how this research was conducted. After examining the philosophical assumptions, research methodology and specific research methods adopted will be also discussed. After the methodological discussion, this chapter will then explain how the research design, which contains the research questions, research model, hypotheses and measuring variables, is developed. The final part of this chapter will talk about the approach of data analysis and issues that may be caused by ethical problems.

Chapter 6: The Qualitative Stage of the Research

This thesis adopts a mixed methods research methodology. In short, qualitative research was initially carried out to inform the second stage comprising of a quantitative study. The purpose of this chapter is to describe this initial stage.

Chapter 7: The Quantitative Stage of the Research: Initial issues of Design Integrity

This chapter will initially describe the sequence and sections within the questionnaire. It will also analysis the responses to the open-ended questions incorporated in the questionnaire. Following this the sample's characteristics will be described, and the main descriptive statistics for the scales items are provided. This then proceeds to testing the reliability of the scales using the conventional alpha and split-half tests.

Chapter 8: Reliability and Validity

The main purpose of this chapter is to examine the reliability and validity of the data collected in terms of the construct of the research model, in other words to check if the dataset can be regarded as reliable and valid through statistical and theoretical analysis. Generally speaking, the better the reliability and validity of the dataset is, the more accurate and objective results this thesis will generate.

Chapter 9: Role of Socio Demographics

This chapter will attempt to discover the influence of socio-demographic variables on hotel customers' perception of hotel CSR performance, the hotel's efforts on promoting the concept of CSR, hotel expertise, and to what degree the customers are satisfied with products that hotels offered under the influence of CSR. Additionally, whether these socio-demographic variables are significant in terms of customers' future purchase intention will be examined as well. Independent sample t-test and one-way ANOVA will be used accordingly.

Chapter 10: Market Segmentation

The purpose of this chapter is to divide Chinese hotel customers into several sub markets according to the theory of market segmentation. Three phases are

contained in this thesis: first, a cluster analysis will be carried out based on customers' perception of hotel CSR practices during their last hotel stay, followed by the identification of each cluster. Secondly, a discriminant analysis will be adopted to reveal significant CSR variables that mostly distinguish these clusters. Third, cluster profiles will be described with the help of cross tabulation by using chi-square test.

Chapter 11: Determinants of Hotel Choice: A Composite Analysis

Approach

This chapter will further unveil how hotel choices of Chinese customers are determined by using a combination approach. To be specific, roles played by customers' attitudes towards hotel CSR policies and socio-demographic variables in customers' decision-making process will be examined. Technically, a composite method of multiple and multinomial regression analyzes will be undertaken to test whether attitudes towards hotel CSR are influenced by variables like age, gender, monthly income, marital status, occupation and education, and to what extent do both attitudes and socio-demographics significantly influence hotel customers purchasing decisions. Afterwards, a structural equation modeling will be carried out to test and improve the research model that this thesis proposes, and finally the hypothesis proposed will be tested.

Chapter 12: Conclusion

This chapter concludes the study and which will summarize the current findings, as well as offer recommendations for future study and hotel practitioners. The main findings obtained from this research will be first described, followed by the discussions of managerial and marketing suggestions. After that, the contribution of this study to the literature of hospitality research will be presented. In the end, limitations of the current study will be discussed, and then recommendations for future direction will be provided as well.

Conclusion

This first chapter presents a general outline of this thesis, which targets an understanding of how Chinese hotel customers make a purchase decision as to which hotel to select with reference to the role of their perceptions of a hotel's CSR policies. As Lee and Qu (2011) pointed out, in spite of the increasing popularity of CSR studies in recent years, the role of CSR, especially how it influences customers purchase behavior in the hospitality industry from a general perspective has rarely been studied, not even to mention in the context of China, where CSR is just an emerging topic. The process that informed the thesis is shown in Figure 1.2. It follows a conventional sequence of commencing with reading the pertinent literature, analyzing that literature to inform an initial qualitative stage which in turn informs the construction of the questionnaire. That was first tested in a pilot study, and minor modifications were then made to the questionnaire. The final stages relate to the implementation of the questionnaire, the analysis of the results and finally a discussion about those results. The questionnaire was also based on 13 hypotheses and these are listed and discussed on page 126 of the thesis. The research questions cited above gave rise to 13 hypotheses, thee being:

H₁: The degree of expertise that a hotel is perceived to possess has a positive impact on guest repeat purchase intention of hotel products or services;

H₂: Hotel guest satisfaction has a positive impact on repeat purchase intention of hotel products or services;

H₃: Perceived CSR publicity has a positive impact on guest perception of hotel expertise.

H₄: Perceived CSR publicity has a positive impact on hotel guest satisfaction;

H₅: The employment component of hotel CSR has a positive impact on guest perceptions of hotel expertise;

H₆: The employment dimension of hotel CSR has a positive impact on guest satisfaction;

H₇: Hotel CSR guest awareness has a positive impact on the guest's perception of the degree of expertise that a hotel possesses;

H₈: The standard of performance on the guest dimension of hotel CSR policies has a positive impact on guest satisfaction;

H₉: The environmental dimension of hotel CSR has a positive impact on guest perception of hotel expertise;

H₁₀: The environmental dimension of hotel CSR policies has a positive impact on guest satisfaction;

H₁₁: The community dimension of hotel CSR has a positive impact on guest perception of hotel expertise;

H₁₂: Community dimension of hotel CSR has a positive impact on guest satisfaction;

H₁₃: Customer perceived CSR publicity has a direct positive impact on guest intention to repeat a purchase of hotel products or services.

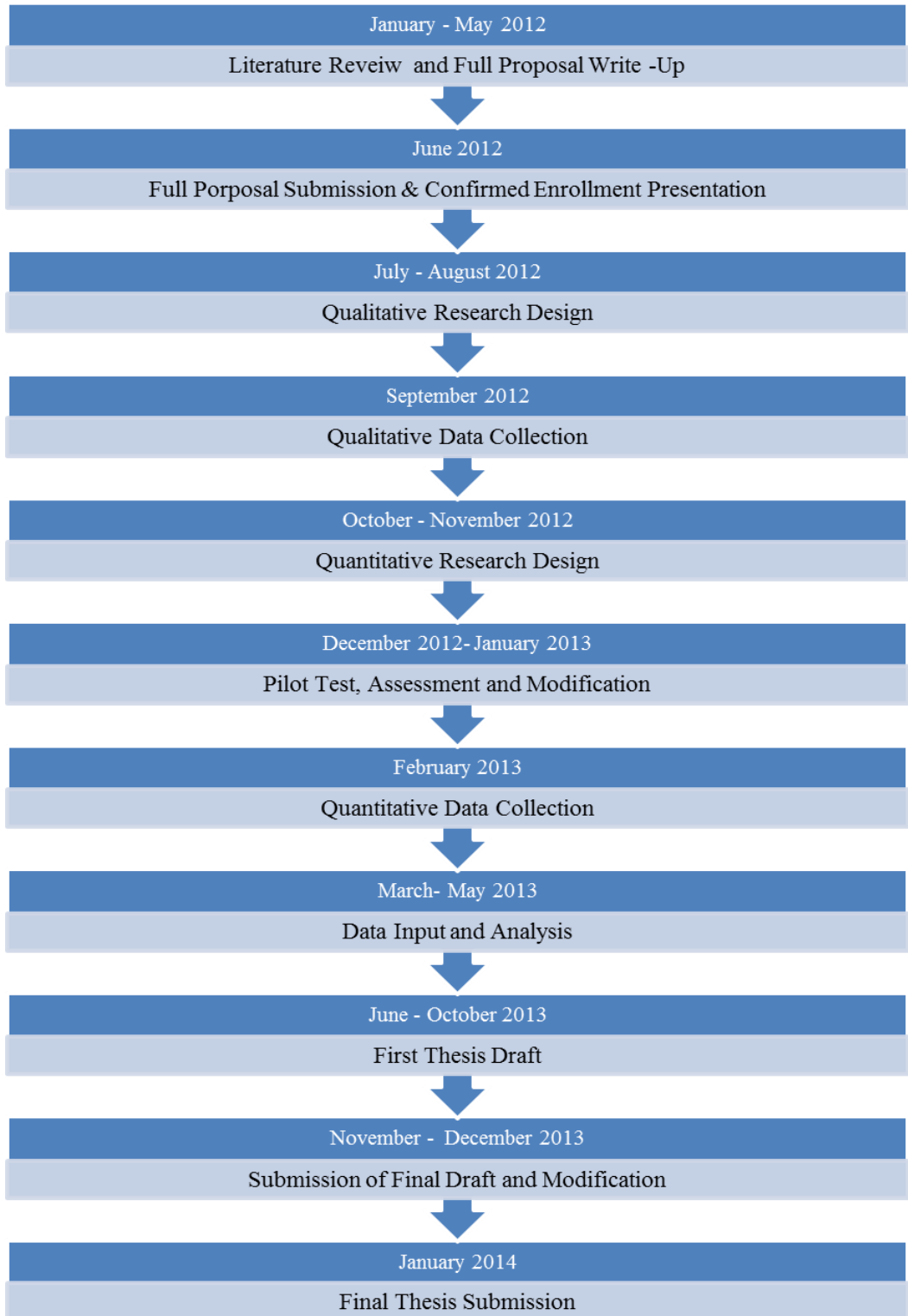
The justifications for these hypotheses will be provided in the sequence described in Figure 1.2 in that they emerged from the literature, a small case study and the qualitative research stages to inform the construction of the questionnaire.

However, as described subsequently in the thesis, the testing of these hypotheses were not fully supported, and indeed as described the qualitative stage itself caused doubt about the propositions when it emerged that CSR concerns were not at the forefront of the respondents – a sample of hotel guests.

The implications of this and the impact upon the results are discussed in chapter twelve.

It is hoped that the results of this thesis will also have managerial implications for hotel practitioners in China, and marketing suggestions can be derived from these results to help promote the concept of hotel CSR and create a better hotel social image. Additionally the results can serve as a benchmark from which future studies can assess to what degree progress has been made over time as to the importance of CSR policies for hotel guests.

Figure 1.2 the Structural Flow Diagram of This Thesis



Chapter 2

The Evolution of China's Hotel industry

Introduction

This chapter introduces China's hotel development from a historical perspective with its focus on the recent thirty years. Although the history of the modern hotel in China is not as long as its western counterparts, China is currently one of the more prosperous hotel markets in the world, and is still on a high growth track (Du, 2012). The second part of this chapter introduces the subject of hotel customers purchase preferences in China, which form the psychological foundation of the purchase intention under CSR influence, and thus need to be reviewed with reference to CSR policies.

It should be noted that the evolution referred to in this chapter relates to the numbers of properties available, and that management issues and CSR practices are dealt with in the following chapter.

Overview of China's Hotel Industry before Modernization

The history of China's hotel industry can be dated back to the Spring and Autumn and Warring States Period, thus around 2700 to 2400 years ago. Hotel historians normally consider that there were major developments of the "guest house" business (the term hotel was not used then) in the Tang, Song, Ming and Qing dynasties. State-owned guest houses were built along the major post roads to meet the needs of governmental and military messengers, and private-owned guest houses also emerged as a result of post roads development (Daming, 2008). The colonial western powers introduced the second stage of the hotel business to China in the late nineteenth century after the Second Opium War and

a slow development commenced after that, which encouraged the Chinese bourgeoisie to invest and build their own hotels in major cities such as Beijing, Shanghai, Nanjing and Guangzhou. The architecture of those hotels is a combination of Chinese traditional and western styles. They also tried to apply western management theories and practices to their daily management. In the same period many guest houses of varying sizes were built and historical records show that the total amount of such guest houses along the railway routes reached more than 1000 in number (Daming, 2008; 吕建中, 2009).

Between 1949 when the New China was founded and 1978, there were actually no hotels in a modern sense existing in mainland China. In the early 1950s, all the hotels previously owned by Chinese private businesses and citizens such as China, Oriental, Yangtze and International Hotels were taken over by the government as a state-owned property and ran under the management of foreign affairs departments or similar governmental departments to accommodate international guests. Some new big hotels with the name “provincial guest house” were also built in capital cities of each province to accommodate senior government officials and international guests who were on governmental missions. Apart from the few grand hotels in major cities, most hotels around the country appeared in the form of state-owned small or medium sized “rest houses”, which could only provide very limited services with out-of-date facilities. From an ownership standpoint, those rest houses normally belonged to different government departments and were akin to being subordinates of government administrative organizations (YanJun & Ming, 2011).

Recovery Phase: 1978-1988⁵

After the Third Plenary Session of the 11th Central Committee of the Communist Party of China in 1978, China started to implement its

⁵ The definition of these Phases were drawn from *Development Report of China Hotel Industry*, 2010 CTA

Open-and-Reform Policy which attracted a growing number of inbound tourists, who could not wait to explore the ‘mysterious’ journey into China. Yet those tourists encountered some difficulties of accommodation because of the severe shortage of international standard hotels.

One example that vividly depicts the shortage of hotel rooms back then was when, in 1979, two tourist groups from overseas visited Beijing, but were unable to find any vacant hotels in which to stay overnight. The National Tourism Administration (NTA) had to call for the help of an air force transport plane to send these tourists to a near-by city and then flew them back to Beijing to continue sightseeing the next day (袁宗堂, 2001). Another similar example is that tourists visiting major tourist cities like Xi’an or Gulin even had to stay overnight in a conference room or the stage floor of a university auditorium. This, no doubt, caused serious complaints from tourists. At the same time, the provincial governments of Jiangsu, Tianjin, Shanxi, Guizhou and Guangdong also decided to open their provincial guest houses to overseas guests. Such government policies did, to a certain extent, relieve the severe shortage of hotel rooms in this period.

In 1982, the grand opening of China’s first joint venture and joint management hotel- Jianguo Hotel- marked a milestone of a large-scale introduction of foreign capital and management in the building and management of hotels. Private and government capital also began to invest huge amounts of money on constructing new hotels. The construction of those hotels, to a great extent, relieved the pressures due to the shortage of hotel rooms. Due to the booming inbound tourism and relative shortage of rooms and bed spaces, those hotels quickly achieved very satisfactory rates of return that encouraged further investment.

With the fast development of China’s tourism industry, the ownership and management system of the previously state-owned hotels began to also change.

In a process of privatization many hotels changed from being dependent state institutions to being financially independent enterprises, and such a demutualization laid a solid foundation for the enhancement of future management practices. At the same time it laid the foundation for the continuing state control of hotels not wanted by the private sector, which meant a long period of upgrading and reclassifying of hotels over decades by the State run hotel companies such as CYTS (YanJun & Ming, 2011).

From the perspective of management, this phase witnessed a change in hotel management from that of an under developed guest house type to modern international hotel norms (Zonghui & Ronghui, 2011). Advanced international hotel management theories and best practices were introduced, combining with improvements in the physical state of China's hotels. From a view point of marketing concept evolution, this phase remained in a production supply stage, as the continually increasing numbers of inbound and domestic tourists perpetuated a relative shortage of both hotels and bed paces.

Fast Growth Phase: 1989-1999

After ten years of initial growth and development, China's hotel industry went through a period of harsh transformation. Due to the events of Tiananmen Square in 1989 which led to temporary economic sanctions against China being adopted by western countries, the numbers of inbound tourists dropped sharply from 1989 to 1991. This three-year period of economic sanctions put a halt to the development of China's hotel industry, which for the first time suffered a period of uncertain revenues. For some major tourist cities, the occupancy rate of hotel rooms declined to an average level of 40% or even less, while the growth rate in the number of new hotels fell dramatically from 21.5% in early 1989 to 9.83% in 1990, and then to a new low of 9.28% in 1991. At the same

time uncertainties as to domestic political and economic directions restrained growth in domestic demand⁶.

In 1992, Chairman Deng made his southern tour and gave his famous speech about the difference between socialism and capitalism, which brought a new tide of social and economic reform. China's economy was then subsequently given the go-ahead to transform itself from a planned economy to a socialist market economy. The data are summarized in Figures 2.1 and 2.2.

From that point until very recently China entered a new era of fast economic growth for much of the period other than in 1997/8 for the reasons described below. Additionally with the end of foreign economic sanctions, inbound tourist numbers rebounded and grew again leading to a new high for hotel occupancy rates and increased room rates. In this period of the 1990s and into the first decade of the twentieth century many new construction projects commenced in real estate, training centers, retail development and office building that often featured hotel development, which reached a new annual growth rate of 20% after 1996⁷.

However this rate of development outstripped the then available professional guidance on siting and marketing these new hotels, partly because the NTA itself lacked expertise and the legislative framework to control these developments. Due to this lack of professional guidance, the hotel business was changing from a seller's market to a primitive buyer's market where discounted pricing became the main means of attracting business. Although the whole hotel industry generated more revenue than ever, the operating margin fell over a series of years. This was not aided in 1997 by the Southeastern Asian financial crisis, which almost brought down the economies of Southeastern Asian countries such as Thailand and which also affected China deeply. China's hotel

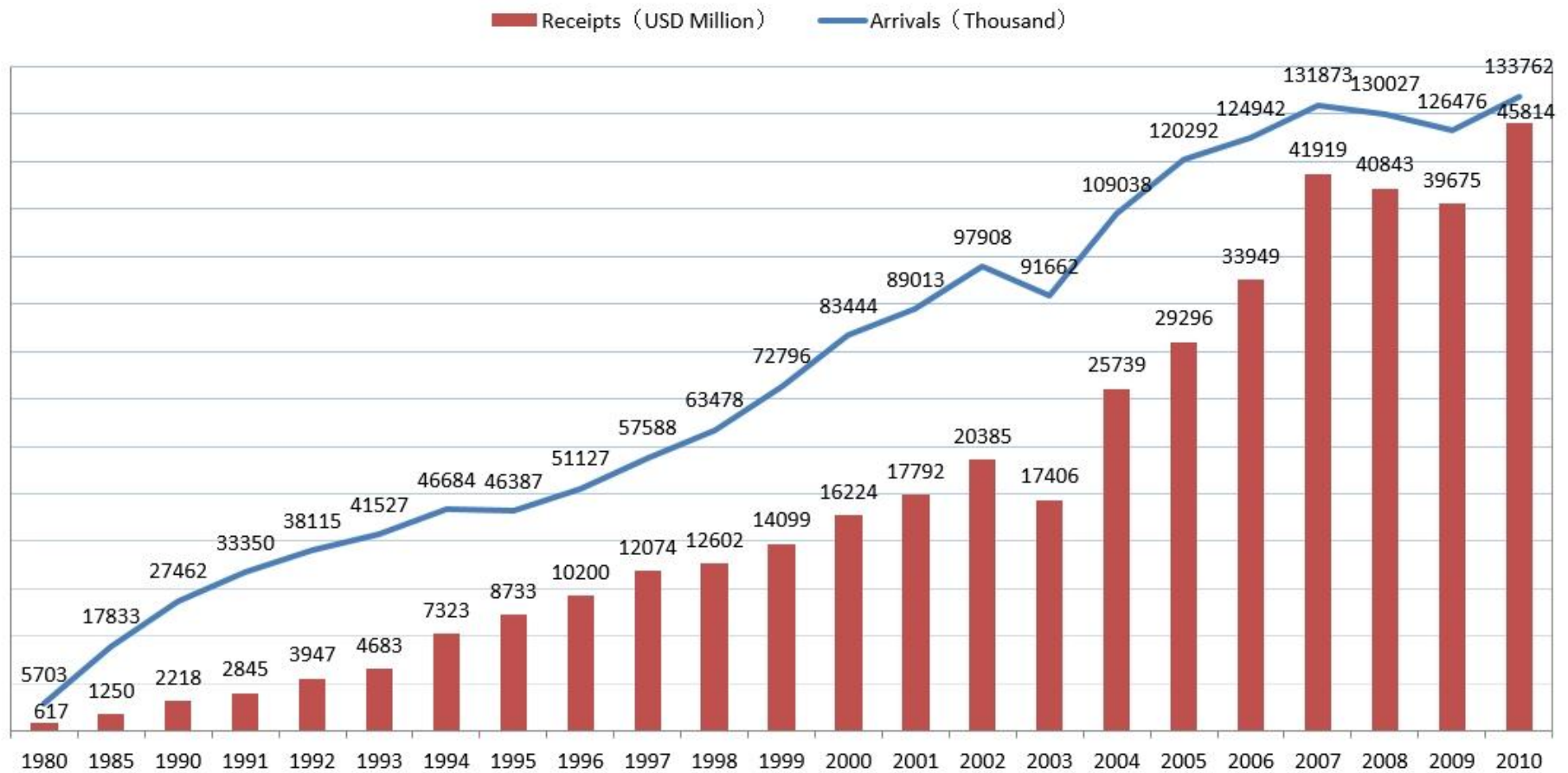
⁶ http://www.cnta.gov.cn/html/zh/index_3.html

⁷ http://www.cnta.gov.cn/html/zh/index_3.html

business suffered an operational loss almost across the whole industry, especially for the older deteriorating properties and new high-cost grand hotels financed by private capital⁸.

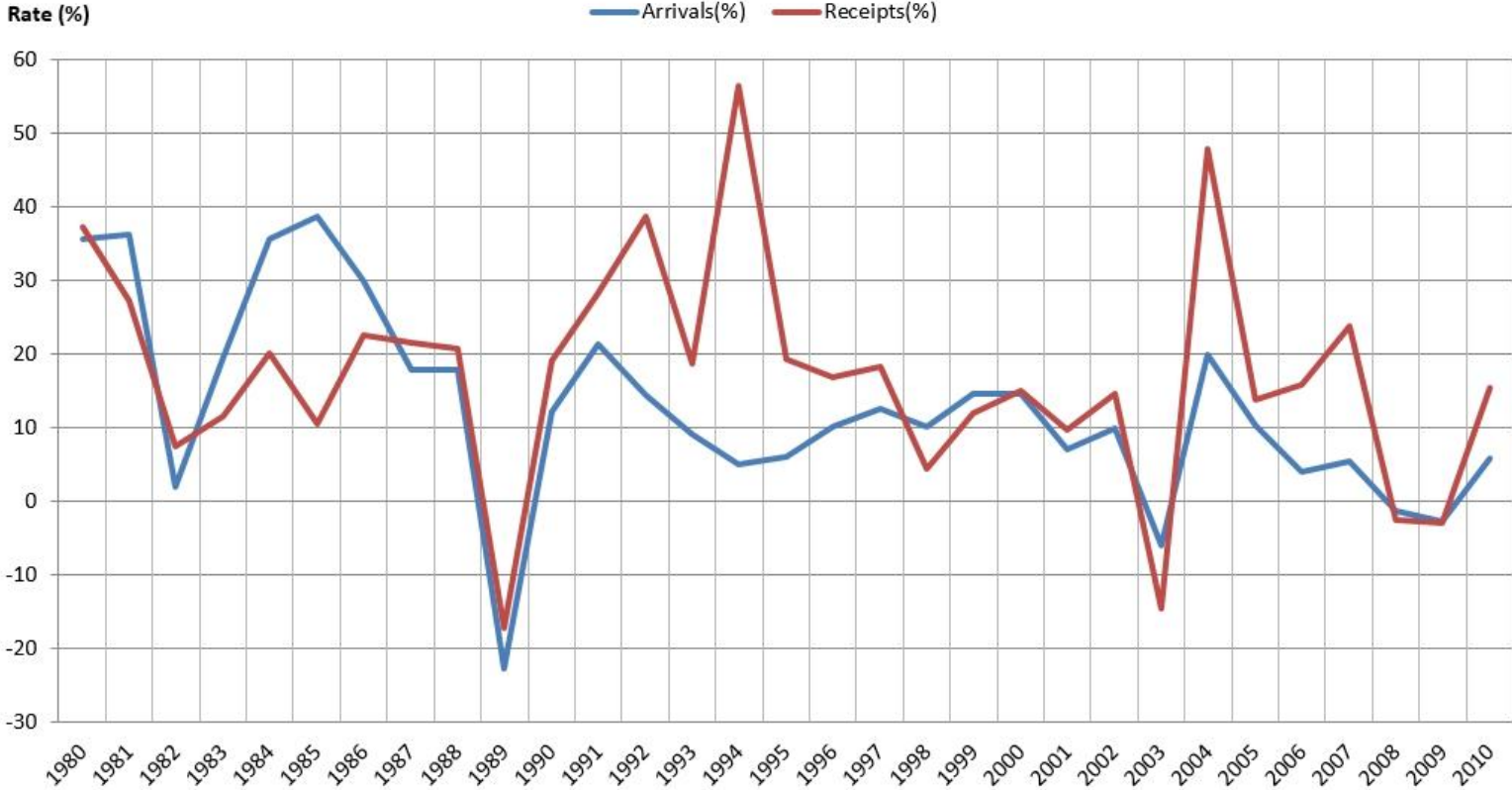
⁸ http://www.cnta.gov.cn/html/zh/index_2.html

Figure 2.1 Annual Visitor Arrivals and Tourism Receipts from 1980 to 2010



Source: The 2011 Yearbook of China Tourism Statistics by CNTA

Figure 2.2 Annual Growth Rates of Inbound Tourists and Tourism Receipts from 1980 to 2010



Source: The 2011 Yearbook of China Tourism Statistics by CNTA

In this phase, after two decades of continued construction of new hotels, the previous state of a shortage of hotel rooms no longer existed and the relationship of supply and demand changed profoundly. Indeed even the least economically developed Chinese western provinces now possessed their own top grade hotels, albeit often for reasons of local politicians' self-aggrandizement.

Increasing market competition also forced hotel owners and managers to change their modes of management. Adjustments and refinements to internal management systems, enhancements to service levels and upgrading hotels became the means by which hotels obtained a competitive edge. Marketing departments were established and started to play a major role in daily management, which in itself indicated that the era of ignoring customer needs had ceased to exist. Standardization, normalization and modernization became the popular trend for China's hotels' management, and laid out the foundation for future property and chain development.

Another important achievement during this phase was that CNTA started its star-rating campaign across the whole industry, which meant hotel construction and management had to conform to certain requirements to maintain a given star grade. The first star level hotels were rated in 1989, and this initiative greatly helped to improve management at that time. This also showed that the national tourism administration was changing its emphases from increasing the number of hotels to the standardization and improvement of management (CTA, 2012).

Steady Development Phase: 2000 and Afterwards

From this period of continuous fast economic development and flourishing domestic tourism and with the commencement of the new century, China's hotel industry has entered a new steady development phase and is approaching a stage

of maturity. A market orientation has emerged combined with internet access and a segmentation of hotel clientele as business, vacation, and local customers along with overseas and domestic tourists. After the temporary recession in 2003 caused by the SARS (Severe Acute Respiratory Syndrome) epidemic, China's hotel industry has boomed again. All the top international hotel management groups have expanded their business to include China, intensifying the fierce competition among hotels and the various patterns of ownership. It is noteworthy that the expansion of these leading international hotel groups also brought advanced management ideologies and best practices, and to some extent, they have helped the growth and maturity of Chinese domestic hotels by establishing benchmarks against which domestic chains measure themselves.

One of the new features of this phase is the change of major investment and ownership from government or state-owned companies to privately owned companies, and such conversion of ownership has stimulated hotel investment. Gu and Ryan (2012) have described the emergence of significant Chinese hotel chains such as Jin Jiang Hotels which is now ranked as the 13th largest hotel firm in the world. Not only are these domestic firms growing in size, but many have strategically positioned themselves in different market segments through branding. For example, Jin Jiang Hotels has developed five brands to capture different travel motivations and lifestyles: Jin Jiang Hotels, Marvel Hotels, Jin Jiang Inn, Bestay Hotel Express, and Magnotel. Chinese companies have also moved into the budget hotel sector that has been generally avoided by the international hotel chains, and in 2011 the major groups were Home Inn (如家) with 931 properties, Green Tree Inn (格林豪泰) with 611 hotels, Han Ting (汉庭) with 603 hotels and 7 Day Inn (七天) with 454 hotels. They also noted that the Chinese hotel companies are about to go international and are moving into a period of merger with and acquisition of foreign owned hotel chains. For example one of the major outward investments was that of Shanghai-based Jin Jiang Hotels in 2009 when it joined U.S.-based Hotel Acquisition Company to

acquire Interstate Hotels and Resorts in the U.S. valued for approximately US\$309 million in a 50/50 joint venture. The merger included the subsidiary of Hotel Acquisition Company, Thayer Lodging Group, Jin Jiang Hotels, and Interstate Hotels and Resorts. Such an acquisition clearly gave Jin Jiang Hotels immediate access to the North America lodging markets as well as knowledge sharing in all aspects of hotel and resort management.

The confidence of the Chinese hotel industry is perhaps well symbolised by the Shanghai Tower J-Hotel Building, which at 128 stories will be the tallest hotel in the world. Gu, Ryan and Yu (2012, p. 63) write:

Having 258 rooms between the 84th and 110th story and the reception on the 101st floor this is joint project between the US Thayer Lodging Group and Jin Jiang, but symbolically it represents the confidence of the Chinese hotel industry as it moves into the 21st century. Opening in 2014 the hotel will seek to combine modern luxury and Chinese traditional culture, and will be managed by Interstate Hotels and Resorts Company Ltd as the flagship of Jin Jiang's new upmarket luxury brand. The building will be 632 meters in height and is designed by Marshall Strabala, the designer of the Burj Al Arab hotel. The building may be said to signify much about the recent development of the Chinese hotel industry. It involves the best of international design, international (notably American) involvement and finance, and the incorporation of traditional Chinese culture as a statement about China to its guests. It has arguably a linkage that is both international and traditional, a fusion between the traditional and the modern world that is forward looking, confident and daring. These might be the terms used to describe China's hotel industry at the commencement of the second decade of the 21st century.

In this current phase of development, the role of the CNTA has been important in determining directions for the industry. These efforts can be seen from the

several modifications of the star-rating standard and the publication of *Tourist Hotel Industry Standard* by China Tourist Hotel Association⁹.

By the end of 2010, the total number of star rated hotels in China is 13991 and 11779 of them had submitted their 2010 financial statements as required by local provincial tourism administrations. A brief summery retrieved from these statements is listed as follow (CNTA, 2011):

Table 2.1 Development Status of Star- Rated Hotel in China by 2010

Ownership & Star-Rating	Hotel number	Rooms (1000)	Beds (1000)	Occupancy (%)	Revenue (billion)	Tax (billion)	Capital Assets (billion)
By ownership							
Total	11779	1476.4	2566.4	60.28	212.266	11.136	454.677
Domestic Funded							
State-owned Enterprises	4179	533.2	951.1	60.53	76.015	3.822	179.956
Collective-owned Enterprises	494	50.8	92.6	58.79	6.164	0.332	13.493
Cooperative Enterprises	254	28.9	52.3	60.23	3.422	0.182	7.428
State Joint Ownership Enterprises	11	1.4	2.5	55.03	0.147	0.008	0.418
Collective Joint Ownership Enterprises	19	1.7	3.0	61.24	0.127	0.007	0.308
Joint State-collective	9	1.1	2.0	57.18	0.128	0.007	0.398
Other joint Ownership Enterprises	5	0.3	0.6	61.23	0.045	0.002	0.028
State Sole Funded Corporations	367	56.5	91.5	63.06	10.728	0.579	19.518
Other Limited Liability Corporations	1246	178.2	305.3	59.98	25.197	1.389	50.556
Share-holding Corporations	575	80.4	140.3	60.69	11.533	0.614	23.175
Private Enterprises	1492	120.4	214.48	59.16	11.327	0.638	21.053
Private-funded	383	36.1	60.1	60.74	4.284	0.241	5.818

⁹ Retrieved from CTHA website: www.ctha.com.cn/

Enterprises							
Private Partnership Enterprises	1514	173.3	303.1	60.22	19.960	1.090	33.471
Private Share-holding Corporations Ltd	172	23.4	41.4	56.81	2.155	0.119	4.597
Other Enterprises	522	59.1	100.8	58.92	7.592	0.415	14.719
Enterprises with funds from Hong Kong, Macao and Taiwan							
Joint-ventures Enterprises	147	38.7	59.8	60.16	9.679	0.487	24.976
Cooperative Enterprises	34	9.2	13.9	62.03	2.666	0.126	3.993
Enterprise with Sole Investment	74	16.0	26.0	61.82	4.058	0.206	10.314
Share-holding Corporations Ltd	24	5.0	8.3	55.10	1.197	0.061	2.614
Foreign Funded Enterprises							
Joint-venture Enterprises	114	27.7	43.5	62.55	7.366	0.385	18.875
Cooperation Enterprises	47	12.9	19.6	59.08	3.329	0.167	5.823
Enterprises with Sole Funds	77	18.0	28.1	61.54	4.290	0.216	11.074
Share-holding Corporation Ltd	20	3.8	5.9	63.69	0.858	0.043	2.007
<i>by star-rating</i>							
Total	11779	1476.4	2566.4	60.28	212.266	11.136	454.677
5-STAR	545	200.1	302.8	60.40	62.712	3.322	150.348
4-STAR	2002	405.0	677.4	61.79	72.635	3.732	153.597
3-STAR	5384	613.9	1103.4	60.16	61.114	3.257	119.875
2-STAR	3636	247.3	463.7	58.35	15.436	0.805	30.058
1-STAR	212	10.0	19.1	50.06	0.368	0.020	0.798

Source: The 2011 Yearbook of China Tourism Statistics by CNTA

Another important initiative has been the establishment and popularization of the Green Hotel standard. CNTA (2007) claimed that saving natural resources, protecting the environment and offering a safe and healthy service is the future direction for China's hotel industry to realize the harmonious development required by the Chinese state. It initiated the National Green Hotel Standard in 2007¹⁰ in order to encourage hotels to develop environmentally friendly management, to offer green services, and create a green consumption

¹⁰ Retrieved from <http://www.standardcn.com/>

environment to both customers and hotel employees. This standard consists of seven major dimensions, which include green design, safety management, energy efficiency management, cost reduction management, environment protection, health management and green publicity. The details are shown in Table 2.2.

After ten years of recovery in the 1990s and another ten years fast growth in the 2000s, China's hotel industry has made huge gains in both quality and quantity since the new millennium, and is seemingly on the right track to comprehensive development.

Hotel Customers' Purchase Preferences in China

Choice Preference of Accommodation Types

A survey was carried out by CNTA in 2008 which examined both hotel choice preferences of inbound tourists and domestic travelers. A subsequent report revealed that inbound tourists' interest in staying in a hotel was rising gradually over the years immediately prior to the report, and this was compensating for a reduced interest in staying in private apartments or other types of accommodation during the same period (CTA, 2010).

For example, in 2008, 71% of the inbound tourists chose to stay in hotels, and only 10.4% would have liked to rent a temporary apartment. There were also 14.4% of inbound tourists who stayed in private houses or apartments, and the remaining 4.2% stayed in mobile homes like a trailer house, yacht, RV or cheap guest houses. It is noted that specifically among all the inbound tourists, 73.4% of the foreigners and 73.9% of Taiwanese compatriots preferred staying in a hotel, and both levels are higher than those of tourists from Hong Kong (51.9%) and Macau (62.2%). This phenomenon could be explained by the fact that tourists from these two places normally have more social connections in mainland China who can offer them accommodation

while travelling. Another fact is that 94.8% of group packaged tourists would choose to stay in a hotel, which is much higher than independent free travelers (FIT), of whom 60.7% preferred a hotel (CTA, 2010).

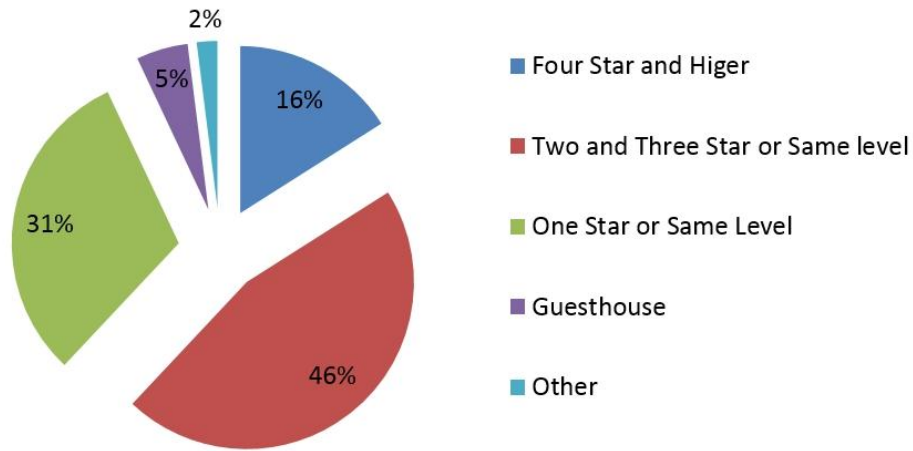
It might be thought that the higher star rated hotels would be the first choice of inbound tourists visiting China, who are commonly regarded as coming from relatively more developed countries. However, according to a survey of tourist satisfaction undertaken by the China Tourism Academy in 2009¹¹, two and three star hotels or similar accommodation were actually the choices of most inbound tourists, and these were then followed by hotels rated with more than four stars. It does seem that because of safety or hygiene concerns, inbound tourists normally choose not to stay in the lower graded guesthouses or other similar types of accommodation.

Differences can also be found when it comes to China's domestic tourists.

Because of the strong traditional social connections and close family ties of Chinese, most of China's domestic tourists would choose to stay in a relative's or friend's home, and hotels are only a second choice (CTA, 2010). Nevertheless, continuous data observation has revealed that the percentage of domestic tourists choosing to stay in a relatives' or friends' home is dropping in recent years for various reasons, and a gradually increasing number of domestic tourists have preferred to stay in hotels, and CNTA (2008) anticipated that in the short future the latter percentage was going to exceed the former.

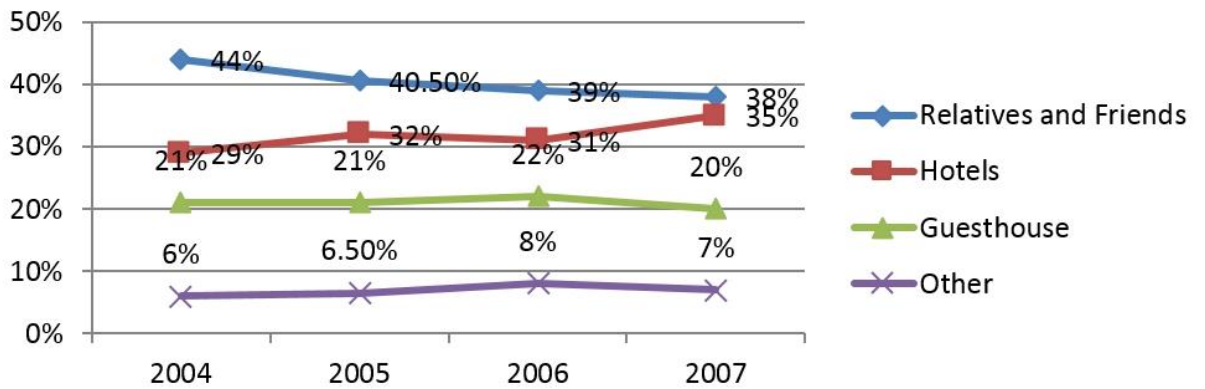
¹¹ <http://www.ctaweb.org/>

Figure 2.3 Accommodation Types Chosen by Inbound Tourists



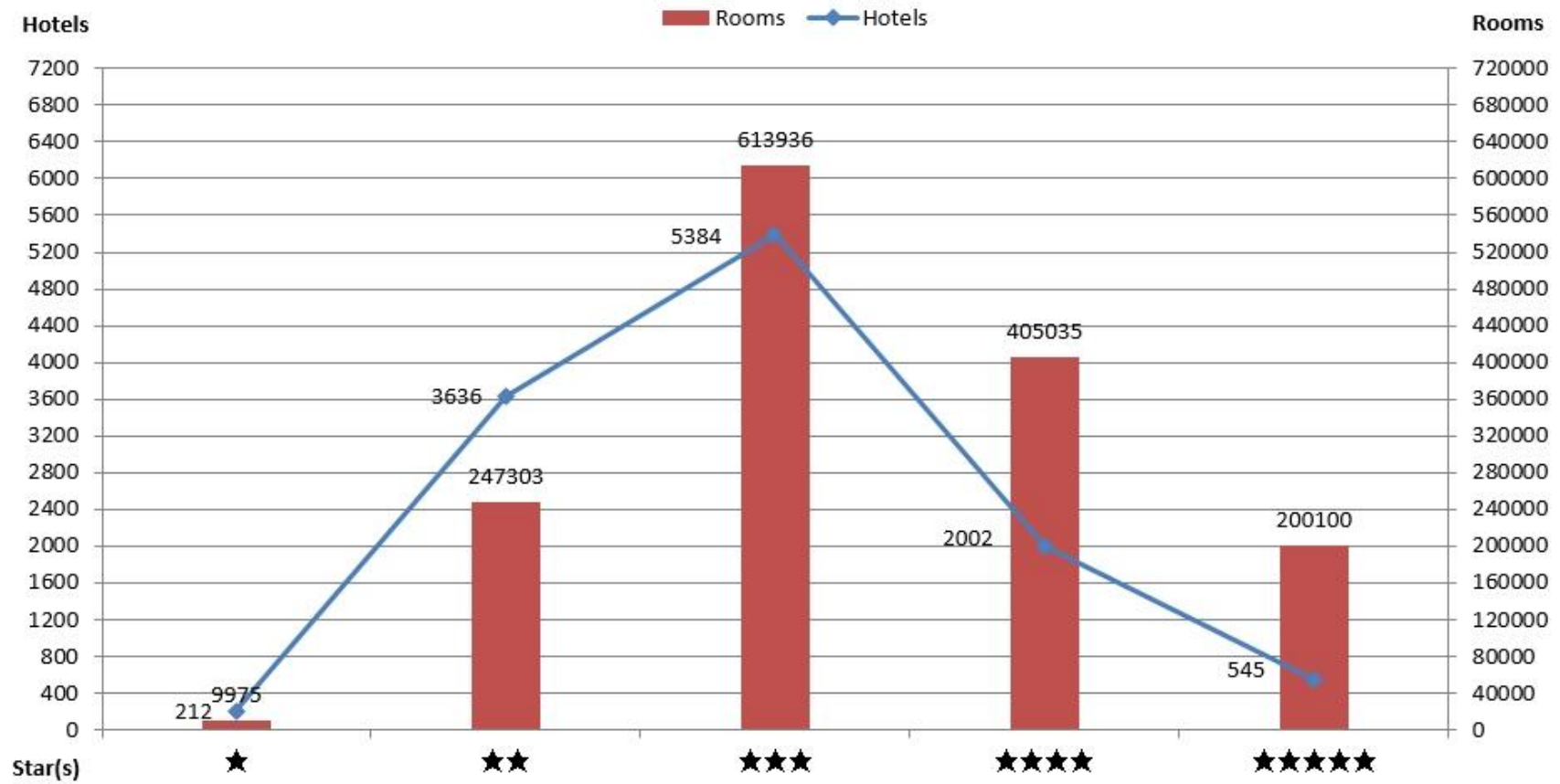
Source: 2010 Development report of China Hotel Industry by CTA

Figure 2.4 Changes of Lodging of Domestic Tourists from 2004 to 2007



Source: 2010 Development report of China Hotel Industry by CTA

Figure 2.5 Number of Different Star-Rated Hotels & Rooms of 2010



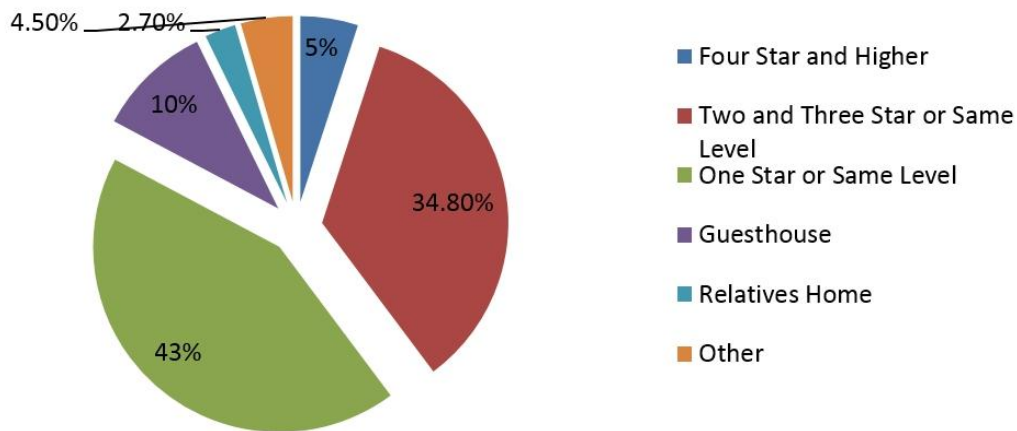
Source: The 2011 Yearbook of China Tourism Statistics by CNTA

Table 2.2 Framework of National Green Hotel Standard

Green Design	Safety Management	Energy Efficiency Management	Cost Reduction Management	Environment Protection	Health Management	Green Publicity
be congruent with local nature, culture and bio-diversity.	Have comprehensive fire control system.	Quota management of water, electricity, gas, coal and oil.	Reduction in the usage of disposable product.	Comply with national and local pollution law, reach zero emission goals.	Set up no-smoking room or floor.	Marketing and promotion of green hotel concept.
Do no damage to the local environment.	All areas are covered by a monitoring system.	Have regular check and maintenance of energy consuming equipment.	Reduce the change of linen at customer request.	Introduce advanced environmental protection equipment and technology.	Clean and neat interior decoration, furniture and bedclothes.	Marketing practices to encourage guests to use a green hotel.
Comply with space and energy saving.	Have quality and effective gas and smog detector.	Introduce advanced energy-saving equipment and technology.	Simplify the package of room product.	Waste classification and recycle. Hazardous waste management.	Have plenty of natural light and available adjustable light.	Good feedback from society, and relevant media report.
Take the best use of natural light.	Prepare and practice backup plan for urgent accident.	Take the best use of recyclable and renewable energy.	Use bigger containers for body wash and shampoo.	Take the best use of organic chemicals and fertilizers.	Adjustable temperature, humidity between 40 %-65%.	Green hotel policies supported by guests.
Take the best use of heat insulation, and noise reduction material.	Have a well trained staff with fire control and food safety knowledge.	A temperature over 26°C in summer and under 20°C in winter.	Reduction in office paper usage and promote paperless office.	Take the best use of local plants indoor and outdoor.	Good ventilation system and air-cleaning equipment.	Occupancy rate of green hotel should be higher than regular hotel.
Use environmentally - friendly and safe construction material.	Possess safety equipment, warning signs and protection methods.		Have a proper waste management plan.		Sound proof door, window and wall, quiet room.	Hotel to offer help to promote green idea to the whole of society.
Take the best use of renewable energy.					Provide clean water, and Indoor healthy plants.	
Control and reduce pollution discharges.					Anti-slippery bathroom.	

Source: www.chinahotel.org.cn/lbfd/

Figure 2.6 Lodging Types Chosen by China's Domestic Tourists 2009



Source: 2010 Development report of China Hotel Industry by CTA

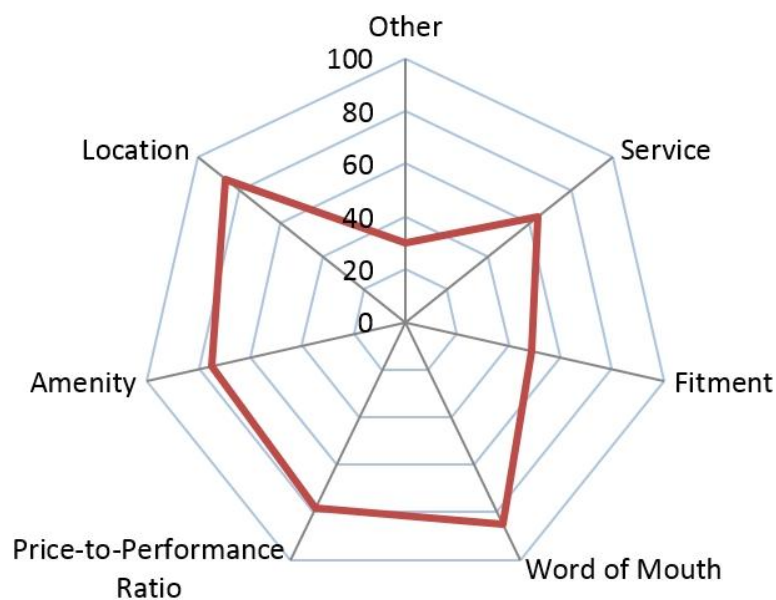
Due to the differences of personal incomes and currency exchange rates, although a mass tourism era has already come to China, when compared with inbound tourists China's domestic tourists who stay in a hotel normally prefer cheaper ones, for example, one star or budget hotels. Two and three star hotels only come as the second choice, and only a very small group of domestic tourists are capable of affording high end hotels rated with more than four stars. Overall, the hotel choices made by China's domestic tourists are still based on income constraints and China's general economic status. It is also worth noting that customers' spending on hotel rooms has been representing a smaller proportion of total travel expenditure over time (CTA, 2010)

Choice Preference of Hotels

Traditionally, geographical location, room rate and word of mouth are deemed to be the primary factors affecting the purchase intention and actual behavior of hotel customers, but with the diversification of hotel types, an increasing number of customers will also be affected by other factors such as the quality of service, hotel culture, chain branding and image, loyalty membership plans and web page accessibility.

With the innovation of online fuzzy searching technology, customers can easily find their preferred hotels of various types by simply typing in some key words. For example, in China, customers are now enjoying the convenience of choosing hotels in terms of multiple standards, and thus location, price, customer rating and comments, promotion package, brand and availability of Wi-Fi or broadband Internet can be found on most major online booking websites (Ctrip.com, Qunar.com, eLong.com, mangocity.com and taobao.com) and have become key factors in making a purchase decision. However, it is noted that hotel's social responsibility policies such as environmental friendliness, community relationship and employment policy remain unimportant in guest choice. According to the China Tourism Academy's research in 2009, the major factors affecting domestic tourists' hotel choices were geographical location, surrounding amenities, and service level and condition or room fittings. It is also noted that price itself is in itself not as decisive as it was previously, and price-to-performance ratio is now one of the major influential factors in determining hotel choice.

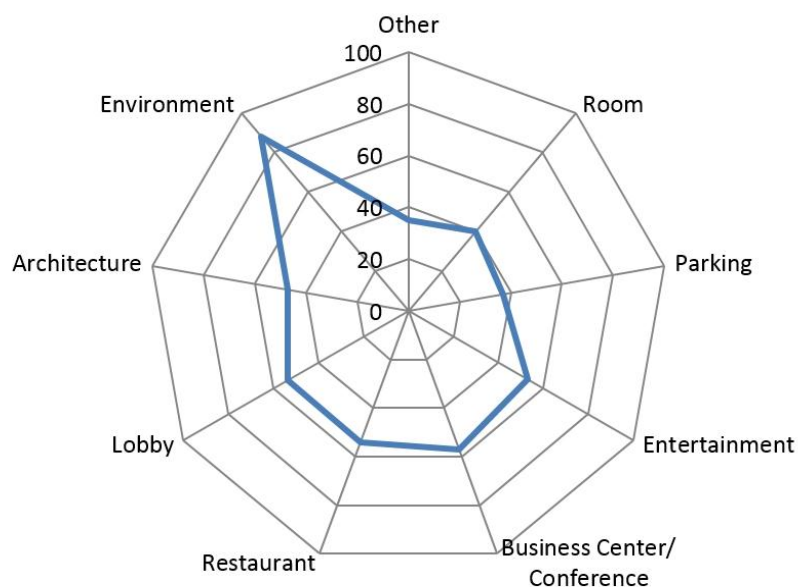
Figure 2.7 Major Affecting Factors of Hotel Choice In China



Source: 2010 Development report of China Hotel Industry by CTA

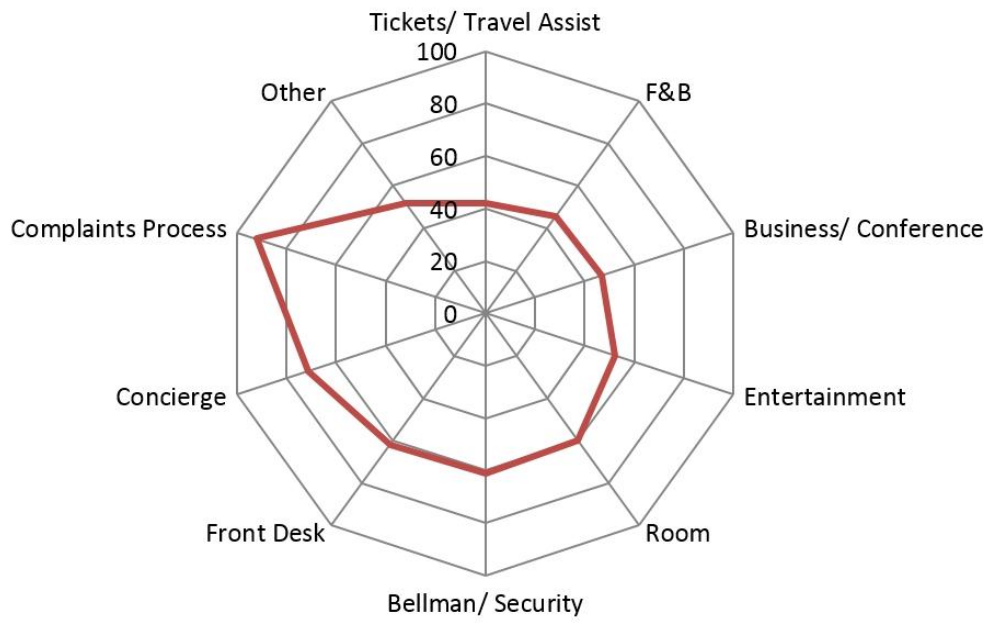
Once customers choose the required location, they would like to pay attention to general hotel facilities and services, room fittings and services. For example, lobby design and decoration, parking convenience, entertainment facilities, conference capabilities, restaurant variety, TV and Internet connection, comfort and size of bed, front desk efficiency, concierge service, room quietness, temperature and humidity control are all pertinent considerations. Hence these options can all be possible decisive factors when it comes to the choice of hotels. In the same research done by CTA (2010) it was noticed that among these factors, hotel environment, room temperature and humidity, usage of daylight and natural ventilation, room quietness and hotel environment are also part of the evaluation criteria of the National Green Hotel Standard, and can be deemed to be part of the general framework of hotel social responsibility in terms of providing good quality and price effective policies for clientele (汪勤, 2008). These and other variables are shown in Figures 2.7 to 2.11, all of which are derived from work undertaken by the China Tourism Academy (2010) in its research on guest perceptions of hotels.

Figure 2.8 Customer Attentions on Hotel Facilities



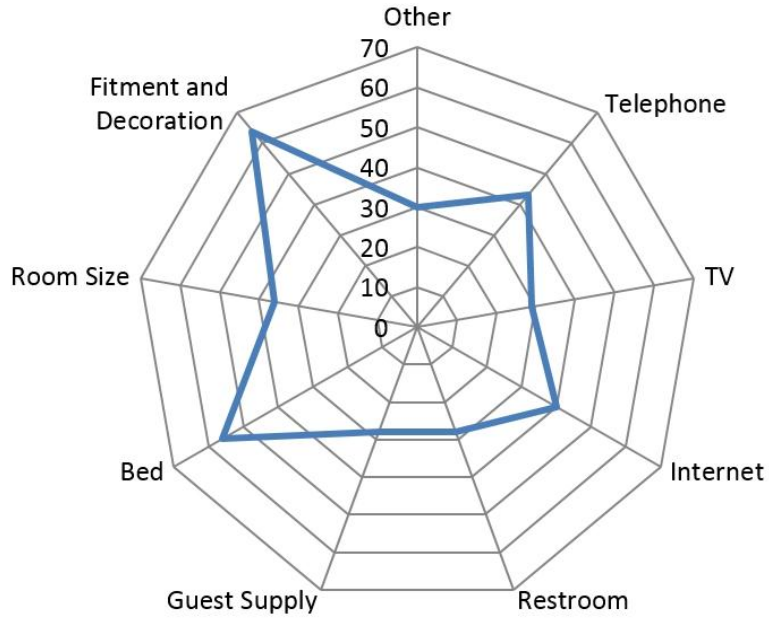
Source: 2010 Development report of China Hotel Industry by CTA

Figure 2.9 Customer Attentions on Hotel Services



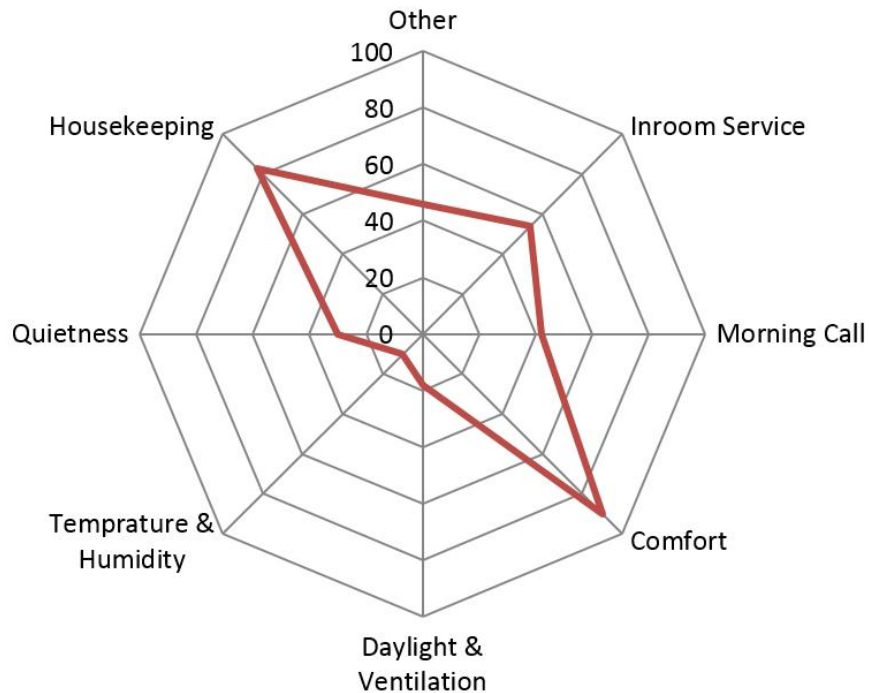
Source: 2010 Development report of China Hotel Industry by CTA

Figure 2.10 Customer Attentions on Hotel Rooms



Source: 2010 Development report of China Hotel Industry by CTA

Figure 2.11 Customer Attentions on Hotel Room Services



Source: 2010 Development report of China Hotel Industry by CTA

Conclusion

This chapter started with the evolution of China's hotel industry with its focus on its modern development after China's open-and-reform policy. Afterwards a general psychographic profile of hotel guests in respect to purchase intention was described based on the data issued by China Tourism Academy and China National Tourism Administration.

It is noted that by adopting results from previous research (Daming, 2008; 吕建中, 2009; Yanjun & Ming, 2011), this thesis divided the overall development of China's modern hotel industry into three major phases in terms of the quality, quantity and management transition of available hotel properties, thus recovery phase (1928-1988), fast growth phase (1989-1990) and steady development phase (2000 and afterwards). Each phase was marked by different characteristics, the first when tourism was restricted and primarily associated

with political policies, the second with the acquisition of foreign exchange and the third with the development of a consumer society and as part of the policy of China becoming a global citizen.

From the review of China's modern hotel development, it is learned that the hotel industry in China has become a modernized service industry which has come to be assessed by international best practices in a short two decades. After entering the new millennium, pressures from increasing operational costs and the maturity of hotel customers' acknowledgment of environmental issues and human rights are, it is suggested, becoming the major drivers behind the hotel CSR movement, which will be described in the following chapter.

Chapter 3

Hotel CSR Practices in China

Introduction

This chapter introduces the CSR practices initiated by both international and national hotel giants operating in China. It does so with a detailed website comparative study, which reveals the general differences existing between international and current Chinese practices. The second section of this chapter introduces some representative CSR best practices carried out by these hotel giants by using a case study orientation. The chapter thus commences with the observed behaviours of hotels as evidenced by web sites, and proceeds to the theoretical constructs that inform the research design.

A Websites Comparative Study

The award won by the Beijing China World Hotel for its low-carbon conference project in the Most effective Social Responsibility Events of the Year in the 7th China PR Professional Annual Summit marked a milestone in China's hotel industry's efforts in promoting a socially responsible image. However, compared with other economic sectors, the understanding of the CSR concept and the implementation of actual policies in China's hotel industry are mixed in terms of management patterns. There are obvious general differences in the CSR aspects existing between hotels managed by international groups and those managed by China's national hotel management groups. In order to find the degree of these differences, a study was carried out by the researcher that analyzed the websites of the 2010 world top 10 hotel management groups which have businesses in China and China's national-branded world top 100 hotel management groups.

Table 3.1 a Comparison between CSR Modules of Chinese Websites of World Top 10 Hotel Groups and China' World Top 100 Hotel Groups¹²

Name of Hotel Group	2010 World Ranking	CSR Module	CSR Related News Releases	Home Page Visibility	Language of CSR Module/ News
InterContinental Hotels Group PLC	1	Yes	Yes	No	English
Marriott International	2	Yes	Yes	No	English
Wyndham Worldwide	3	Yes	Yes	No	English
Hilton Worldwide	4	Yes	Yes	No	English
Accor SA	5	Yes	Yes	No	English
Choice Hotels International	6	No Chinese Website			
Starwood Hotels & Resorts Worldwide	7	Yes	Yes	No	Chinese
Best Western International	8	No	Yes	No	English
Carlson Hotels Worldwide	9	No Chinese Website			
Hyatt Hotels Corp	10	Yes	Yes	No	English
Shanghai Jin Jiang International Hotel Group	12	No	Yes	No	Chinese
Home Inns & Hotels Management	13	No	Yes	No	Chinese
7 Days Group Holdings	23	No	Yes	No	Chinese
China Lodging Group	25	No	Yes	No	Chinese
Shanghai Motel Chain	36	No	No	No	None
Shangri-La Hotels and Resorts	38	Yes	Yes	No	Chinese
HK CTS Hotels Co. Ltd	44	No	Yes	No	Chinese
Jinling Hotels & Resorts	49	No	Yes	No	Chinese
Green Tree Inns Hotels Management Group	52	No	Yes	No	Chinese
BTG-Jianguo Hotels	56	No	Yes	No	Chinese
HNA Hotels & Resorts	78	Yes	No	Yes	Chinese
Narada Hotel Group	99	Yes	No	Yes	Chinese

¹² The content of this table were compiled by the researcher through comparison of the listed websites.

The findings of this study are categorized in Table 3.1. From the table we can tell whether each hotel has a CSR module or CSR related news release on its official website. Another important indicator (the visibility of CSR modules or news releases on website front page) was also checked. In the final column there is a communication or language indicator to assess the communication of the hotels' CSR policies or related news in terms of their international significance.

From Table 3.1 it is seen that seven of the 2010 world top ten hotels have established CSR modules on their official websites, and they actually update their media or press modules regularly with CSR related news. However, the online CSR module and news related pages of the seven hotels could only be found in the secondary or even tertiary pages by clicking on links like "About Us" or "Corporate". In other words, the home page visibility of CSR issues is zero. It is also noted that most of the CSR modules or news related sites are actually linked back to those hotel groups' global central websites that only offer information in English, with the only exception being Starwood. Another hotel management group (Best Western International), does not have a CSR module, but does offer CSR related news releases, but still only in English. Although this phenomenon does not mean that those six hotel groups undertake at best only limited CSR or related activities in China, it does show that they are currently paying less regard to these aspects and to local Chinese cultural norms. The remainder of the top 10 hotel groups (Choice Hotels International Inc. & Carlson Hotels Worldwide) still lack a Chinese website, and are not included in this discussion.

Compared with their western counterparts, China's national hotel practitioners have paid even less attention to online CSR web pages. Only three (Shangri-La Hotels & Resorts, HNA Hotels & Resorts, and Narada Hotel Group) of China's national-branded world top 100 hotel management groups have integrated CSR modules on their official websites, but it is noted that Narada (world ranking 99) and HNA (world ranking 78) have placed its CSR module on their homepages, and are the only two of the 22 hotel groups to have done this. Although the

remaining nine Chinese hotel groups do not possess specific CSR modules, news updates related to CSR can be seen regularly from the media or press modules of their websites except for the case of the Shanghai Motel Chain Co. Ltd. It is not surprising that the news items are all in Chinese for few of these hotels have businesses overseas and almost all their CSR activities are related to domestic affairs.

Hotel CSR Best Practices in China

Although the previous study unveiled, to some extent, the extent to which the major hotel management groups pay regard to their social responsibilities, a more in-depth research study into each hotel group is still needed to reveal the commonalities and differences among their philosophies, and their understanding of CSR and actual implementation. For this purpose a case study methodology is applied in this chapter. Four international hotel management groups (InterContinental, Marriott, Hilton and Starwood) are selected, the general CSR principles of these four hotel groups are then introduced and their best practices in China emphasized. For comparative purposes, two of China's national hotel groups (Shangri-La and Narada) are also selected and described.

InterContinental Practices

InterContinental set up a Corporate Responsibility Board Committee¹³ in 2009 which is in charge of developing their CSR strategy with help from key stakeholders that include guests and corporate clients, owners, franchise holders, local communities, employees, shareholders, suppliers, academic institutions, NGOs, governments and institutional stakeholders. InterContinental believes CSR creates value for their brands while helping to manage costs, drive revenue and being prepared for the future. They claim that acting responsibly also keeps them in tune with the thinking of key stakeholders, builds competitive advantage and strengthens their corporate reputation. InterContinental's CSR

¹³ <http://www.ihgplc.com/index.asp?pageid=719>

strategy is composed of two dimensions, the environment and community awareness and action.

Environment: In order to measure, manage and monitor hotel energy, water and waste, InterContinental invented *Green Engage*, an online sustainability tool available to all InterContinental hotels across the globe. In January 2011, *Green Engage* was awarded a LEED (Leadership in Energy and Environmental Design) endorsement by the U.S. Green Building Council (USGBC) and verified by the Green Building Certification Institute (GBCI). By the invention of *Green Engage*, InterContinental became the first hotel company to receive a LEED award for an existing hotels programme. InterContinental also initiated *Green Aware*, a classroom based training module to give their employees generic green training, as well as detailed instruction on how to use *Green Engage*. Additionally they also encourage hotel guests to behave responsibly. For example, they use signage, literature and front-of-house staff to draw guests' attention to the hotel's green efforts and encourage guests to participate. They also promote local sustainability shops, activities and alternative means of transport so that guests' environmentally conscious choices permeate into the surrounding economy.

Community: The community dimension of InterContinental's CSR system aims to create local economic opportunities through education, training and creation of employment opportunities. They worked with Harvard University and Business in the Community (BiTC) to establish IHG Academy, which is considered an innovative partnership that helps create local education and employment opportunities. The IHG Academy helps to ensure the future of their hotels in areas where skilled employees are hard to find and gives local people the skills and access to careers that they would not otherwise have. Until 2011, they only have IHG Academies in the UK and the USA, and will continue to expand to other countries. InterContinental also works with CARE International, one of the world's three biggest aid agencies, to develop the IHG Shelter Program to react swiftly and effectively to natural or man-made disasters. They are also involved with local communities in their own right through cash grants,

in kind donations and volunteer programs, and take the grassroots level activities as part of their annual evaluation of the hotels, which are used to gather and share best practices throughout the whole group.

In October 2011, InterContinental initiated its Social Responsibility Week campaign in Shanghai and the theme was “Keep the Disappearing City Memories” which meant that InterContinental wanted to enhance public awareness of local history and cultural heritage. The content of this campaign fell under InterContinental’s general CSR framework as described above. Details of this campaign can be seen from the following table.

Table 3.2 InterContinental Social Responsibility Week in China

Theme of CSR Practice	Campaign Dimensions	Hotel Info.	Campaign Details
Social Responsibility Week- Keep the Disappearing City Memories	Community	Qiandao Lake InterContinental	Organizing a tour to watch local drama which started from Ming Dynasty for hotel guests.
		Shenzhen OCT InterContinental	Leading employees to Dapeng Ancient City for a protection campaign.
		Hong Kong InterContinental	Organizing a tour for local orphanage children to visit Hong Kong Everglade Park. Making story card about this park for guests who are children.
	Environment	Shanghai InterContinental	Using waste shampoo bottle, tooth brush, pencil, soap and water bottle cap to make a Shanghai Gate style building. Inviting artist to make a hat by borrowing from the local cultures of eight Chinese cities where InterContinental have businesses.

Marriott Practices

Marriott’s CSR strategy comprises of three major parts: business values, environment and society. Like InterContinental, Marriott’s CSR activities in China also follow their own global social responsibility framework.

Business Value is the general Marriott philosophy of how do they do business. This philosophy expresses their attitude on human rights, ethical and legal issues, supplier relations and employee growth.

Business Value: Commitment to Human Rights. Marriott claims to support and respect the protection of human rights within the company's sphere of influence. This includes opposing such tragedies as human trafficking and the exploitation of children and the female labor force, and sexual harassment.

Ethical and Legal Standards: A Business Conduct Guide¹⁴ has been released to advise Marriott managers and associates on laws relating to antitrust, unfair competition, political contributions, abuse of purchasing power, commercial and political bribery, etc.

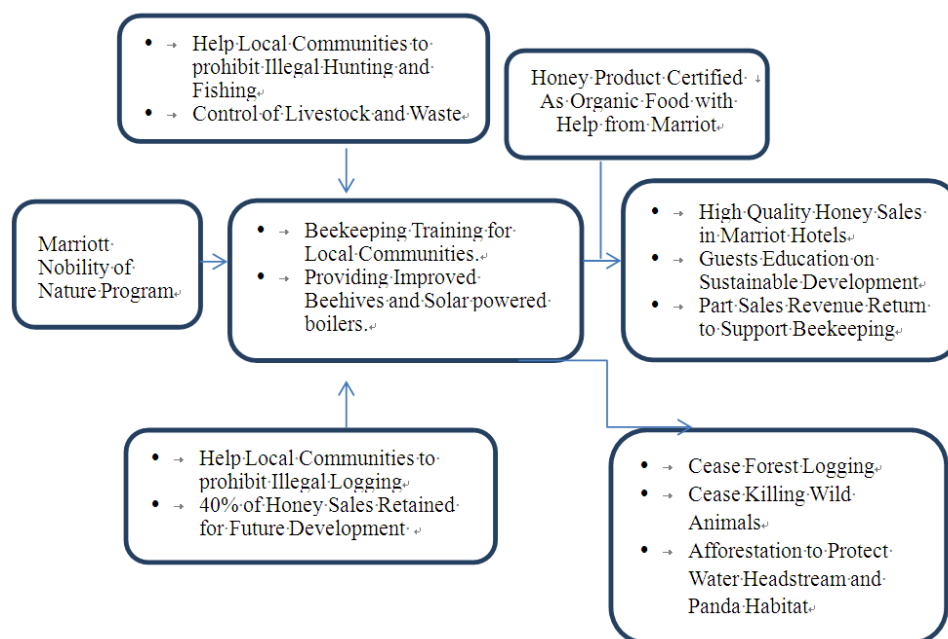
Working with Suppliers: Marriott expects its suppliers to uphold high ethical standards and follow all applicable laws. They think that adhering to these principles and doing business with those who do the same will help them maintain a competitive advantage.

Help Workforce Grow: On-the-job training and opportunities have been offered for personal growth and development throughout employees' careers. Every Marriott employee can receive up to 78 hours of training and 34 hours of professional development each year.

Environment: The corporate environmental responsibility of Marriott comprises reducing consumption, greening the supply chain, building greener hotels, engaging guests and associates, and innovative conservation initiatives. Globally, through a \$2 million commitment, Marriott has helped to preserve the endangered Brazilian rainforest in the Juma Sustainable communities.

¹⁴ <http://www.marriott.com/corporate-social-responsibility/corporate-responsibility.mi>

Figure 3.1 Model of Marriott's NNP in China



Development Reserve. In China, in collaboration with Water Fund, Marriott launched its highly-praised *Nobility of Nature* programme by donating \$500,000 for the rural communities of Pingwu County, Sichuan Province, in 2010. The *Nobility of Nature* program¹⁵ is composed of three parts: fresh water and forest conservation, panda and their habitat protection and support for the sustainable development of local rural

Society: By working with the International Tourism Partnership's Youth Career Initiative (ITPYCI), the J. Willard and Alice S. Marriott Foundation launched the Marriott Scholars Program in 2007, which grants \$500,000 annually to students pursuing degrees in hospitality management, hotel management, and food and beverage worldwide. In China, Marriott initiated a collaboration program with the Shanghai Institute of Tourism in the same year. The institute is in charge of enrolling students who will go to classes named the "Marriott Class". Marriott has worked very closely on curricula and internship design with the institute, and they also send senior managers regularly to give student up-to-date

¹⁵ http://news.xinhuanet.com/energy/2011-09/21/c_122066794.htm

lectures on hotel management. This programme is also part of its *Youth Development Project*, which aims at cultivating the students' international vision and practical working capabilities.

Hilton's Practices

There are four major dimensions of Hilton's CSR strategy, and they are cultural diversity, workforce growth, environmental sustainability and community relations.

Cultural Diversity: Hilton believes that each of their hotels should reflect their local heritage and culture, and they seek to create opportunities for the guests, employees and the general public to learn about local history, traditions and way of life. Supporting emerging economies, localizing food and beverage menu design and organizing local heritage tours are also part of their efforts to respect and protect cultural diversity. A good example of this is that in 2011 Hilton opened the Hilton Windhoek in Namibia, which is the first five-star hotel in this relatively under developed African country. Since 1998, Hilton has sponsored the U.S. Olympic and Paralympics Teams to reinforce an over-arching strategy of aligning with organizations that fosters the highest levels of personal achievement across a range of areas, including athletic, artistic, and professional performance.

Workforce Growth: Because of Hilton's international development, they value the diverse backgrounds and experiences of employees, and owners and suppliers are encouraged to foster an inclusive and supportive workplace. Competitive salary and benefits packages are offered to employees as well as access to the Hilton Worldwide University, Hilton's internal education programme, which includes courses ranging from management skills to personal development training. They also support hospitality education outside the hotels. For the external hospitality students, Hilton has established several hospitality scholarships and youth apprentice programmes, educating future qualified employees around the globe for a rewarding career in hospitality.

Environment Sustainability: Like InterContinental's *Green Engage*, Hilton designed its proprietary sustainability measurement system *LightStay*, which is a brand standard across their portfolio of hotels and helps improve hotel performance and profitability while decreasing their overall environmental impact. In 2011, Hilton claimed to have reduced by 6.6% its energy use, 3.8% of its water use, 7.8% of its carbon output and 19% of its waste output worldwide during the year of 2010¹⁶. They also claimed that all properties within their global portfolio of brands have achieved ISO 9001:2008 certification (Quality Management) and ISO 14001:2004 certification (Environment Management).

Community relations: Hilton strengthens its community's relations by employing local people, purchasing locally, providing educational programmes and supporting local tourism and hospitality development. Providing charitable contributions of food, shelter and clothing to underprivileged populations are also part of Hilton's efforts to enhance community relations. In China, a good example of Hilton's community relation strategy is the *Teaching Kids to Care* programme initiated in 2011. Employee volunteers from Hilton hotels have organized various activities for children from local communities. For example, the outdoor tours for children from the city welfare center is organized by Hilton Wuxi, and a charitable cookie contest, and botany class in Arbor Day for children from local schools is sponsored by Hilton Kunshan.

Preserving the unique history of their properties and also cultural and historic sites of surrounding communities is also within the range of Hilton's CSR framework. It is noted that in Shanghai, by using archival photographs and records, the Hilton construction team restored the former Shanghai Headquarter of the *British Gentlemen's Club* following the principle of "Restoring the old as the old", and modified it's Waldorf Astoria Shanghai on the Bund, which has served as an important focal point for hotel guests, tourists and the local community to learn about Shanghai's historic past.

¹⁶ <http://www.hiltonworldwide.com/corporate-responsibility/sustainably/action/>

From a human rights standpoint, Hilton has been committed to uphold human rights principles and prevent child trafficking and exploitation from taking place in their hotels. In 2011 Hilton signed the *Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism*. However ironically during the special operation of Chongqing Municipality to crush gangs¹⁷ in 2010, Hilton Chongqing was involved in illegal crimes of prostitution, drug selling, arms transactions and disturbing social order, and several of its stakeholders and senior managers were investigated and found guilty. This hotel was shut down for nine days by the city police bureau for a thorough ‘management rectification’. Also, according to the relevant rules of hotel star-rating standards, the National Tourism Hotel Star-rating Committee canceled the five star designation of Hilton Chongqing temporarily for their illegal activities. This scandal, to some extent, has caused a very negative impression of the Hilton CSR image in China.

Starwood’s Practices

Compared to other international hotel groups, Starwood’s CSR policy is relatively simpler and only has three components, namely diversified development, community commitment and environmental sustainability.

Diversified Development: Realizing the fact that 53% of their employees and suppliers are people of different ethnicities dispersed throughout 92 countries, Starwood established its Corporate Diversity Council in 2002, run by senior leaders from the Starwood global headquarters. The Diversity Council has developed programs like *Minority Hotel Owner, Developer Program*, the *Managing Inclusion* course, *Global English Program* and the *Embracing Inclusion Program* to strengthen Starwood’s competitive edge in the multi-national workforce environment.

Community Commitment: Starwood implements its community commitment through their Global Citizenship team which focus on key strategic areas including growth opportunities and responding to neighbors in need. For

¹⁷ <http://news.163.com/10/0620/20/69L82KFK0001124J.html>

example, child care is one of the foci of Starwood's community relations in China. From 2008 to 2011, Sheraton hotels in Hainan developed a series of child care activities, which included charity sales of work, celebrating Christmas Day and International Children's Day with children from local rehabilitation centers for disabled children. In 2011, Sheraton organized a charity jumble sale which opened to hotel guests and employees countrywide, and the funds collected were donated to the United Nations International Children's Emergency Fund (UNICEF)¹⁸ to support its development in China. Besides child care, food support to the disadvantaged group is also part of Starwood's community relationships concerns in China. For instance, before the Chinese Spring Festival of 2010, Sheraton Hohhot donated food to families with financial difficulties from the surrounding communities.

Starwood also developed a charitable giving program worldwide. Every year Starwood headquarters would invite a limited number of charity organizations with a national or international focus to apply for a grant. Strict screening rules ensure that these organizations use Starwood donations to achieve impacts in their focus area and to help people with needs.

Environmental Sustainability: Starwood tries to integrate leading environmental practices and sustainability principles into their core business strategy by working with the hotel investors, franchisees, suppliers and business partners. The aim of their environmental sustainability policy includes conserving natural resources, minimizing waste and pollution, enhancing indoor environmental quality, establishing and reporting on key environmental performance indicators and raising environmental awareness among their associates, guests and communities. In China, Starwood is also very active in carrying out its environmental sustainability policies. For example, in 2010, employees of Four Points under Starwood in Shenzhen organized a fashion show in which employees wore fashionable dresses made of recycled materials. In 2011, Sheraton Shanghai took part in the Earth Hour initiated by World Wide

¹⁸ <http://www.unicef.org/chinese/>

Fund for Nature (WWF). During the one hour long Earth Hour, they shut down the lights in hotel restaurants and lobbies and used candles instead. This has won the applause of hotels guests and employees of Starwood for its efforts of taking care of the environment.

Shangri-La's Practices

Shangri-La started its two years CSR strategy under the umbrella brand of *Sustainability in 2010* which includes five key areas: environment, health and safety, employees, supply chain and stakeholder relations. This campaign aims to properly educate its stakeholders, inspire and engage its employees, and enjoin its business partners and its members to align with local communities. The mission statement of its CSR strategy is to operate in an economic, socially and environmentally responsible manner whilst balancing stakeholders' interests. Two programs entitled *Embrace* and *Sanctuary* were developed to carry out its CSR strategy, and the *Embrace* program which aims at fostering community relations is currently Shangri-La's focus in China.

Embrace. Shangri-La launched *Embrace*, its care for people project in 2009 committing each hotel to a 10 to 15 year partnership with a chosen beneficiary organization such as a school, health center or orphanage to develop children's health or education programs. The entity must require resources that Shangri-La is able to deliver on, such as infrastructure support, fundraising, life skills training and even hotel apprenticeships. Yearly goals and targets are defined and at the end of ten to fifteen years the aim is to make sure that the children have finished higher education, been able to look after their own health and are ready for decent employment based on their own merits. Hotels are encouraged to look at running hotel skills training programs to encourage these graduates to work in the industry and secure a sustainable career for themselves.

In 2009, Shangri-La Wuhan used its skills in project construction, culinary and food safety to build a Love Kitchen for mentally-challenged children from the Wuhan Caring Rehabilitation Center. The Love Kitchen aims to provide simple

but healthy meals for the children, carefully crafted by the hotel's chefs. It also doubles as a learning hub for the centre's workers, who learned simple culinary skills from hotel chefs. The hotels also sent 15% of its staff as regular volunteers to fix water pipes, electronics and classroom and drainage facilities. Over the next ten years, the hotel aims to get 10 to 15% of the children eligible for normal schooling as a means to increase their capacity for independence.

In 2008, Shangri-La Changchun started to work with local communities and charity organizations like East Asia Economic and Trade Newspaper and German International School to reduce middle school students drop-out rates through the provision of basic education facilities. Since 2008, over 2,000 books and 50 desks and chairs have been made available to over 140 children and 2 teachers have been enrolled in the Changchun Teacher's Further Education Institute in July 2010. Furthermore, this project enticed groups like the Hutchison Whampoa Properties and various individuals from the German and Japanese communities to develop their own CSR project with the school. Starting with this initial success in the first year, the hotel has continued to upgrade the school's facilities such as an internet and multimedia learning centre, and has sustained students' after-school activities and teacher training and development.

Narada's Practices

Narada is a new company which only started in 2001, but it is noted that among all the hotel management hotels in China, Narada is the only one who placed the CSR module on its website front page. Compared with Shangri-La and other international hotel management giants, Narada has not established a systematic CSR framework, but its endeavor in this field has won much praise¹⁹. The core of Narada's CSR policy is The Narada Foundation which is a national non-public

¹⁹ <http://www.naradahotels.com/cn/Responsibility.aspx>

foundation established with the approval of the Ministry of Civil Affairs and managed by that Ministry²⁰.

The mission statement of Narada Foundation is to support civil welfare, and it focuses on social issues of China during the transition period by supporting extraordinary public welfare projects, facilitating the social innovation of civil organizations and promoting social equality and harmony. The *New Citizen Program*, *Disaster Relief Program*, *Ginkgo Fellow* and *Non-profit Incubator* are the four major parts of the current Narada Foundation²¹.

New Citizen Program: This programme aims at helping children of migrant workers in major cities like Beijing or Shanghai to have a better education. Narada planned to donate 200 million RMB to build 100 New Citizen Schools for these children from 2011 to 2015. By working with local schools, education institutions and charities, this program has consistent positive impacts in China²². Until February 2012, four New Citizen Schools have been built in Beijing and more are under construction.

Disaster Relief Program: In 2010, Narada Foundation donated 10 million RMB to establish the *Disaster Relief Fund* to help areas who are seriously affected by natural or man-made disasters. The feature of Narada's Disaster Relief is that it does not donate money to disaster affected areas, but instead they evaluate and give grants to local civil charity organizations and provide them with technical and operational support.

Ginkgo Fellow Program: This programme helps young Chinese who aspire to secure personal achievements and become leaders in various fields in five or ten years. They prefer to specifically help those who would like to devote themselves to charity development in China.

²⁰ <http://www.mca.gov.cn/>

²¹ <http://www.naradafoundation.org/>

²² <http://www.naradafoundation.org/xiangmujieshao.asp?cc=3>

Non-Profit Incubator Program: By partnering with Shanghai Pudding None-for-Profit Center, Narada started its *Non-Profit Incubator (NPI) Program*. This programme offers help on brand registration, operation grant and competitive edge development to start not-for-profit organizations that need help.

Conclusion

During the economic and political transitional period of China, a hotel that is responsible for the environment, customer and surrounding community arguably possesses a promising future (祁颖, 2011). So far, all top 10 international hotel groups have entered China, and this has caused a trend of internationalization of the domestic market competition. To some extent, it was the international hotel giants who brought the concept of hotel social responsibility to China, and in fact, those hotels have sharpened their CSR strategy into their core competitive advantages, and most have played very active roles in fostering environmental and community friendliness.

A series of conclusions can be drawn from the case studies. One obvious element that emerges is that all but one of the examples are drawn from companies based outside of China being based in the United States and Singapore/Hong Kong. Compared to these international giants, their Chinese counterparts are relatively weak in this field. The development of China's hotel industry has started only quite recently, and it may require time for a clear CSR strategy to evolve. Equally, the international hotels have in place international customer loyalty and care programmes and knowledge management systems that have given them advantages in customer and employee initiatives consistent with CSR policies, and this too is an area in which Chinese hotel companies have historically lagged behind.

The second conclusion is that the two examples from 'Greater China' tend to say more about community based actions when compared to their western counterparts, indicating a potentially slightly different approach. Ryan and Gu

(2009) describe various ‘best practices’ in the international hotel industry and in looking at examples such as Accor or Club Med it is notable just how much emphasis is placed on environmental issues and that these have equal status with community and employee programmes. In China, based on this albeit ‘sketchy’ evidence there seems to be slightly more concern with community based issues, and this will be explored in later sections of the thesis. However, based on data just released on a more recent survey of hospitality management in early 2014 Gu and Ryan have argued that the very bad pollution of the winters of 2012/13 and 2013/14 have prompted a renewed emphasis on environmental issues, and that this may reinforce the initial purposes of the *Green Hotel* initiative. This thesis will question this process on two grounds, the first being that it will suggest that CSR concerns are secondary to Chinese hotel guests, and second Chinese cultural values reinforce policies that are seen to be congruent with concepts of State sanctioned cultural harmony.

Given this, one implication for the subsequent survey is that references need to be made to both the communal and environmental aspects of CSR policies.

Nonetheless, as indicated above, a start has been made by the Chinese State and hotel industry. A key aspect in the future development of the hospitality industry lies in the Chinese concept of a socialist market with Chinese characteristics. One feature is the expectation that the Chinese government will provide clear patterns of leadership and expectation. This is evident in the emphasis given by the Chinese government to the *Green Hotel* initiative, and to managerial concepts such as the “Ten Principles” and the role of benchmarking against best international practice. Evidence of these initiatives has been shown by the willingness of the CNTA and others to finance research into adoption of these programmes, not only in the hospitality industry but the whole service industry.

Consequently at key point, it now seems pertinent to review the literature relating to CSR research, both internationally and in China.

Chapter 4

Literature Review

Introduction

First, this chapter reviews the general history of CSR research from its beginning prior to 1916 to the latest literature in the new millennium, and some limitations and future directions are also discussed. The second section reviews how CSR is thought to influence customer purchase intention, and indicates the complexity of this subject. Studies carried out in China are also noted. The third section of this chapter introduces research undertaken on hotel CSR policies from the perspectives of guests, employees, management and community with an emphasis on the impacts of CSR on customer purchase intention. The purpose of the chapter is therefore to provide a theoretical under-pinning that informs the research design and the consequent implementation of the research. Equally the literature helps to inform assessment of the findings.

The Evolution of Corporate Social Responsibility

A Literature Overview

It has been suggested that, as a research field driven by both theoretical and business practices, the study of CSR, has become one of the more prominent branches of management theory and it has made its mark as a specific field in management and business study. (Bowen, 1954; Carroll, 1979, 1999; CTA, 2012; Davis, 1960; De Bakker, Groenewegen, & Den Hond, 2005; Dodd Jr, 1931; Egri & Ralston, 2008; Garriga & Melé, 2004; M. D. P. Lee, 2008; Lockett, Moon, & Visser, 2006; O' Dwyer, 2003; Ramasamy & Yeung, 2009; Reich, 1998; Schwartz & Carroll, 2003; 郭洪涛, 2011; 刘海波, 2012; 罗俊辰, 2012; 史倩, 2011; 王佳, 2011; 肖瑞赞, 2012; 朱振, 2012; 左丽欣, 2011). Indeed it can be argued that the study of CSR has become firmly embedded in

the management sciences, and has been identified as a specific field within management as evidenced by a literature that has become an important sources of CSR references (Lockett, Moon, & Visser, 2006).

However, although the modern idea of CSR has been discussed by businessmen and academics since the 1950s, it is still hard to say that consensus has been reached in terms of the academic literature as to its nature. Thus far, in both the business and academic world, there still exists an uncertainty as to how CSR should be defined ((De Bakker, Groenewegen, & Den Hond, 2005). Jackson and Hawker (2001) even went further by claiming that “We have looked for a definition and basically there is none” (p. 15).

Bakker, Groenewegen and Hond (2005) suggested three views exist in the CSR literature in their study of the evolution of CSR literature of the past 30 years. These are:

- 1) The progressive view is that the CSR literature developed from a vague concept, through the clarification of central constructs and their relationships, to the testing of theory;
- 2) A ‘variegation’ view that the realization of progress in the CSR literature is obscured and is possibly being hampered by the continuing introduction of new constructs (Carroll, 1999; Mohan, 2003); and
- 3)The normative view, which means that little progress is to be made because of the inherently normative character of the CSR literature (Matten, Crane, & Chapple, 2003).

Results supporting both progression and variegation approaches are retrieved from their analysis. For the progression view, which this study adopts in this chapter, support is found in the increasing number of theoretical papers that inform debate (Gerde & Wokutch, 1998).

Early Stage

In fact, studies on corporate responsibility can even be traced back to the early 1900s. Clark (1916) is, according to the literature research, the first scholar who introduced the concept of corporate responsibility. Although he did not provide a definition of CSR, he used a combination of economic responsibility, business ethics and business responsibility to present an idea that has parallels with modern concepts of CSR. It is concluded from Clark's pioneer study that, in the early twentieth century, social responsibilities as a general idea had been widely accepted, but the concept of business responsibility had not yet penetrated more general business writings and practice (董进才 & 黄玮, 2011; 杜荣凤, 2011).

The debate about whether a corporate should assume social responsibility commenced when Berle (1930) of Columbia University stated that "all powers granted to a corporation or to the management of corporation, or to any group within the corporation, whether derived from statute or charter or both, are necessarily and at all times exercisable only for the ratable benefit of all the shareholders as their interest appears" (p. 1049). Dodd (1931), from Harvard, argued in his study when citing President Swope of GE that "Organized industry should take the lead, recognizing its responsibility to its employees, to the public, and to its stockholder, rather than that democratic society should act through its government" (p. 1155). The debate between Berle and Dodd lasted two decades and only stopped in the 1950s when Berle finally admitted that corporates should be socially responsible. This twenty year debate constituted a major influence on the study of CSR in the 1950s, although it was resurrected three decades later by the neo-liberal right as exemplified by the views of Milton Friedman.

1950s: Birth of Modern Era CSR Study

It is noted that though literature concerning corporate responsibility actually appeared in the early 1900s (Barnard, 1938; Clark, 1916; Kreps & Wright, 1940), from the standpoint of concept development, it makes sense to center a review of literature from the 1950s, and the publishing of *Social Responsibilities*

of *Businessman* by Bowen (1954). Based on the fact that the largest businesses were the nodal points of power and decision making and that the actions of these firms affected lives of the public in many ways, Bowen (1954) asked in his book, “What responsibilities to society should businessmen reasonably be expected to assume?” (p. xi). This question marked the beginning of the modern era of debate and study of CSR.

Bowen (1954) also provided the earliest definition of CSR: “It refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (p. 6). Carroll (1999) praised Bowen for his seminal work and assessed him as the “Father of Corporate Social Responsibility” (p. 270). In addition to Bowen, at that time, Eell (1956), Heald (1957) and Selekman (1959) also made important contributions to this field.

1960s and 1970s: Definition Growth and Maturity

Compared with the limited research on CSR definitions in the 1950s, the decades of the 1960s and 1970s were remarkable for the significant expansion and proliferation of the formalization and statement of CSR conceptualization (Abbott & Monsen, 1979; Backman, 1975; Bowman & Haire, 1975; Carroll, 1979; Davis, 1960, 1967; Davis & Blomstrom, 1966; Eells & Walton, 1974; Eilbirt & Parket, 1973; Fitch, 1976; Frederick, 196; Heald, 1970; S. L. Holmes, 1976; Manne & Wallich, 1972; McGuire, 1963; Preston & Post, 1975; Sethi, 1975; Steiner, 1971; Votaw, Sethi, Chatov, & Blumberg, 1973; Walton, 1967; Zenisek, 1979; 陈宏辉 & 贾生华, 2003; 陈永正, 贾星客, & 李极光, 2005; 崔新健, 2007; 段文, 晁罡, & 刘善仕, 2007; 李伟阳 & 肖红军, 2008).

Davis (Davis, 1960, 1967, 1973; Davis & Blomstrom, 1966) is one the more prominent academics in these two decades who undertook extensive work on CSR conceptualization, and is mentioned by Carroll (1979) as “the runner-up to Bowen for the Father of CSR designation” (p. 271). In 1960, Davis set forth his foremost definition of CSR in a journal article as “businessmen’s decisions and

actions taken for reasons at least partially beyond the firm's direct economic or technical interest" (Davis, 1960). In the same article, Davis insisted that the vague idea of social responsibilities can only be meaningful if put into a managerial context, and he introduced his famous "Iron Law of Responsibility" by saying that social responsibilities of businessmen must be proportionate to their social power. Steiner (1971) agreed with Davis's argument by saying in his book *Business and Society*, that "Business does have responsibilities to help society achieve its basic goals and does, therefore, have social responsibilities. The larger a company becomes, the greater are these responsibilities" (p. 164).

Another major contributor, Joseph McGuire (1963), provided a more precise definition of CSR by stating that, "The idea of social responsibilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations" (p. 144), and then he further explained these obligations should include the welfare of the surrounding community, education and well-being of employees and the wider society.

Although the idea of CSR gradually became advocated by most scholars, it is noteworthy that in the 1960s, a major controversy regarding whether corporates should assume social responsibilities was aroused by the future Nobel Prize winner, economist Milton Friedman, who made his famous objection to CSR by saying that "few trends could so thoroughly undermine the very foundations of our free society as the acceptance by corporate officials of a social responsibility other than to make as much money for their stockholders as possible" (Friedman, 1970). Interestingly, Friedman's view was opposed by another renowned economist, Paul Samuelson, who claimed that nowadays large corporations not only should engage in social responsibility, but should try do so on their own initiative (Samuelson, 1971).

In 1970 Heald published his book *The Social Responsibilities of Business: Company and Community, 1900-1960*, and in this book the author argued that businessmen's social responsibility could only be found meaningful when actual

policies and actions were taken. This is one of the first times that a scholar attempted to discuss CSR from a practical rather than normative level. It is noted that during this period, the rudiment of another important modern CSR study approach, the stakeholder, appeared for the first time in Harold Johnson's (1971) book *Business in Contemporary Society: Framework and Issues*, in which the author defined the socially responsible firm as "Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities and the nation" (p. 50). George Steiner (1971) is another prominent contributor who offered a further major breakthrough on CSR interpretation. Instead of defining CSR, he dwelled on the practical environment in which CSR policies were applied, and he further developed models and criteria for determining the social responsibilities of business.

Besides the attempts of scholars, contributions were also made in this period by non-governmental and governmental organizations. For example, the Committee for Economic Development (CED) in the US, which was composed of businessmen and academics, published *Social Responsibilities of Business Corporations* in 1971, which became the first discussion about the changing social responsibility construct from a practitioners' perspective. In this book, CED (1971) also made one of the earliest attempts at modeling the concept, and thus the "three concentric circles (TCC)" model was introduced to embrace a range of economic and social concerns to define social responsibility.

The TCC model contained three concentric circles, the inner circle "includes the clear-cut basic responsibilities for the efficient execution of the economic function— products, jobs, and economic growth". The intermediate circle "encompasses a responsibility to exercise this economic function with a sensitive awareness of changing social values and priorities: for example, with respect to environmental conservation, hiring and relations with employees". And the outer circle, "outlines newly emerging and still amorphous responsibilities that business should assume to become more broadly involved in actively improving the social environment" (Development, 1971). It is believed by Carroll (1999)

that it was the social movement of the late 1960s and early 1970s relating to environment, worker safety, consumers, and employees that urged governmental organizations like CED to pay attention to CSR related issues.

In those two decades, paralleled with CSR conceptualization, academic attention was also paid to CSR's implementation in practice. Eilbert and Parket (1973) contributed one of the earlier attempts to connect CSR with organizational variables. They studied corporate CSR activities by gathering data from different companies, and then suggested that corporate CSR should comprise an array of different activities. Similar topics were discussed by Eells and Walton (1974), and in their third edition of *Conceptual Foundations of Business*, they discussed the various ways in which academics and practitioners came to regard CSR related topics, and also concluded that the CSR movement as a concern with the needs and goals of society, went beyond the merely economic to include a broader concern with corporates' role in supporting and better improving the social order.

Jules Backman (1975) analyzed past CSR literatures and defined CSR as “objectives or motives that should be given weight by business in addition to those dealing with economic performance” (p. 32). Although not in a systematic manner, Backman (1975) contributed to CSR development by identifying CSR related activities such as the employment of minority groups, pollution reduction, community development programs, industrial and social care programs. A comparable study was carried out in the same year by Bowman and Haire (1975), who analyzed the section subtitles of annual reports of selected companies and measured the proportion of social responsibility related lines from these subtitles. By applying this functionalist approach, topics related to CSR were found, such as corporate responsibility, social responsibility, social action, public service, corporate citizenship, public responsibility and social responsiveness.

Research from the business perspective was continued by Sandra Holmes (1976) when she designed a questionnaire focusing on corporates' activities related to making profits, obeying laws and regulations, helping to settle social problems

and the short run and long run impact on profits and cost of such activities. Then Holmes presented these questionnaires to company executives asking for their perceptions of CSR. Through this study, Holmes identified the outcomes that those interviewed executives expected from their companies' social involvement and the elements that those executives applied in choosing areas of social involvement.

A similar topical orientation approach was also adapted and refined by Abbott and Monsen (1979) who developed a corporate "social involvement disclosure (SID)" scale in an attempt to measure to what extent companies were involved in social responsibilities. This was done by working with Ernst and Ernst, one of the then big eight accounting firms. Abbott and Monsen (1979) first analyzed the annual reports of Fortune 500 companies through content analysis. Later, results from the analysis were categorized into six dimensions: environment, equal opportunity, personnel, community involvement, products and other. And then the SID scale was applied to count the frequency of the total 28 issues under all dimensions. Their research, like other case-oriented research during that era, revealed the direction and ranges of the corporates' involvement of CSR, and the effects such involvement were having on corporate profitability.

A significant writer on CSR during this era is Carroll (1979), who developed a four part framework of CSR comprised of, from bottom to top, economic, legal, ethical and discretionary responsibilities. It was argued by the author that all four parts in total provide a more comprehensive concept which better described societal expectation of business at that time. It is noted that although Carroll (1979) wanted to give a completed definition of CSR, many would think, even today, that the economic component should not be taken as part of CSR, because this is normally regarded as what corporates do for themselves. But Carroll (1979) argued that economic responsibilities were also part of the contributions that business make for the whole society. Nonetheless, at that time most academics just chose to ignore it, although financial responsibility may, today, be accepted as a component part of CSR.

1980s and 1990s: Further Proliferation and Development

During these two decades, developing new concepts or refining past definitions became less attractive and gave way to alternative research areas including, but not limited to, corporate social responsiveness, corporate social performance, corporate public policy, business ethics, corporate citizenship and a stakeholder approach. But this phenomenon did not mean that study on CSR itself became unimportant and meaningless, and it was actually in this era that the CSR conceptualization was reshaped by studies on these alternative and peripheral themes (Azer, 2011; De Bakker et al., 2005; Egri & Ralston, 2008; 崔锦荣 & 郭帆, 2012; 孙瑜, 2012; 王昶, 周登, & P. Daly, 2012).

First, in this era, not like other academics who took CSR as sets of outcomes, Thomas Jones (1980) emphasized that CSR should be considered as a process, and then he presented the idea that suggested that corporates involvement in a process of CSR decision making itself constituted CSR behavior and hence definition. The author therefore defined CSR as the “notion that corporations have an obligation to constituent groups in the society other than stockholders and beyond that prescribed by law and union contract” (p. 60), and then he elaborated the two facets of CSR, “First, the obligation must be voluntarily adopted; influenced by the coercive forces of law or union contract is not voluntary. Second, the obligation is a broad one, extending beyond the traditional duty to shareholders to other societal groups such as customers, employees, suppliers, and neighboring communities” (p. 60).

Another interesting study done early in the 1980s was Tuzzolino and Armandi’s (1981) personalization of CSR after following Maslow’s (1954) theory of need hierarchy. The authors illustrated it by adapting Carroll’s (1979) four dimensions CSR definition that, like people, a socially responsible corporate also has physiological, safety, esteem and self-actualization needs to be fulfilled or met. One of the purposes of their study was to provide an analytical framework to assist the operationalization of CSR.

Dalton and Cosier (1982) developed a CSR assessment model which consists of a two by two matrix. There are two axes in this model. The vertical axis represents a continuum from the “legal” to “illegal” and the horizontal ranges from the “responsible” to “irresponsible”. The authors then allocated corporate social activities into the four cells of the model according to company’s social performance. Through their research, the authors found that the legal-responsible cell would be the preferred strategy that a socially responsible corporate would like to adapt. But although Dalton and Cosier (1982) suggested that this matrix could be used as an assessment tool of CSR, it could be difficult to define what is “responsible” and what is “legal” for a corporate.

Carroll (1999) revisited his 1979 four- dimension definition of CSR and especially elaborated the discretionary part as engaging in voluntarism and philanthropy. The author thought that it is from this perspective that people assess the best practices of discretionary activities. In 1984, Peter Drucker (1984) followed his 1954 definition of CSR, and re-defined CSR to make the earlier notion more explicit, namely that, for a corporate, profitability does not conflict with its social responsibility, that just realizing the compatibility of responsibility and profitability is not enough, but more importantly, corporates should know how to transform their social responsibility to economic opportunity and benefit, and how to take advantage of social responsibility to enhance human competence and create better jobs. Drucker’s view actually strengthened the foundation of the operationalization of CSR.

In fact, Drucker (1984) is not the only one who focused on the relation between CSR and corporate profitability. Since the 1980s, academics had become more interested in the research question as to whether CSR could make corporates more profitable. If a positive correlation between profitability and CSR could be found, it was thought that such a finding would definitely give a boost to the CSR movement. By adapting Moskowitz’s reputational index (Moskowitz, 1972, 1975) in which companies were categorized as outstanding, honorable mention and worst, Cochran and Wood (1984) inspected the diverse approaches through which that CSR and financial profitability had been operationalized in the past.

However, the authors did not obtain satisfactory results from this study, and they admitted that new measurement tools should be developed.

Aupperle, Carroll and Hatfield (1985) joined the discussion in the following year. By referring to Carroll's 1979 four- dimension definitional construct of CSR, the authors developed a measurement tool which was afterwards used to collect the thoughts of selected corporate executives. It is noted that in this study Carroll realized that his four- dimension definition in 1979, which incorporated economic responsibility as part of CSR, was not widely accepted by most scholars because of the assumption that businesses usually conceived economic responsibility as an end for their own good rather than as a good for society.

However it was interesting that when Carroll (1991) revisited his four- dimension CSR definition he re-emphasized the four kinds of responsibilities that a corporate should assume: economic, legal, ethical and philanthropic. It is noted that although in his 1985 study with Aupperle and Hatfield, Carroll realized that most scholars disputed his idea of integrating economic responsibility into the whole CSR scenario, yet he, in 1991, still insisted retaining economic responsibility as the foundation of his CSR pyramid model. It is based on this foundation that the author built his approach to legal, ethical and philanthropic responsibilities. In the end, Carroll (1991) presented the goal of the socially responsible firm, as one where it should "strive to make a profit, obey the law, be ethical, and be a good corporate citizen" (p. 48).

Robin and Reidenbach (1987) categorized CSR research into general conceptual discussions, special topic conceptual presentations, model or theory based conceptual development and survey based empirical studies. In this study, the authors attempted to integrate a socially responsible approach into corporate strategic marketing planning, in other words, to close the gap between CSR concept and practice. Their suggested approach is to develop or reformulate the corporate culture, and the key factor of successfully doing this is management's capability to integrate core corporate values throughout the whole organization.

Stakeholder theory had also started to exert an influence on the conceptual development of CSR in this era. Frooman (1997) described CSR by giving a definition from a stakeholder perspective that CSR is “an action by a firm, which the firm chooses to take, that substantially affects an identifiable social stakeholder’s welfare” (p. 227). In Clarkson’s (1995) empirical study, he developed a measurable CSR model by adapting some new measurements. With this model, academics and corporate managers can effectively analyze and evaluate CSR performance on the premise that stakeholder issues are distinguished from regular social issues.

Akin to Clarkson, Jones (1995) also contended that the stakeholder approach would have the potential to evolve to become the core research paradigm of CSR study. Since the integration of stakeholder theory into CSR conceptualization, a number of innovative studies have been carried out, most of which are empirical (Berman, Wicks, Kotha, & Jones, 1999; Rowley, 1997). Integrating the stakeholder model with the CSR framework forced the CSR concept to be specified more clearly in terms of the specific stakeholders’ connections with those activities with which a corporate is involved. New CSR dimensions, for instance environmental responsibility, workforce diversity, community relations and employment opportunity have been developed since then. Interestingly, this integration brought a renewed CSR framework which reflected a broadened range of stakeholder relations and benefits, and helped the growth of stakeholder theory in return.

From an industrial standpoint, the stakeholder approach to study CSR has gained a primacy in terms of CSR performance evaluation by precisely defining participants, their positions and function relating one to another. This approach offers a quantitative reification to CSR and provides a very explicit advantage for corporate practice. First, data related to CSR became less difficult to collect; and second, for practitioners, it was more realistic to visualize and manage their responsibilities to employees, customers, suppliers, local communities and environment (Clarkson, 1995).

Roberts (1992) is one of the earliest scholars who tried to test the CSR determinants through empirical study. In his study, Roberts (1992) used Ullmann's (1985) stakeholder framework model for analyzing CSR, which model comprises three dimensions, thus stakeholder power, corporate strategic posture and the corporate's past and current economic performance. The results shows that the stakeholder approach is an appropriate foundation for empirical analyses of CSR, and the author also revealed that "applications of stakeholder theory to empirical corporate social responsibility research can move future research in this area beyond *ad hoc* analyses" (p. 610).

The last decade of the 20th Century witnessed a transformation of CSR study from both a theoretical and practical perspective that attempts to explore the relationships between CSR and corporate sustainability. Not surprisingly, most business leaders have come to believe that CSR is becoming an economic necessity in the contemporary national as well as international market place (Murray & Vogel, 1997; Tomahatsu, 1999). Hart (1997) has argued that a socially and environmentally responsible corporate would harvest extra significant competitive advantage if they could connect an ideology of sustainability to corporate development strategy or technological development given the current environmental impacts the world is facing. In this decade, fewer new original definitions were contributed by scholars to CSR field. Instead, relevant topics like corporate social performance, stakeholder concept and involvement, business ethics, sustainable development and corporate citizenship started to become the centerpiece of CSR studies (Swanson, 1995).

The New Millennium: Research Diversity and Major Shift

Egri and Ralston (2008) examined 321 articles (217 empirical and 104 theoretical) published from 1998 to 2007 in 13 international management and business journals by following a methodology similar to that of Lockett et al (2006). The authors found that 6.9% of articles published during this decade focused on CSR related topics, which shows the increasing importance of CSR research in the whole management field. Through an empirical study of selected

articles, four predominant CSR themes were found as follows in a decreasing order: business ethics, corporate governance, environmental responsibility and stakeholder theory. There is an interesting finding that, among all the 117 countries identified in the 217 empirical studies, China ranked the second most studied country with 35 studies. This result also shows the significance of this current study from a literature review standpoint.

In the new millennium, empirical studies of CSR by adapting both quantitative (mostly survey based) and qualitative (mostly case study based) methodologies have substantially outnumbered theory-oriented (mostly normative and non-normative) papers (Egri & Ralston, 2008). Lee (2008) saw the evolution of CSR conceptualization in the new millennium as a progressive rationalization which he thought represents two major shifts. First, the shift from an emphasis of the macro social level of CSR to the industrial behavioral level and relationship between CSR and corporate social performance (CSP) in terms of research objects (Whetten, Rands, & Godfrey, 2002); second, the shift from explicit normative and ethics-oriented theoretical studies to implicit normative and performance-oriented empirical studies in terms of theoretical orientation, whereas some academics have maintained a view that the normative is the inherent character of CSR research.

In this era, it was rare to see new definitions of CSR other than the exception provided by McWilliams and Siegel (2001). They suggested a broad concept of CSR as “actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (p. 117). Also far removed from a popular theoretical view, Tsoutsoura (2004) defined CSR from the practitioner standpoint that “CSR is viewed as a comprehensive set of policies, practices, and programs that are integrated into business operations, supply chains, and decision-making processes throughout the company and usually include issues related to business ethics, community investment, environment concerns, governance, human rights, the marketplace as well as the workplace” (p. 3). Alternatively, instead of theoretical reasoning, other scholars like O’Dwyer (2003), Azer (2001) and Johnston and Beatson (2005), in their research

presented popular CSR definitions to corporate managers, and through their in-depth interviews they all found that most respondents had difficulties in formally defining CSR. The researchers suggest the reasons for this are the diverse contexts and limited managerial scope of the different studies.

Dahlsrud (2006) carried out an in-depth analysis of 37 CSR definitions developed by 27 scholars ranging from 1980 to 2003. The result shows that although there is not a generally accepted CSR definition, the predominant internal congruence among all these definitions makes such absence less problematic than it seems at the first glance, and reduces the necessity of generating a universal concept. Another significant finding of his research is that, through content analysis, five dimensions of CSR were retrieved from the 37 definitions as follows: the environmental dimension, the social dimension, the economic dimension, the stakeholder dimension and the voluntary dimension.

Lockett et al (2006) analyzed CSR related articles published in several leading management journals from 1992 to 2002 by inspecting their abstracts and titles, and found that studies on stakeholder are one of the four dominant topics, the other three CSR related topics being social responsibility, business ethics and environmental responsibility. From a stakeholder's standpoint, the purpose of CSR is to "create maximum shareholder value working under the circumstances, where it is fair to all its stakeholders, workers, consumers, the community, governmental and non-governmental organizations, and the environment" (Goyal, Saini, & Singh, 2010).

Another significant sign at this time is that studies of CSR drew the attention of strategic management scholars, who integrated CSR into corporate efficiency, effectiveness and sustainability, and took CSR as one indispensable part of corporate growth strategy (Hart, 1997; Kanter, 1999; Kotler & Lee, 2008; Porter & Kramer, 2002). For example, Porter and Kramer suggested that corporations should become smart in their philanthropic expenditure, which they thought as having the potential to be valuable pre-investment that offers

opportunities for innovation, opening up undiscovered marketplaces and having gains of valuable social relations which could help with firms' reputations (Porter & Kramer, 2002). Furthermore, an elaborated framework was developed by Kotler and Lee (2008), illustrating why philanthropic activities are good for corporates from a marketing viewpoint. At this stage, scholars have made progress on rationalizing CSR by focusing on managerial issues at organizational levels and broadened the sphere of CSR to cover various patterns of business that interact with interests of their multiple types of stakeholders. Among all the topics, relations between CSR and profitability have become one the most studied.

Back in 1970, the Nobel Prize winner Milton Friedman claimed in the *New York Times Magazine* that the sole purpose of social responsibility of business is to increase its profits, and this argument implies that CSR activities are not a free sacrifice that corporates may make without expecting any financial return or benefit. His opinion additionally indicates that for most corporates, a CSR strategy is adopted in accordance with their specific business objectives and core competitive edges. Friedman (1970) at that time actually raised to a public consciousness the necessity of studying the relations between CSR and profitability. However studies into the nature of the relationship between CSR, reduced labour turnover, greater profitability and similar issues have revealed the importance of contextual variables and differences of opinion and results are not uncommon. For example, (Hill, Ainscough, Shank, & Manullang, 2007) studied the influence of CSR activities on corporate finance return in the long turn, and positive relations were found by adopting a market-oriented measure.

A similar conclusion could be drawn from Tsoutsoura's (2004) study, who surveyed most of the Standard and Pool 500 companies by using empirical approaches. In her study, the author found positive connections between CSR and profitability by claiming that "socially responsible corporate performance can be associated with a series of bottom-line benefits" (p. 2). However, according to Baron (2007), the relations between CSR and profitability are not simple. In this study Baron found that correlations between CSR and

profitability differ between the industrial sectors in which a corporate operates. For instance, for industrial corporates, CSR has a negative effect on financial return, but the result is quite the opposite when it comes to the commercial and service sectors.

Instead of an industry standpoint, scholars like Rettab et al (2009) found through their empirical study in Taiwan that the effect of CSR on corporate financial return and fiscal risk reduction is more observable in the long-term rather than short-term operations. This conclusion is also supported by Zonghui and Ronghui (2011). The authors researched the annual reports from 46 Chinese public companies for the period 2003 to 2007, and they found that CSR practices reduced financial performance in the short term, but such a result was reversed in the long term if companies sustained their socially-oriented policies.

Current Study: Limitations and Future Research

Lee (2008), David (2005), Margolis and Walsh (2003) pointed out that the current studies have overemphasized the link between CSR and Corporate Social Performance by looking at business case studies, which they claim have not been able to generate conclusive results, and they expressed concerns regarding the direction in which CSR research is moving. At the end of his study, Lee (2008) further concluded the future direction of CSR research is threefold. Firstly he argued that it is necessary to go back to the basic theory of CSR. Questions that Bowen (1954) brought up half a century ago should be asked again, and better measurements should be further developed to compare the CSR policies of different corporations.

Secondly, Lee suggested that most CSR research so far has focused too much on corporations and research on the ‘social’ side should be examined and explored as well. Thirdly, researchers should expand the scope of CSR empirical study beyond current boundaries, since he noticed the fact that most CSR empirical studies are primarily on large well-known corporations. Research on small and medium enterprises (SMEs) and corporations in multi-national environments

that have more intimate interactions with local communities are actually ignored. In the future, more in-depth and far-reaching research will be needed to explore the causal mechanisms connecting CSR and profitability, and to examine whether or not such mechanisms hold consistently over a long term of time.

In conclusion, in the broader context of the globalized economy and the narrow context of a booming local economy, it appears that research into CSR and its related topics has a promising future because it addresses and captures important social concerns in terms of the relations between public welfare and economic development. The reality is that more than half of the Fortune 1000 companies have issued their CSR report and an increasing number of firms, more than at any prior time, have attempted to integrate CSR into all their business aspects indicates its importance from the practitioner perspective (CTA, 2012c; Tsoutsoura, 2004). It appears that a view is emerging that, with the evolution of a business conduct ideology, CSR is not only taken as the right thing to do, but also a smart thing to do (Babbie, 2012; N. C. Smith, 2003).

CSR and Consumer Purchase Intention

A Literature Overview

In the last two decades of the twentieth century, studies about CSR primarily focused on whether companies should engage in CSR practices, albeit those studies are mostly orientated from a company perspective. After entering the new millennium, there is a growing literature attempting to explore how and to what extent consumer purchase intention/ actual buying decisions are influenced by CSR policies and practices (Becker-Olsen, Cudmore, & Hill, 2006; Community, 1997; David, Kline, & Dai, 2005; Inc., 1999; Klein & Dawar, 2004; Lichtenstein, Drumwright, & Braig, 2004; Lin, Chen, Chiu, & Lee, 2011; Luo & Bhattacharya, 2006; Madrigal & Boush, 2008; Marin & Ruiz, 2007; Marin, Ruiz, & Rubio, 2009; McDonald & Rundle-Thiele, 2008; Mohr & Webb, 2005; Mohr, Webb, & Harris, 2001; Qi, 2008; Ramasamy & Yeung, 2009; Salmones, Crespo, & Bosque, 2005; Sen & Bhattacharya, 2001; 常亚平, 阎俊, & 方琪, 2008; 李俊伟, 2010; 李涛,

2008; 连漪, 李涛, & 岳雯, 2011; 孟繁富, 2012; 欧平, 2010; 欧平, 周祖城, & 王漫天, 2011; 田楠, 孙养学, & 高帅, 2010; 张广玲, 付祥伟, & 熊啸, 2010; 周延风, 罗文恩, & 肖文建, 2007). Margolis and Walsh reviewed 95 studies related to consumer behavior under the influence of CSR, and they found that most studies revealed that corporates had enjoyed significant payoffs from their CSR practices. Indeed, recent research shows that there may exist a positive link between companies' CSR practices and consumers' attitudes towards these companies and the subsequent formation of a repeat purchase intention towards their product (Becker-Olsen et al., 2006; Brown & Dacin, 1997; Creyer & Ross, 1996; Ellen, Webb, & Mohr, 2006; Klein & Dawar, 2004; Lichtenstein et al., 2004; 杜莉, 2012; 连漪 et al., 2011).

By borrowing the theories of social and organizational identification, which could help to better understand how CSR practice generates consumers' support for companies, Marin and Ruiz (2007) designed and tested a model of corporate identity attractiveness (CIA). In their research they found that companies' CSR practices would generate greater consumer identification with such companies than any other method. Their finding also revealed the fact that the more consumers are informed of companies' CSR practices, the stronger the image consumers will have of the companies. Academics' theoretical findings are also supported by an increasing number of market polls, which revealed the positive influences of CSR practices on consumer behavior from the practitioner's perspective (Community, 1997; Cone Inc., 1999) .

Smith and Alcorn (1991) carried out a study in the U.S. by telephone, and found that most respondents had favorable attitudes towards socially responsible companies. For example, 46% of the respondents answered that they tend to change their brand preference to support companies that are active in charitable activities, and another 30% of respondents reported that they occasionally would buy products simply because of company support for social welfare. Holmes and Kilbane (1993) surveyed consumers' attitude towards company charity activities, and they found that consumers would more favourably perceive companies' TV

commercials even if the companies just simply promised donations to non-profit organizations. However, such approval did not necessarily lead to actual changes in buying behaviors. In 1993, Cone Communication surveyed consumers' attitudes towards corporate image, and only less than one third of the respondents could name a strong socially responsible company, although this ratio reached as high as four fifths by 2004 (Berner, 2005).

Creyer and Ross (1996) interviewed an array of respondents who were parents of primary school students to reveal their responses to the ethical and unethical activities of companies. The findings of this study is twofold: first, behaving ethically is expected by the respondents as one of the major attributes of socially responsible companies; second, some respondents even go further by claiming that they would pay higher prices for products manufactured by an ethical company. Similar results are also found from the research of Mohr, Webb, and Harris (2001). The authors found through their interviews that most interviewees would prefer companies who are active in charitable donations and environmental protection. Chinese scholars also obtained results similar to those of their western colleagues. For example, 连漪, 李涛, and 岳雯 (2011) found that customers, especially those who had a higher education degree and a more than average salary, would show a stronger loyalty to, and pay a premium price for the products of companies that demonstrated an adherence to social responsibility, and thus a well-developed and conducted CSR policy could help companies build their competitive advantage.

Findings of Laboratory Experiments

Instead of studying real purchase intentions under the influence of CSR, Lafferty and Goldsmith (1999) examined the influence of corporate social credibility in an hypothetical experiment. The authors compared positive corporate credibility cases which described companies' efforts in supporting local communities and protecting natural environment, with negative cases that described companies' scandals pertaining to product quality control and unethical activities. Through this comparison the authors found that corporate credibility has a major influence

on consumers' actual buying behavior and their attitudes toward advertising and product brand image. Lafferty and Goldsmith's (1999) findings are supported by Folkes and Kamins (1999) who proposed a hypothetical scenario in which a description of a telephone product and the manufacturer's employment policy were read to interviewees. The researchers surprisingly found that when it comes to buying decisions, the interviewees even placed more weight on the manufacturer's employment practices than the voice quality of the telephone, a key attribute of the product. Most interviewees would rather switch brand when they found unethical or illegal employment practices such as employing child labor and sex harassment existed, regardless of how good was the voice quality of the telephone.

In another hypothetical experiment, Brown and Dacin (1997) proposed a fictitious company, along with a CSR performance card which had four levels of community involvement. Levels A and B show an above average involvement, and levels C and D show a below average involvement. The respondents were asked to rate their purchase intentions on the product and judgment on the manufacturer itself as well. Not surprisingly, the results reveal a positive relation between respondents' purchase intentions and their judgment on companies CSR performance level.

Murray and Vogel (1997) designed an experiment in order to understand if a positive CSR practice could make a difference to purchase behaviors. First the researchers asked a group of subjects to read a newspaper report containing basic information about an electric company; then another group was assigned to read an identical article which in addition included the CSR practices of this company such as supporting the local economy and making donations to a latchkey child program. The conclusion shows that when it comes to the final purchase decisions, respondents of the second group tended to favor more the product of the second company, and they would even show more support for this company if there is a governmental or PR program. In an experiment that measures the relations between general store image and its CSR policies, Handelman and Arnold (1999) found that the CSR policies and practices of the store have a

stronger influence over traditional store attributes, such as commodity variety, price and convenience. The research also revealed more details about preferences, for example, respondents claimed to shop less frequently if they find the store does not support its local community, not make donations to charity, and not buy products made domestically.

It is often assumed that the single dimension of CSR cannot play a decisive role in purchase intention, and another traditional factor like price, is still of key importance in influencing consumers' behavior. Mohr and Webb (2005) realized that the interaction between CSR practices and price would be complex, and they manipulated an experiment trying to reveal the effects of CSR and price on consumer behaviors by creating a scenario in which respondents were asked to answer a series of questions pretending they were shopping for a pair of athletic shoes. Through their study, several key facts emerged. First, the level of CSR will lead consumers to different evaluations of companies and generate different influences on consumers' purchase intentions in positive directions; second, *negativity bias* is supported in their paper, thus a low level of CSR practices tends to have a stronger negative impact on consumers' evaluation of a company and purchase intention greater than the positive evaluations elicited from the presence of good CSR practices; third, the authors also found that companies' CSR practices tend to have greater impacts on consumers' evaluation and purchase intentions when such consumers are conceived as a SRC (Socially Responsible Consumer). Fourth, the authors were disappointed by the finding that a product's price still has a stronger impact on purchase intention even when a company's CSR performance, when present, is perceived as being high.

But although Mohr and Webb's (2005) study does reveal some interesting findings, there are limitations because the authors only selected the environment and philanthropy as the domain of CSR, and ignored other important CSR domains like community, employee, etc. Similar results are also supported by Page and Fearn (2005) when they carried out a survey in the real market context. The researchers investigated a large sample of consumers in three countries, the US, UK and Japan, and found that although consumers claim that

they do care about companies' CSR practices, when it comes to real shopping, the basic functional characteristics of the goods or services, such as price, quality and convenience still play the primary role in the final purchase decision.

However, although the results from the above experimental research show limited support for the role of CSR, there is a possible phenomenon that, when it comes to the respondents to answer questions regarding their purchase intentions under the influences of CSR, there exists a response bias because respondents may provide socially desirable answers, especially given that their answers involve no additional cost to them. The negative outcome of this phenomenon is that the researchers would probably overestimate the actual influence of CSR on consumer purchase intentions, and especially final buying decisions (Mohr et al., 2001).

Complexity in Reality

It is noted by many scholars (Barone, Miyazaki, & Taylor, 2000; Pava & Krausz, 1996; G. Smith & Stodghill, 1994; Stanwick & Stanwick, 1998) that in the real world other than the laboratory, there is never a simple answer regarding this question after digging into the detail of the mechanisms of CSR influence and consumer purchase intentions. Stanwick and Stanwick (1998) examined the impacts of CSR on corporate financial performance, and found that the relation between the two variables is positive but not evident. Pava and Krausz (1996, p. 355) also found that the relationship between CSR and corporate financial performance is "complex and nuanced". Corporates which are perceived as socially responsible do not necessarily gain better financial return, and by implication do not necessarily have generate positive Consumer Purchase Intentions (CPI). Smith and Stodghill (1994) even found through empirical study that CSR practices do not have direct influences on consumer purchase intentions.

Similarly, little evidence about the direct influences on purchase intentions were found by Barone et al (2000). Through their research, the authors did admit that although a company's CSR practices could affect future CPI, such impacts actually heavily depend on consumers' perceptions of a company's CSR initiatives, as well as whether consumers have to accept lower corporate performance or higher product price caused by CSR investment. In another attempt to understand such complexity, Becker-Olsen, Cudmore, and Hill (2006) examined the significance of the role of consumer perceived fit, perceived corporate social initiative motivation and the timing of consumer feedback to these initiatives. The researchers found that "low-fit initiatives negatively impact consumer beliefs, attitudes, and intentions no matter what the firm's motivation is and those high-fit initiatives that are profit-motivated have the same impact" (p. 2), and the only possibility which could lead to a positive consumer purchase behavior is the combination of high-fit, proactive and other-centered motivations.

According to a 1997 Gallup poll (1997) in the U.S, compared with public institutions like the military, the police, schools and mass media, business organizations had obtained less prestige from socially oriented policies. However, in the meantime, it is companies that have been under an increasing public pressure to provide financial support for charities, create a greener environment, and the provision of support for the development of local communities. But even under such a pressure, most corporates still do not fully understand what the public wants of them, and to what extent they are expected to help solve social problems.

In order to shorten this gap and to better understand CSR from the viewpoint of consumers, Mohr et al. (2001) carried out exploratory research from the consumers' perspective focused on the question "How much do consumers really care about a corporation's level of social responsibility? Are their purchase and investment decisions affected by this factor? Why or why not?" (p. 46). In an attempt to answer these questions, Mohr et al (2001) developed a semi-structured questionnaire, with which they interviewed 48 respondents randomly in depth.

The researchers categorized interviewees into four clusters: pre-contemplators, contemplators, action-oriented and maintainers, and each category was further divided into two sub-groups. The categorization was decided by the extent to which consumer purchase intention was potentially affected by companies' CSR performance. Details of the results can be found in Table 4.1. To conclude their research, Mohr et al (2001) admitted that most respondents had not been committed to become a socially responsible consumer. First, from the customer side, traditional criteria like price, quality and convenience still have a very strong influence over purchase behaviors; second, from the corporate's side, companies have failed to offer transparent and easily obtained CSR information for consumers.

Table 4.1 Types of Consumers Regarding to CSR

Category	Percentage	Features of Each Sub-Category
Pre-contemplators	34%	Group One Don't believe corporates should involve CSR activities Even go further to oppose CSR activities
		Group Two Show little hypothetical support to CSR activities Purchase intention based traditional criteria
Contemplators	25%	Group One Don't think worthy to base purchase on CSR Could boycott due to social pressure
		Group Two Believe it's a good idea to base purchase on CSR Still rarely do it
Action-oriented	19%	Group One Want to be a social responsible consumer Lack of knowledge about company CSR reality
		Group Two Cynical about company CSR motives Cynical about media report on CSR news and ads
Maintainers	22%	Group One Mostly express concerns on environmental issues
		Group Two Real social responsible consumers Knowledgeable about CSR issues Want to gain control over social responsible purchase

Source: Mohr, Webb and Harris (2011)

Levy (1999) assumed that consumers tend to reward companies who are involved actively in social responsibility programs, which is a key reason as to

why many firms have adopted social responsibility policies and practices. However, it is noted that consumers would not just blindly accept these CSR efforts as sincere behaviors and their rewards actually depend on various causes (Barone et al., 2000; Brown & Dacin, 1997; Creyer & Ross, 1996; Ellen et al., 2006; Sen & Bhattacharya, 2001). Sen and Bhattacharya (2001) sought to understand when, to what extent and why CSR initiatives affect consumer behavior, and the authors developed a conceptual framework which articulates the relations between companies' CSR actions and consumers' assessment of both the company and its product.

Many of the studies suggest that consumers "reward" companies engaged in CSR policies with their loyalty. That in itself is one motive for companies to engage in such strategies. Like other similar research, Sen and Bhattacharya's (2001) study indeed shows the complexity of consumers' behavior under the influence of CSR by claiming "the positive effect of CSR initiatives on consumers' company evaluations is mediated by their perceptions of self-company congruence and moderated by their support of the CSR domain" (p. 238) and "CSR's influence on consumers' product purchase intentions is more complex than its straightforward positive effect on their company evaluation" (p. 238).

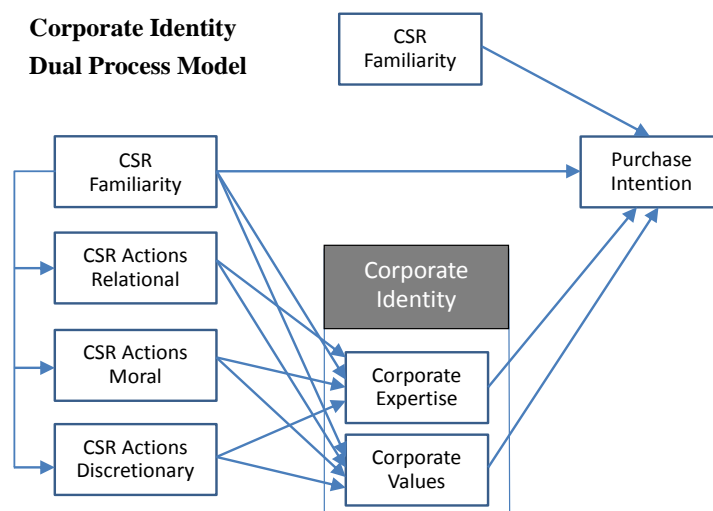
It is also noted by researchers that companies could gain quite different market returns (i.e., positive, insignificant and negative) for their differences in quality control, service and products. For example, Starbucks is successful in their CSR initiatives by working with CARE, a reputable charity organization. However the real reason of such success may lie in Starbucks' superior product quality and high level service standard. It is thought that Starbucks' CSR initiatives probably would not draw attention from the public if they could not first offer first class coffee product. In contrast, companies could gain a negative financial return by carrying out a CSR initiative through incurring more costs unless such a cost could be converted into investment on improving product quality, a key attribute which would lead to higher consumer satisfaction (Luo & Bhattacharya, 2006; Sen & Bhattacharya, 2001).

Rather than study the direct link between CSR and consumer purchase intention, David, Kline, and Dai (2005) developed a dual process model by introducing *corporate identity* as a mediation variable between CSR and purchase. First they suggest corporate identity should at least contain two dimensions: the corporate expertise dimension and CSR dimension. To be specific, corporate expertise is based on an exchange between consumer and corporate, and could be defined as the corporate's ability to anticipate, meet and exceed consumers' needs by providing a superior product or service; whereas the CSR dimension (labeled as corporate values) means the corporate's willingness and actions to perform its ethical, moral and social obligations to its local community and social public. The authors then analyzed four major corporates: Nike, Microsoft, Wendy's and Philip Morris by applying the dual process mode. The authors first concluded that the influence of CSR practices are "significant predictors of the two dimensions of corporate identity" (p. 308), however they further suggested that the influence of each corporate identity dimension on purchase intentions differs for each specific corporation.

For example, David et al (2005) note that for Nike and Wendy's, both corporate expertise and CSR dimension have had a significant influence on purchase intentions; however for Microsoft, only the expertise dimension has a major impact, and this could be explained by Microsoft's "strong emphasis on the expertise dimension diminished the salience of corporate values" (p. 308). In the case of Philip Morris, the only influential dimension is the CSR dimension, and this could be explained that for a controversial tobacco company, consumers tend to put more weight on its CSR value dimension rather than product expertise while making purchase decisions. It is noteworthy that in their study, David et al (2005) introduced *familiarity with CSR actions* into the model as an important variable, and they found that corporates' communication effort to make consumers more familiar with their CSR practices could to a great extent boost Consumer Purchase Intentions, and this could be taken as an important clue for corporate marketers.

Realizing that consumers' reaction to companies' CSR practices are more complicated than initially thought, a similar dual process approach was adapted by Lin, Chen, Chiu, and Lee (2011) to reveal the complex mechanism behind the purchase. Instead of studying purchase intention under the influence of CSR in a common context, Lin et al (2011) took a real product-harm crisis (car parts recall incident) as the empirical research scenario. Attempting to understand the complexity of the research objects, the authors used consumer perceived *corporate ability* and *CSR*, as variables that have major impacts and moderating influences on purchase intention during product-harm crisis, together as antecedents into a single model as shown in Figure 4.1.

Figure 4.1 the Dual Process Model of Corporate Identity



Source: David, Kline and Dai (2005)

Two potential mediators, consumers' *trust* and *affective identification* are thus selected. To be specific, trust here means "consumers' belief that the product or service provider can be relied on to behave in such a manner that the long-term interests of the consumers will be served" (Crosby, Evans, & Cowles, 1990), whereas the affective identification is defined as consumers' emotional connection with a specific product or service provider. Their findings support David et al's (2005) conclusions that Consumer Purchase Intention is not

affected directly by perceived CSR or other antecedents, which can be mediated in different directions by trust and affective identification. Additionally the results show that perceived corporate ability and CSR have significant influences on perceived *negative* publicity. Meanwhile, it is noteworthy that, similar to the *CSR similarity* antecedent which is integrated into their dual process model by David et al (2005), Lin et al (2011) also consider *negative publicity*, which can have a very strong negative impact on purchase intention, as an antecedent in their model. This finding again emphasizes the importance of corporates' efforts in communicating and presenting their CSR practices to the wider public.

Chinese scholars also noticed the complexity of CSR's influence on customer behavior and adopted similar dual process approach in their research. For instance, in her quantitative research, 杜莉 (2012) selected *company reputation* and *identification of company* as two mediating variables between companies' CSR dimensions and customers' purchase intention. The author found that a well conducted CSR policy could improve company reputation and customers' identification with company expertise, which were positively correlated with customers' purchase intention.

CSR and Consumers' Perception: A Chinese Perspective

The complexity of CSR influences on Consumer Purchase Intention can also be seen from its variations in different contexts, where the level of economic development and cultural factors play a significant rule. Since most academics have studied the relations between CSR and consumer behavior in a given context, such as certain countries, it is arbitrary to say that there is a global universal conclusion. A search of the literature reveals that most papers have taken Europe or the US as the research setting, and studies of emerging economies like China, India or Brazil as background are often lacking or are found primarily in international management or business trade papers rather than academic journals.

Attempting to fill up this gap, Ramasamy and Yeung (2009) developed a research taking China, the largest emerging economy in the world as the context, trying to understand how Chinese consumers perceive CSR and how many are the differences when it comes to a comparison with counterparts in developed economies. After analyzing the data collected from two representative cities in China, namely Hong Kong and Shanghai, the researchers were surprised by the finding that, compared with consumers in developed economies like Europe and the US, Chinese consumers show more support for CSR. In their study, Carroll's (1991) theory of CSR pyramid are shown to be tenable, and Ramasamy and Yeung (2009) further pointed out that similar to American counterparts, Chinese consumers also tend to rate economic responsibility as the primary concern of companies, followed by legal, ethical and philanthropic responsibilities.

According to Maignan's (2001) research, the individualism of American consumers is the key reason for them to perceive economic responsibility as a primary issue, but for this case of China, Ramasamy and Yeung (2009) argued that it is because consumers appreciate the pragmatic functions that companies are performing in creating jobs or even providing housing and meals for employees. The authors finally concluded that cultural dimensions, as well as economic and social development dimensions, are indispensable factors when it comes to CSR and consumer behavior research, yet the influences derived from cultural dimensions are still not clarified and need further research.

Similar to Mohr and Webb (2005), 韦佳园 (2008) took philanthropy as the major CSR research domain to understand how Chinese consumers would be affected by CSR practices. The author concluded that, in China, if companies only focus their CSR efforts on philanthropic activities, consumers would not like to rate companies with a higher CSR score over others, but interestingly consumers still tended to respond with higher purchase intention. Later in a generalized context, the author argued that in China, CSR does, to a great extent affect Consumer Purchase Intention in a positive way. 韦佳园 (2008)

also noticed that, for companies which have an average CSR record, consumers still tend to purchase their products, but such purchase intentions depend on their competitors' CSR reputation.

Chinese researchers have also recognized the complex mechanism behind CSR influences on consumer purchase intention. 谢佩洪 and 周祖城 (2009) developed a conceptual model which tries to analyze the relations among CSR practices, good corporate reputation, and consumers' identification with corporate and consumers purchase intention. This research echoes conclusions reached by western scholars (Barone et al., 2000; Pava & Krausz, 1996; G. Smith & Stodghill, 1994; Stanwick & Stanwick, 1998). Thus CSR practices do not only have a direct impact on Consumer Purchase Intention, but also exert such impacts on the purchase intention through good corporate reputation and consumers' identification with the corporate. The researchers further pointed out that compared with the direct influences, the indirect influences are even greater. As mediation variables, good corporate reputation and consumers' identification with a corporate are observed to have their own important functions when consumers make purchase decisions.

Other Chinese scholars like 田楠 (2011) also took advantage of moderating, intervening variables when she studied how CSR influences consumer behaviors. The author first divided CSR into four dimensions: consumer rights protection, charity, economic responsibility and environment protection, and then she introduced consumers' subjective norm and consumers' perception of corporate ability as intermediate variables. The results of her research show that consumer's rights protection has both direct and indirect influences through consumers' subjective norms on consumer behavior and corporates' charity.

However, contrary to the finding of Ramasamy and Yeung (2009), 田楠 (2011) found that in China, corporate economic responsibility has a direct influence on consumer behavior only in a negative way, yet the economic responsibility dimension can exert a positive influence through the two mediation variables. It

is also noted that this research concludes that the environmental protection dimension has neither a direct nor indirect impact on consumer behavior. The author argued that firstly, Chinese consumers are afraid that companies would add the cost of environmental protection to the product price; secondly, Chinese consumers do not have as strong a sense as their western counterparts about environmental issues; thirdly, Chinese consumers are not fully informed of corporates' efforts in environmental initiatives, and this last conclusion obviously re-emphasized the importance of CSR communication.

Table 4.2 Empirical Findings of CSR Impacts Over Customer Intention

Impacts	Findings	Major Researchers
Positive impacts	SR has a positive impact on customers' future repeat purchase intention	Jargolis & Walsh (2001), Marin & Ruiz (2007), Smith & Alcorn (1991), Holmes & Kilbane (1993), Creyer & Ross (1996), 连漪, 李涛 & 岳雯 (2011), Ramasamy & Yeung (2009)
Complex impacts	The influence of CSR over customer behaviour is complex and has no simple answers	Stanwick & Stanwick (1998), Pava & Krausz (1996), Barone et al (2000), Becker-Olsen, Cudmore & Hill (2006), David et al (2005), Lin et al (2011), 韦佳园 (2008), 谢佩洪 & 周祖城 (2009), 田楠 (2011)
Negative impacts	SR has a negative impact on customers' future repeat purchase intention	Smith & Stodghill (1994), Mohr & Webb (2005), Page and Fearn (2005), 田楠 (2011)

Like western countries, the communication efforts of Chinese companies on their CSR practices are also of key significance, and consumers could only be influenced by CSR when they are informed of these practices (David et al.,

2005). 辛慧 (2009) studied the effects of CSR reports of listed companies' on consumers perceptions and behaviours in China, and she found through the survey that most Chinese consumers never ever read the CSR reports. Among those consumers, less than half (49%) know of the existence of such CSR reports but never actually read them, another half (44%) did not know such reports existed, and only a very small percentage (7%) of respondents claim to read these reports. The author suggests that the reasons for such a low readership comprise primarily two facets: firstly, these listed companies indeed publish their CSR report, but only through a very narrow communication channel which could only be seen by a limited population; secondly, even if the consumers know of the existence of these CSR reports and wanted to read them, they do not know how to access them.

Conclusion and Future Research

Like studies in the CSR conceptualization field, research on the consumer purchase intention influenced by CSR is not uniform in their conclusions (Madrigal & Boush, 2008; Marin et al., 2009; Qi, 2008; 常亚平 et al., 2008). Consumer purchase intention, which still is primarily affected by traditional restrictions like price, quality etc., has started to be more influenced by CSR factors, and the intensity of these influences varies in different economic and cultural contexts (Ramasamy & Yeung, 2009). Compared with early studies that attempted to study the direct relationship between CSR and purchase intention and purchase intention (Brown & Dacin, 1997; Community, 1997; Creyer, 1997; Creyer & Ross, 1996; Organization, 1997), academics have come to understand the complexity of the mechanism between CSR and purchase intention, and therefore intermediate variables have been taken as an important approach to explore such complexity (David et al., 2005; Lin et al., 2011; 谢佩洪& 周祖城, 2009), although due to different research contexts, general mediation variables may be difficult to identify.

Communication of CSR efforts are another focus that scholars have emphasized (David et al., 2005; Klein & Dawar, 2004; Marin & Ruiz, 2007; 辛慧, 2009). It has been noticed by scholars that the reason why many consumers fail to take CSR facets into their purchase consideration is not because they do not care about CSR, but because consumers are not properly informed of CSR initiatives implemented by companies.

For future research, rather than laboratory experiments, greater use will be made of field research or consumer surveys that better measure the effects of companies' actual CSR practices and these will, it is thought, gain more popularity among both academics and business practitioners (Sen & Bhattacharya, 2001). Additionally, research that takes into account the cultural and economic diversities in multi-national settings will generate more objective conclusions (Qi, 2008; Ramasamy & Yeung, 2009; Tomahatsu, 1999; 谢佩洪 & 周祖城, 2009). Finally, scholars will continue to make a good use of intervention variables.

CSR Research in the Hotel Industry

A Literature Overview

Although studies on CSR started as early as in the 1950s (Bowen, 1954), it has been argued that researchers have only recently paid attention to the application of CSR in the hospitality industry (Inoue & Lee, 2011; Lynn, 2009). Although scholars have already studied the application and adaptability of CSR in the hotel industry, a search of the relevant literature shows that the hotel industry actually has received relatively little attention from academics, and there exist a number of fertile grounds for future enquiry and research. A simple literature search can support this statement. By typing in either *hospitality CSR* or *hospitality social responsibility* in the search bar of Waikato University Library website, the earliest literature we can find is that of Whitney (1990) and a study on ethics in the hospitality industry, and actually the decade of the 1990s only saw a few studies in this domain (Kirk, 1995; Tsang, 1998). Only on entering the

new millennium has a flood of hospitality CSR research occurred (Paulina Bohdanowicz & Martinac, 2007; Paulina Bohdanowicz & Zientara, 2008; Chan & Ho, 2006; Clausing, 2011; Deery, Jago, & Stewart, 2007; Deng, 2003; Gross & Huang, 2011; Henderson, 2007; J. Holcomb, Okumus, & Bilgihan, 2010; J. L. Holcomb et al., 2007; Gu Huimin & Ryan, 2011; Joan C, 2007; P. Jones, Comfort, & Hillier, 2006; Kabir, 2011; Kang et al., 2010; Kasim, 2006; Seoki Lee & Heo, 2009; Lucas & Wilson, 2008; Lynn, 2009; Manson, 2006; G Miller, 2001; Njite, Hancer, & Slevitch, 2011; Rodríguez & del Mar Armas Cruz, 2007; Schubert, Kandampully, Solnet, & Kralj, 2010; Shiming & Burnett, 2002; Whelan, 2011; 杜荣凤, 2011; 谷慧敏, 李彬, et al., 2011; 蒋术良, 2009, 2010; 刘敏, 2010; 牟晓婷, 2010; 祁颖, 2011; 袁蒙蒙 & 李文英, 2011; 张妮 et al., 2007; 周晓歌 & 戴斌, 2007).

In recent past years, the interests of various stakeholders in the social, environmental and ethical performance of the hotel industry has increased dramatically (LLP., 2000). Consumers, employees and investors as well as the mass media, governmental and non-governmental organizations have started to pay attention to issues like sustainable development and placed greater pressure on the hotel industry to address those issues (Teresa, 2006).

PricewaterhouseCoopers conducted a survey investigating 14 of Europe's leading hotel groups on 11 key components of CSR, and this study revealed that while most hotel groups had developed some social and environmental responsibility policies, few had seriously examined the relationships among these policies, their business strategies and the holistic hotel performance.

Holcomb, Upchurch, and Okumus (2007) used a content analysis approach in an attempt to identify and describe CSR patterns of the top 10 hotel groups ranked in *Hotels* magazine. Their findings revealed that eight of the hotel groups analyzed have CSR activities relating to certain types of charitable donations. A diversity policy was reported by six hotel groups, while four hotel groups just mentioned CSR in the corporate vision or mission statements. 谷慧敏 (2008) studied the green practices of the leading international hotel groups in China, and by taking Accor as an example, the author found that the huge amount of water usage was caused by the increased number of times guests took a shower

and their requests to have clean bed covers, towels and sheets, and such requests required heavy laundry, which in turn increased the usage of laundry detergent, and finally became a source for city water pollution.

Jones, Comfort, and Hillier (2006) carried out a case study of CSR issues being addressed and reported by UK's top 10 pub operators. The findings show that every leading pub operator has initiated its own CSR practices, but there are differences when it comes to the nature and intensity of these practices. To be specific, authors have focused on four CSR dimensions with references to the consumer, the workplace, the environment, and the community predominating. Teresa (2006) studied the influences of cultural and economic backgrounds of various countries on CSR performance by assessing and comparing CSR performance across hotel groups in culturally and geographically diverse regions, and the author concluded that the political structure and level of economic development of a country may have a positive impact on the levels of CSR application along with a country's historical and cultural context. 蒋术良 (2009) analyses the current development status of CSR and its application in China's hotel business, and he developed a measurement scale from a management orientation to reflect a hotel manager's attitudes towards hotel CSR and the current CSR performance in hotel business. By developing five dimensions of hotel CSR, namely ownership, employee, customers, government and environment protection, 阮晓明 (2012) attempted to analyze the relation between hotel CSR and the financial return with a non-dimensionalized evaluation model.

It is noted by analyzing the title of relevant articles that among all the hospitality sectors, the hotel sector has drawn the attention of most scholars. It is thought that reasons for this are: firstly, the hotel sector is the core of the whole hospitality industry, and has possibly employed the most hospitality practitioners; and secondly, compared with other hospitality sectors, the hotel sector is possibly the most comprehensive one, including almost all the possible elements of hospitality. From the relevant references, we can also learn that numbers of

studies about hotel CSR have increased in recent years. Again, unlike general CSR studies, which focus on theoretical exploration, conceptualization and model development, current studies on hotel CSR primarily focus on the more practical and industrial level, attempting to explain and discuss topics that concern hotel management. These topics mainly comprise environmental management (Chan & Ho, 2006; Deng, 2003; Kasim, 2006; Kirk, 1995; Lucas & Wilson, 2008; Rodríguez & del Mar Armas Cruz, 2007; Shiming & Burnett, 2002; 祁颖, 2011; 袁蒙蒙 & 李文英, 2011), employee relations (Deery et al., 2007; Gu & Ryan, 2008; Gu et al., 2009; H. Tsai, Tsang, & Cheng; Whitney, 1990; 刘敏, 2010), consumer behavior, consumer behavior (Clausing, 2011; Schubert et al., 2010; Wang, Vela, & Tyler, 2008; 杜荣凤, 2011), managerial ethics (Gu Huimin & Ryan, 2011; Whitney, 1990) and case studies discussing the results of adapting CSR initiatives (Paulina Bohdanowicz & Martinac, 2007; Paulina Bohdanowicz & Zientara, 2008; Henderson, 2007; Joan C, 2007; P. Jones et al., 2006; E. Roberts & Tuleja, 2008).

Lynn (2009) reviewed 22 articles about hospitality CSR finding through the *Hospitality and Tourism Index*, and journals like *Journal of Business Ethics* and *Harvard Business Review* for a six-year span between 2002 and 2007. The author concluded that today almost all the leading international hospitality companies (most are hotels groups) have seen the positive effects of initiating CSR practices and started to enhance CSR at a strategic level, and CSR has been deemed as an indispensable push factor for long term success. Lynn (2009) also argued that smaller hotel chains and independent hotels can also take great advantage from CSR initiatives, even more so than the giant hotel groups.

Hotel CSR: Influences on Consumer Purchase Intention

In spite of the increasing popularity of CSR research and its application in industrial management and marketing, little attention has been paid to the hospitality field, especially on the influence that CSR generates for consumer behavior. As a matter of fact, studies on several separate facets of hospitality CSR, such as green marketing, consumer and employee satisfaction, or

sustainable development, have been seen more frequently in management journals. However, the number of CSR studies as a whole and its effects from a consumer perspective in a real hospitality context are few according to literature searches (Lee & Qu, 2011).

In the early stage of studies on CSR influences upon consumer responses, scholars usually took a specific CSR domain instead of the whole scenario, for example, domains like green or environmental friendly initiatives, to explore the consumer responses to such initiatives (Lee & Qu, 2011). Gustin and Weaver (1996) pioneered a contribution to this field. In their paper they sought to measure consumers' intention to stay in a hotel with a special regard to the environmental initiatives adapted by that hotel. In their study, three variables, namely knowledge, attitudes and perceived self-efficacy were used to measure Consumer Purchase Intention. Findings showed that, under the influences of a hotel's environmental friendly initiatives, the three measuring variables, whether separately or collectively, tend to have a positive connection with the purchase intention. In other words, hotels' green practices may generate positive impacts on consumer purchase intention through the mediating effects of a consumer's knowledge, attitudes and perceived self-efficacy, and this result could imply that the consumer would like to pay a premium price for hotels who have implemented environmental friendly practices.

Chinese scholars like 谷慧敏, 高敬敬, 郭帆, and 李珊 (2011) used a modified New Environment Paradigm (NEP) scale to measure Chinese tourists' attitudes towards green practices of Chinese hospitality industry. The research unveiled three types of tourists in terms of their green consumption, namely, harmonious groups, people-centered groups and an environment-centered group. Significant differences existed among these three groups, and in addition, conflict existed between the attitude of people-centered groups and their actual green consumption. 谷慧敏, 冯凌, 高敬敬, and 郭帆 (2011) did another research on green hotel from the industry perspective. The authors estimated the tourism energy consumption and carbon dioxide emission of Beijing based

on green tourism consumption model and relevant statistics. The research found that paradoxically, the tourism industry in Beijing is of low cost on energy, but of high emission on carbon dioxide.

Seoki Lee and Heo (2009) undertook one of the earliest empirical studies on general hospitality CSR. The authors first introduced consumer satisfaction as the mediator between hospitality CSR and corporate performance, and then by adapting the positive and negative theory, the authors also studied the separate influence of positive and negative CSR activities on consumer satisfaction. By analyzing data from 32 hotels and 43 restaurants publicly traded in the U.S., Seoki Lee and Heo (2009) came to the conclusion that consumer satisfaction could not play any mediating role between hospitality CSR and corporate performance due to its low significance in a path regression analysis. However the authors also noticed that from a positivity theory standpoint, positive CSR practices of hospitality industry tend to generate positive impacts on both corporate performance and consumer satisfaction.

By adapting a refined Theory of Planned Behavior Model (TPB model) initially proposed by Ajzen (1991), Han, Hsu, and Sheu (2010) examined how consumers form their intention to stay in a green hotel. The results of their study show that consumers' attitudes, subjective norm and perceived behavioral control are the influences behind the formation of the purchase intention of green hotels' services, and the authors further revealed that the connections between these three antecedents and purchase intentions do not possess statistical differences between consumers who frequently engage in daily environmental-friendly activities and those who do not.

Inspired by the study of Brown and Dacin (1997), who stated that CSR and corporate ability are the two major dimensions that together influence consumers' evaluation of a company and response to its product, Lee and Qu (2011) developed a theoretical model to study the impacts of hotel CSR and practices on consumers' identification with a hotel, consumers' evaluation of that hotel and subsequent purchase intention. The authors first conceptualized a

hotel's ability as "In hospitality, corporate ability can be referred to a company's ability to provide and deliver quality service (e.g., friendliness, professionalism of employees and physical environments (e.g., interior and exterior of a hotel)" (p. 2), and then four experimental scenarios based on a hypothetical hotel context with different combinations of CSR and CA performance levels. According to the results of their survey, the authors first concluded that in general, both hotel ability and CSR have positive influences over consumers' evaluation of hotels and purchase intention, and then they further indicated that although hotel ability still has a strong influence on the consumers' evaluation of hotels and purchase intention, hotel CSR has exerted stronger impacts on consumers' identification with hotels than hotel ability. Although Lee and Qu (2011) developed an innovative model, limitations exist in their study. First, the authors used a hypothetical hotel as the research context instead of hotels in real market settings, and this makes their research more experimental; second, university undergraduate and graduate students were taken as the single sampling source, so the results could not be generalized for a lack of respondents more representative of the general market.

Understanding the reality that there is no simple relationship between hotel CSR and customer purchase intention, 杜荣凤 (2011) adapted a similar dual process methodology to those used by David et al. (2005) and Lin et al. (2011). In her theoretical model, 杜荣凤 (2011) introduced consumer satisfaction as the intervening variable to moderate the CSR influences on the purchase intention of the guest. The author then chose three dimensions of hotel CSR with which consumers are most familiar, namely care of the guest, environmental and community dimensions, while dimensions such as supplier and employee relationships and charity involvement were excluded. Two hundred questionnaires were sent to hotel guests, and after empirical analysis, the author came to the general conclusion that, first, different demographic features like age, gender and incomes showed no significant differences in the perception of hotel CSR, whereas education and check-in frequencies do; second, consumers with different age and incomes have no significant determinance on the perception of

consumer satisfaction, but they do have differences in purchase intentions; third, strong positive correlations exist between hotel CSR and consumer satisfaction, and such satisfaction will lead to a positive purchase intention. Finally, the author indicated that the guest and community dimensions are strong determinants of consumer satisfaction and subsequent consumer purchase intention, but the environmental dimension has no impact on either guest satisfaction or purchase intention. Similar results, but from an employee perspective were later supported by Tsai, Tsang, and Cheng (2012), who revealed through IPA analysis that the environment is the least appreciated CSR component by hotel employees in Hong Kong.

More recent research on CSR influences on consumer purchase behavior was done by Kang, Stein, Heo, and Lee (2011) when they chose the green hotel as the specific CSR topic. By using the New Ecological Paradigm Scale (NEP), the authors measured hotel consumers' general willingness to pay a premium price for green hotel initiatives in the context of the American hotel industry. Through market survey and empirical analysis, the authors concluded that first, the levels of guest concern about environmental issues have a significant positive impact on their purchase intention, and consumers who care more about the environment would pay more for the hotels' green initiatives; second, consumers who prefer to stay in luxury and mid-level hotels would pay a premium for the green initiatives than those who choose to stay in budget class hotels, and the reason for this, the authors suggest, could be explained by social identity (Tajfel & Turner, 1986) and means-end theory (Gutman, 1982). However, the authors also noticed that it could be difficult to generalize their findings to other geographical locations, because consumers with various levels of disposable incomes and spare time, which are primarily decided by a country's development status, which could lead to significantly different responses to CSR initiatives.

Employees' Perspectives toward Hotel CSR

As representative of a labor intensive industry, the hotel industry could only provide excellent services to guests by having excellent employees, who exert

direct impacts on the performance of their hotels. Therefore, one of the key research domains of CSR in the hotel industry is that of staff and how employees perceive CSR initiatives that a hotel launches for its staff and guests, and what affects such initiatives generate to change a hotel's performance. Research done in other industrial sectors have actually shown a positive link between employees' perception of employers' CSR efforts towards staff, and employees loyalty and productivity (McWilliams, 2001; Sagawa & Segal, 2001; Weiser & Zadek, 2000), and these studies have revealed that a variety of industrial sectors have been using CSR as the means to become employers of first choice.

However, although the staff related CSR issues are of great significance to hotel industry, little research has indeed been done in this domain (Deery, Jago, & Stewart, 2007), and from a hotel managerial perspective, the view of employees in terms of CSR are often overlooked (Tsai et al.). Therefore, continually ignoring employees' view of CSR could possibly negatively affect a hotel's efforts because employees are the practitioners who transform a hotel's CSR from mission statements to real actions. In their *Corporate Social Responsibility within the Hospitality Industry*, Deery et al (2007) selected a hotel in Australia whose HR department had conducted employee attitudinal surveys since 1997. Employees' perception on two major CSR aspects was measured, (a) training opportunities and (b) work life and conditions, and one result was that employees' commitments were observed and causality revealed. The authors argued that, along with the changes in the access to training opportunities and promotion, as well as the more dynamic work environment, the commitment level of the staff had decreased from a high level to one that was medium. Deery et al (2007) only selected one hotel as a sampling source and the results are less than convincing for a number of reasons noted by other scholars (Cohen-Scali, 2003). One is the changing attitudes to work by younger employees who seek a life of more numerous careers. Deery et al (2007) also concluded that hotels' CSR initiatives towards employees can play a decisive role in reducing the turnover rate. Similar results are supported by Chinese scholars (H. Tsai et al.; 蒋术良, 2009; 刘敏, 2010; 牟晓婷, 2010)

蒋术良 (2009) interviewed 42 senior managers of 15 star-rated hotels in Changsha, China, and tried to find the relationship between hotel CSR and employment conditions. Managers in 14 hotels revealed that they all had worries about high employee turnover rates. The only manager who did not worry about it worked in a hotel which had the highest ranking in both social responsibility performance and economic benefit. The author also found through interviews that negative correlations existed between employee turnover rate and hotel star rating, and the same correlations existed between turnover rate and CSR performance.

For the Chinese hotel industry, with the enforcement of the new Law On Employment Contracts and the implementation of Social Accountability 8000 certification, many hotel employers have started to realize the significance of the people foremost management ideology, and that they cannot evade the legitimate interests of their staff. This is significant due to long standing issues existing in the Chinese hotel industry of a low level of staff satisfaction and high levels of employee turnover rate. 刘敏 (2010) studied hotel CSR from the employee perspective in China, to reveal the relationship between hotel CSR, employees and employee satisfaction level. The author first developed a scale measuring hotel CSR employee policies, which consists of discrimination and punishment, health and safety, freedom of association and negotiation, working hours, forced work, legal employment, wage and legal social benefits. Additionally the author further developed a scale measuring employee satisfaction, which included another eight dimensions, thus corporate value, wage and social benefits, working environment, working condition, co-workers, job responsibility, career expectation, leadership and working competence. By empirically analyzing data from 478 employees dispersed in various positions in a star-rated hotel in Hunan Province China, 刘敏 (2010) found strong positive correlations existed between all eight dimensions of hotel CSR towards employee and employee satisfaction, and the author further indicated those dimensions that had a comparatively stronger influences on employee satisfaction, like discrimination and punishment, health and safety, freedom of association and negotiation, forced

work, wage and social benefits. In addition, the author also noticed that there are significant differences existing in the CSR perceptions of hotel employees in terms of key demographic factors like age, years of work and job rank. For example, the older are the employees, the longer they have worked and the higher job rank an employee has, the better is the perception of CSR policies. Also, the type of department to which the employee belongs also has an explicit influence on such perception. For example employees working in managerial departments have a stronger perception of CSR than their co-workers in operational and administrative departments.

In order to find how hotels in Hong Kong communicate their CSR efforts to employees, how hotel employees evaluate the importance of CSR and how perceive hotel CSR practices, Tsai et al. (2012) carried out an importance – performance analysis (IPA) on thirty hotel CSR attributes under three major dimensions, (the economic, environmental and social), to explore the variance between employees' importance assessments of hotel CSR and their perceived hotel CSR performances. Questionnaires were distributed to employees working in several hotels in Hong Kong. Results from the survey showed that hotels in Hong Kong had fine records in maintaining relationships with conventional stakeholders, such as customers, owners and employees. Through the IPA analysis, the author found employees tend to place greater importance on CSR items relating to themselves due to self-interest. It was also noticed that respondents have both low levels of perceived importance and performance on environmental and community programs, and it was suggested that hotels, non-profit organizations and governmental departments should develop a more effective way to convey CSR initiatives on environmental conservation and community relationships to staff. However, compared with 刘敏 (2010), who further studied the influences of different demographic variables on employees' perception of hotels CSR performance, Tsai et al. (2012) admitted that their conclusion might need further exploration into the nature of this topic.

Managers' Perspectives toward Hotel Ethics

Business ethics has long been one of the popular research fields since Clark (1916) introduced the idea of corporate social responsibility, and academics have contributed numerous articles to this subject (Azer, 2001; Robin & Reidenbach, 1987; Singhapakdi, Vitell, Rallapalli, & Kraft, 1996). However, it appears that studies on business ethics on the hotel industry are relatively limited and have only recently emerged. Due to the fact that the hotel industry is mostly labor intensive, and western oriented hotel giants have to adapt themselves to diverse ethical and cultural contexts during their march to internationalized development, there is a strong need to study ethics in the hotel industry (刘敏, 2010).

Whitney (1990) is one of the earliest scholars who attempted to reveal the difficulties hotel managers would encounter when they try to apply general business ethical standards to hotel managerial practices. By developing a model that could identify hotel managers' ethical orientations, the author provided several key essential factors to holistically understanding ethics in the hotel business. Through analyzing data evolved from the ethics orientation model, the author confirmed his model to be a practical tool to evaluate hotel ethics. In his analysis, Whitney (1990) confirmed the model's four dimensions, namely individual orientation, traditional orientation, legal orientation and career orientation. Specifically, individual orientation means ethics are formulated from personal life experience; traditional orientation means ethics are formed from general social and cultural values and customs, which tend to be regarded as an absolute standard; legal orientation means ethics that are required by law; and career orientation means ethics that people have to adapt, although they could reject the norms internally, in order to get a better career. In the end, the author indicated through the analysis of questionnaires that hotel managers in the U.S. establish their work ethics primarily on the foundation of traditional values, in other words, the traditional orientation dimension still plays a significant role in the formation of their working ethics.

Jaszay (2001) undertook one of the earliest literature reviews on articles of hospitality ethics. He took the Lodging, Restaurant and Tourism Index of Purdue University as the sole literature source and obtained 117 relevant articles from 1990 through 2000. A synthesis approach was adapted to reorganize these articles, which were later sorted into nine topic areas, ranging from unethical actions, company values, ethics and leaderships, to teaching ethics. Among the nine topic areas, unethical actions became the primary one, which includes practices from unacceptable gift taking or commissions, discrimination in work place and employment relationships, to under the table transactions. The author further argued that unlike law, ethics in the hospitality industry are sometimes described as “dilemmas” for their vague attributes, and hospitality organizations should recognize the importance of proposing feasible ethical action standards that could be integrated into corporate culture and in which both managerial staff and first line employees could be instructed and required to comply with. Although Jaszay (2001) selected articles in a setting of the U.S., and most of the articles selected are case oriented, his research is still of influence in identifying topics in hospitality ethics.

In an attempt to reveal how ethics influences hotel performance in Asia, Reynolds (2000) invited fourteen senior expatriate hotel managers, who had experiences working in multinational hotel properties dispersed throughout South East Asia, to attend an interview. The reason for the small sample size, as explained by the author, is that psychological constraints exist when it comes to the sensitive topics of working ethics like corruption and bribery, which are deemed as unethical or even illegal, and therefore Reynolds had selected respondents with whom he was acquainted. The study revealed that all respondents, had been involved, to varying degrees, in unethical situations that were definitely not permitted by company policy and which could be regarded as illegal in the western world. Then the author argued that although these multinational hotel groups have worldwide uniform ethical and behavioral standard, however in a context where corruption is alive or even popular, their managers have to engage in some unethical or unlawful actions, although they do not actually perceive these actions as key to successful performance. In the end,

Reynolds (2000) admitted that since it is very difficult to change the current ethical environment, which has strong cultural and historical roots, multinational hotel groups and their managers firstly have to accept the facts and only then can they achieve good performance and profitability. However, such an acceptance is not passive and the author proposed two suggestions to counter the negative effects of the unethical environment: first, developing programs and policies to promote ethical standards, which still could exert effective influences to maintain ethical levels; and second developing cross-culture training programs for those who will take an overseas managerial position to reduce misgivings on ethical dilemmas.

Ryan and Gu (2010) undertook research in mainland China to assess the nature and strength of ethical attitudes of Chinese hotel managers and the priority that these managers gave to different ethical values. Recognizing the scarcity of literatures on business ethics in the hotel industry, the authors found a rationale from the groundwork done by Forsyth (1980), who categorized ethical ideology into situationism, absolutism, subjectivism and exceptionism, which later was found applicable in China. In order to construct a questionnaire which could better identify the cultural and social features of China, Ryan and Gu (2010) even referred to the twelve golden business ethical standards set by Tao Zhugong, one of the most influential business men in Chinese history, who lived in the Spring and Autumn Period of ancient China. By analyzing questionnaires collecting from 257 senior hotel managers from mainland China, the authors concluded that Chinese hotel managerial staff have a strong belief that hotel industry should not only focus their responsibility narrowly on making more profits for shareholders, but also adopt wider concerns of social responsibility, for example, protecting the welfare of individuals and multiple stakeholders. Furthermore, the authors also indicated positive correlations existing between hotel size and managers' sensitivity to ethical topics, and this finding could be deemed as a theoretical support for the notion that almost all the major hotel chains have implemented CSR practices.

谷慧敏, 李彬, and 牟晓婷 (2011) interviewed 36 senior hotel managers using a grounded theory from a stakeholder perspective, and they concluded that there are two types of stakeholders. The first included owners and employees, who shared the same objectives, and had more pressure to perform the basic CSR. The second group included guests, local government, community and media etc., who also have congruent interests. The authors then argued that it was more difficult for the second group to practice CSR due to the complexity of their motivations. Also the difference in hotel ownerships would cause different CSR practices. For example, state-owned hotels would pay more attention on employment, whereas hotels owned by private owners preferred more financial return. In the end, the authors also concluded that, as a window to the outside world, hotels, especially some specific types, were supposed to adopt more and special social responsibilities than other industrial sectors.

Chinese scholars also tried to understand hospitality CSR from a managerial perspective on an institutional level. 李彬, 谷慧敏, and 高伟 (2011) conducted an empirical study to analyze what effects would institutional pressures (regulative, normative and cognitive) and political networks exert on hospitality companies' CSR in China. The authors interviewed 404 senior managerial staff of hospitality companies, and the results showed that "corporate social responsibility is influenced by institutional pressures in different directions and to different extents, the influence of normative is strongest, and the influence of cognitive is smaller, but the statistical result of the regulative is not significant in contrast with other research results based on western culture settings" (p. 75).

Yeh (2012) notes that, for both general and hotel industries, the objective of achieving and sustaining high ethical standard may not be reached in one move, and he advocates ethics training and education. He examined the American hotel industry and he conducted empirical research that investigated how hotel general managers perceive, prepare and implement ethics training in their hotels and also their perceptions of university hospitality programs. Throughout his quantitative

analysis, the author reached the conclusion that, although hotel employees are required to have and further maintain a high level of business ethics, hotels do not really pay much attention to developing ethics in their training programs for their staff, and indeed the only time most hotel employees encounter any mention of ethics is in their job orientation. However, hotel general managers indeed indicated understanding of how important business ethics are but they felt the primary responsibility lay with hotel training institutions and hospitality colleges to provide ethics training and education for their current and future employees.

Communities' Perspectives toward Hotel CSR

The expansion and in-depth development of modern hotel industry has brought on the closer relationships between hotel and the local communities and even helped form an interpenetrative relation. The role that local communities played in the hotel development and daily operation has shown more significance (Clausing, 2011). Researchers like Goeldner and Ritchie (2009) pointed out that, in the future, the development mode of hospitality industry will transform from a developer orientation to a local community orientation. In the early stage of developing hospitality infrastructure and operation, multilateral benefits of developer and local community, employment opportunities, environment preservation and cultural heritage protection will need to be taken into account in prior.

On one hand, the development of mass tourism and increasing frequency of short trip travelling helps broad the composition of hotel guests. A traditional enclosed and independent hotel system surrounding its own external guests is gradually converting to an open system merging into local communities. Local community becomes not only a key part of hotel's surrounding area, but also a very important source to support the daily business of the hotel. On the other hand, the development of hotels will obviously influence the social and natural environment, and even way of lives of the local residents (Erdogan & Baris, 2007).

By doing a content analysis of the public websites and the annual reports issued by the world top 150 hotels in 2010, de Grosbois (2012) found that only less than half of the hotels (72) mentioned community and social wellbeing in their CSR initiatives. The most popular relevant goals include improving life quality for local communities, engaging employees, guests and business partners in their CSR efforts, and supporting global causes. The author further pointed out that although commitments were made by these hotels, a very small percent of the hotels involved provided measurement of their CSR performance in terms of community service. This finding is consistent in his research with other aspects of CSR, thus while a large percent of hotels studied provided their commitments to CSR goals, comparatively only a small percent of them offered to the public the details of initiatives undertaken and even fewer of them reported actual performance achieved.

Case study is another commonly used approach to study the influence of hotel CSR over local community (Lynn, 2009; 周晓歌 & 戴斌, 2007). For instance, 周晓歌 and 戴斌 (2007) studied the community influence of one of the leading national brand hotels-Kunlun Hotel in Beijing. Results of this research show that a) there are both positive and negative influences existing; b) compared with local community, hotel itself is relatively less active; c) compared with international hotel chains, the national brand hotels need to improve the diversity and time length of community service programs.

As a key and commonly acknowledged CSR component, the community aspect has also been tested to have positive influence over hotel guest choices in empirical studies (Adlwarth, 2010; Joan C, 2007; 杜荣凤, 2011; 牟晓婷, 2010). As a symbolic landmark of a community, hotels not only draw external guests, but also have the great potential to attract local residents as customers. Thus a good community program of hotels only improves the harmony with local people, but also has the great potential to be a strong support to the hotels' daily business, as approved in previous reviews in this section (Erdogan & Baris, 2007).

Conclusion and Future Research

According to the previous literature review, we can conclude that, compared with CSR studies in other business sectors, studies on CSR and its application in the hospitality industry, especially in its hotel business sector have only recently emerged (杜荣凤, 2011). To be specific, scholars did little CSR research in the hotel business from a holistic perspective although they have carried out research in separate related fields, such as the green hotel, employee and community relations and consumer behavior. As to the specific theme of consumer purchase intention, there remains little study (S. Lee & Qu, 2011). Due to the characteristics of hotel management discipline, in the future, the trend in research will see an increasing application of borrowed and modified theories derived from other disciplines being applied to the hotel industry, and studies with a focus on the influences of hotel CSR policies on guest behavior will become more frequent than in the past.

Discussion of the Literature Review

It could be concluded from the overall literature review that researchers have done a great amount of research regarding the evolution of the CSR concept, its practical application in terms of financial improvement, social influence and consumer behavior, etc. These research were carried out from various perspectives and disciplines generating similar and somewhat dissimilar results, thus in other words, it is hard to say that these research have reached a matured stage.

Limitations of research on CSR so far could be summarized as below:

First, the various definitions of CSR have led to the development of a multiform of CSR measuring instruments, which in a certain extent may disturb the empirical research and practical applications of CSR. For example, it would be very difficult to compare the CSR performances of hotels due to the existence of different definitions and measuring methodologies. This situation could get improved by carrying out further in-depth and comparative studies based on different cultural and managerial contexts.

Second, a large percent of current studies regarding CSR have originated from a corporate perspective, in which corporates are instructed what the influences of CSR policies will be and how to implement CSR policies. Only a small percent of researchers focuses on the social and personal perceptions of CSR and the co-benefits would be gained through CSR practices. The existence of such a situation could be misunderstood that business benefits are still the ultimate goal for corporates to carry out CSR practices instead of their social conscience. In order to build a more harmonious world, more CSR related research should be done from a social and personal non-business perspective.

Third, as a very typical labor-intensive industry, the hospitality industry especially its hotel industry branch deserves further in-depth and more comprehensive research regarding CSR due to its overall influences over guest experiences, and local communities in terms of employment improvement and mutual development. Research regarding hotel CSR from perspectives of employee, community harmony and cultural identification will have profound impacts in a context of developing countries enduring social transitions like China to international and domestic hotel chains.

Conclusion

This chapter provided a review of the history of CSR research, from which ethoretical argument among scholars to practical applications at the business level. Compared with CSR studies in other industrial sectors, the study of hotel CSR is relatively underdeveloped, especially in the context of China, which currently is one of the biggest hotel markets in the world, and which currently faces various emerging CSR related problems.

For the purposes of this thesis, a rather pragmatic approach is taken to the subject of CSR based on an identification of the various actors that are involved. The first stakeholder is the management, who are conceptualized as responding to the actions of three other stakeholders. These are, in no particular order, the hotel guests (who nonetheless are the primary focus of the study), the

government through its various initiatives (Gu & Ryan, 2014), and the degree of competition. Management then responds with reference to first seeking to improve services and thus the issue of service quality plays a role in the development of any final model. Second, it responds with reference to its employees, and this is a two-fold response. First some of the literature suggests a link between staff performance, CSR policy adoption and financial sustainability of the organization. The second link is that it represents a response to recent Chinese legislation relating to the position of employees and their welfare and salaries (Gu & Ryan, 2014).

With reference to the competition, what has become evident is an emergent concern with benchmarking against best practice since 2000 with the adoption of UNESCO's Ten Principles and the move toward ISO accreditation (Gu & Ryn, 2014). One result of this thesis is the suggestion that CSR policies may become a point of differentiation between chains, brands and properties that may acquire growing importance as a means of attracting and retaining clientele. This thus identifies another stakeholder, which is the local community – and any hotel becomes a member of that local community as an asset where family and business events can be hosted, and a contributor to that community by the patterns of employment it generates, and as a possible benefactor in wider social actions.

Building on the themes introduced in this chapter, the following chapters will now identify the issues that surround the choice of a research methodology. The selected model research methodology, namely sequential mixed methods of an initial informative qualitative study followed by a quantitative study permits the development of a series of hypotheses, and these too will be discussed in the next chapter.

Chapter 5

Research Methodology

Introduction

This chapter starts with a discussion of basic philosophical considerations embodied in this thesis, because fundamentally, these considerations decide and justify how this research will be carried out. After examining the philosophical assumptions, specific research methods will also be discussed. Overall, this thesis uses a mixed methods approach within a post-positivism research paradigm, and the reasons for this will also be discussed in the following sections.

After the methodological discussion, this chapter will discuss the research design, research questions, research model, hypotheses and items used in a questionnaire. The final part of this chapter briefly talks about data analysis and ethical issues that relate to the research project.

Research Paradigm

In the Merriam- Webster Collegiate Dictionary, the definition of a paradigm is given as a “small, self-contained, simplified examples or patterns that we use to illustrate procedures, processes, and theoretical points.” Kuhn (2012) defined the paradigm as “the underlying assumptions and intellectual structure upon which research and development in a field of inquiry is based”. DeCoster (2000) defined paradigm from a more general perspective, namely that a paradigm contains a fundamental set of human beliefs that guides actions, whether it is daily work or research conducted to reveal some social realities. Three basic functions of paradigms are as follows: first, a paradigm defines how this world works, how knowledge is developed, and how people think, write, and communicate such knowledge; second, a paradigm defines the types of

questions to be asked and the methodologies to be adapted; and last but not least, a paradigm structures the world of the academic researchers (CTA, 2010).

Table 5.1 A Comparison of Research Paradigms²³.

	Positivist	Constructivist
Philosophical Inquiry	<p>The physical and social reality is independent of those who observe it</p> <p>Observation of this reality, if unbiased, constitutes scientific knowledge.</p> <p>Behavioral researchers in education and psychology exemplify an approach to scientific inquiry that is grounded in positivist epistemology.</p>	<p>Social reality is constructed by the individuals who participate in it.</p> <p>It is constructed differently by different individuals.</p> <p>This view of social reality is consistent with the constructivist movement in cognitive psychology, which posits that individuals gradually build their own understandings of the world through experience and maturation.</p>
Research Design	<p>The inquiry focuses on the determination of the general trends of a defined population.</p> <p>The features of the social environment retain a high degree of constancy across time and space.</p> <p>Local variations are considered "noise" in samples and population</p> <p>Generalization: first define the population of interest, select a representation of the population, the researcher generalizes the findings obtained from studying the sample to the larger population using statistical techniques to determine the likelihood that a sample's findings can apply to the population.</p>	<p>Scientific inquiry must focus on the study of multiple social realities, i.e. the different realities created by different individuals as they interact in a social environment.</p> <p>Find ways to get individuals to reveal their constructions of social realities, including the person being studied and the researcher.</p> <p>Reflexivity: focus on the researcher's self as an integral constructor of the social reality being studied</p> <p>The study of individuals' interpretations of social reality must occur at the local, immediate level.</p>
Data Collection & Design	<p>The use of mathematics to represent and analyze features of social reality is consistent with positivist epistemology: a particular feature can be isolated and conceptualized as a variable.</p> <p>The variables can be expressed as numerical scales.</p> <p>Deductive analysis: identify underlying themes and patterns prior to data collection and search through the data for instances of them: hypothesis testing</p>	<p>Focuses on the study of individual cases by making "thick" verbal descriptions of what they observe.</p> <p>Analytic induction: search through data bit by bit and then infer that certain events or statements are instances of the same underlying themes or patterns</p>

There are two major research paradigms in the social sciences: the positivist and post-positivist paradigms on the one hand, and on the other, the constructivist. Table 5.1 is a comparison of these two broad approaches.

²³ Data Source: <http://www.personal.psu.edu/wxh139/paradigm.htm>

The selection of research paradigm relies on the context of the research, and the nature of research questions to be asked as well. Meanwhile, the researcher's personal belief and experiences may also exert influences on the paradigm and methodology selected (Boulding, Kalra, Staelin, & Zeithaml, 1993; Zeithaml, Berry, & Parasuraman, 1996). According to Table 5.1 and based on the research questions adopted in this thesis, a post-positivism paradigm was selected for this thesis.

According to the literature review in chapter four, post-positivism paradigm has been the mainstream paradigm selected by most CSR related researchers, especially when attempting to reveal the relationships between CSR and corporate financial performance, guest satisfaction, and corporate social image etc. (David et al., 2005; S. Lee & Qu, 2011; Lin et al., 2011; H. Tsai et al., 2010). However, for general social science studies, such dominance has been challenged for its lack of competence to explore in more depth the nature of socially complex issues.

Although when researching the hospitality industry, the conventional "rigorous scientific positivist" agenda still dominates most studies, there is an emergence of academics and practitioners who have started to adapt constructivist paradigms and grounded research as an alternative way to explore complex issues in hospitality not easily accessed by conventional statistical techniques (Sheppard, 1997). In this thesis the purpose is to examine the direction of causality among hotel CSR practices, customer perceived CSR publicity and guest repeat purchase intention, while taking hotel expertise and customer satisfaction as mediating variables, and such issues could only be better solved by the pragmatism of mixed methods.

The thesis adopts this perspective as it sought to generalize determinants of repeat patronage of hotels by Chinese clients within China. Given this a statistical approach is permissible, but it must be noted that such an approach simplifies reality by seeking to measure relationships between key determinants of a situation. It abstracts from reality those key variables to generate a model

of reality– it is not reality itself. The advantage of prior qualitative stage is that it reduces dependency on a researcher led agenda and lends credence as to the validity of the items used as measures in the quantitative exercise.

Research Methodology

Research methodology is defined by Fornell, Johnson, Anderson, Cha, and Bryant (1996), as a standard that involves theoretical principles and a research framework that guides the way research is conducted in the context of a specific paradigm, and often research methodology is also regarded as one of the elements that comprise the research paradigm (DeCoster, 2000). Thus, research methods are the specific tools used by the researcher to achieve the major research objectives; they help the researcher to collect and analyze empirical data. In conclusion, the research methodology guides the researchers to carry out a specific steps in the research process, and the research methods comprise tools and techniques to help conduct such research, especially in the data collection and analytical stages (Oliver, 1980).

In short, the methodology that this research adapts is a sequential mixed-methods approach with a qualitative component informing the final quantitative stage. However, it should be noted that in this research, the quantitative component will play the major role of analysing while the qualitative part is informative by revealing guests' psychological feeling and helping the formation of the quantitative survey questionnaire.

From a historical viewpoint, quantitative methods have dominated social science study since World War II (Walle, 1997). However Walle (1997, p. 535) pointed out one deficiency of quantitative methodology as it "... limits the areas of inquiry to those for which ample facts can be gathered and leads to the possibility of oversimplifying reality by only examining phenomena in ways which reflect rigorous data gathering". Therefore, in the recent past years, scholars have re-directed their attention back to qualitative approaches, which must now be regarded as a mainstream method instead of just being a

complement to the quantitative (Phillimore & Goodson, 2004). Nowadays, social science scholars perceive both methods as valid, complementing each other, and yet both having their own objectives and shortcomings (C. Ryan, 1995).

As to the study of the hotel industry, guest purchase intentions are usually analyzed under the guidance of quantitative research methodology, which assumes a-priori functional form, either additive or multiplicative, and requires variables to follow a particular distribution like the normality of distribution (Zhang, 2009). Compared with the quantitative approach, qualitative methods can offer more flexibilities in terms of exploring guest purchase behavior, which could be psychologically complex and difficult to identify with quantitative data (Middelkoop, Borgers, Arentze, & Timmermans, 2000; Tsai et al., 2011). In current social science studies, the qualitative research method is often used as the first phase to reveal perceptions, impressions, motivations, reasons and to be specific, how purchase intention is shaped. By uncovering these psychological facts, the qualitative method also helps to facilitate the formation and modification of the quantitative survey questionnaire.

Research Design

As stated previously in this chapter, a sequential mixed methods methodology was chosen as the research methodology of this thesis. Mixed methods research methodology involves collecting and analyzing both qualitative and quantitative data and taking advantages of both. Since the mid-1990s, social scientists have increasingly turned to use mixed methods across social, behavioral and psychological studies. Although still not fully developed, the emergence of the mixed research methods has been regarded as the third methodological movement, which is believed by researchers to enhance the understanding of complex social phenomenon and form a better, more rigorous research methodology. Consequently the methodological approaches adopted in social sciences have been represented by three major methods, thus quantitative, qualitative and mixed methods. The last has gained more advocates because it

is believed that they can generate a broader and more complete view of the research topic than by otherwise simply collecting or analyzing quantitative or qualitative data alone (Hinkin, 1995; Oppenheim, 2000) .

There remains another basic question, that is, which type of research informs this thesis? For most social science studies, there are three major types of research: exploratory research, which attempts to explore a concept, social phenomenon or situation that the researcher knows little about; descriptive research, which attempts to describe a concept, social phenomenon or situation that the researcher knows something about, but just wants to describe what he/she has found or observed; and explanatory research, which generally involves deriving a hypothesis from available theories and testing it (Miller & Salkind, 2002). For this doctoral research, an explanatory type of research design is undertaken in terms of the nature and purpose of this thesis, because such research mostly requires hypothesis developing and testing.

Therefore, in the design of this research, there are two components, namely the qualitative and quantitative. The former was conducted in the first stage to explore the general and psychological mental sets of respondents, and to produce a rich dataset. Additional findings from the first stage helped the researcher identify and modify items used in the questionnaire, and aided understanding results derived from the subsequent quantitative research. The second stage play the major role in this research, in which the quantitative analysis confirmed the validity of the items used in the questionnaire, and permitted measurement of interactions between the variables thought important (Ryan, 1995). Most importantly, findings of the quantitative research were used to test the hypotheses that this thesis proposes. It is this testing that is the source of any contribution this thesis makes to both hospitality research and practice.

For the collection of both informative qualitative and quantitative data, the target sampling pool was hotel customers in China who have recent hotel experiences. Due to the limitation of research funds, and in order to avoid selection bias, a mixed approach of convenience and purposive sampling was

used. Convenience sampling is a non-probability sampling method where respondents are chosen for their convenient accessibility and proximity to the researcher. Although it is ideal to test the entire population, in most cases, this could not be done because of the large scale of the entire population. This also explains why most researchers rely on convenience sampling, the most commonly used sampling technique. Many researchers prefer convenience sampling because it is fast, inexpensive and the respondents are readily available.

It was planned that the data were first collected through a convenience method of sampling, then checked for its socio-demographic nature, and subsequently respondents were recruited consistent with characteristics of hotel patrons as revealed by CTA data. In practice little need for any adjustment arose. The questionnaires were distributed using the researcher's social network and then supplemented by an internet survey.

Qualitative Research Design

Qualitative approach can produce rich information which quantitative studies find hard to generate, and can be a helpful source of ideas, insights and new perspectives upon a problem (Ryan, 1995). Advocates of qualitative methods insist this method enables researchers to obtain deeper, richer and thicker descriptions than quantitative surveys with fixed-alternative responses, by exploring and not constraining respondents. It does this by offering a context of open questions (Churchill & Iacobucci, 2009). However, the qualitative approach is not perfect and has its own disadvantage. That is, qualitative data has to establish its own credibility, and the role of the researcher in data collection has to be transparent. Quantitative data can be subjected to well-known tests of validity.

In qualitative research, the interviewing of individuals is the most commonly used method when the research aims to understand a reason or motivation. Thus, individual interviews were particularly helpful in this research as the goal is to

find how hotel guests form their repeat purchase intention under the influence of CSR. To achieve this goal, it is necessary to study each guest's decision making process in depth, to understand from where the thought originates, what kind of information is collected, what advice is sought and given, and all in all, what leads the guest to make a purchase choice of a specific hotel instead of others (Peterson, Ritchie, & Goeldner, 1987). In this study, qualitative interviews included but were not limited to the following semi-structured questions:

- Do you often stay in a hotel or not?
- For what reason do you stay in a hotel, is it for travel, work or others?
- What types of hotels do you usually choose to stay?
- What are the major decisive factors for you to choose a specific hotel?
- How much do you know about CSR?
- Will you choose a hotel that has CSR programs if you have to sacrifice locational convenience?
- Will you choose a hotel that has CSR programs even if you have to pay a premium?
- What do you think of the current CSR status of hotels in China?
- Do you often receive news about hotel CSR from the mass media or elsewhere?
- Is CSR is one of the major reasons that you recommend a specific hotel to friend?

Interviewees in this stage were selected deliberately rather than randomly. This was to ensure respondents possessing diversified characteristics such as age and frequency of patronage were examined in the qualitative stage in order to understand decision making from a variety of viewpoints (Peterson et al., 1987). In this research, semi-structured interviews were conducted in Chinese on a one-to-one basis. The consents of respondents to interviews were obtained and

the questioning was recorded to facilitate the collection of information. A third party translation into English was undertaken for the final text used in this thesis.

Results generated from the qualitative research were used to help identify and modify the following quantitative stage, especially the selection of items for use in the questionnaire.

Quantitative Research Design

The topic of this research is how hotel CSR affects guest repeat purchase intention in China. According to the literature review, there are two types of study approach to the influences of CSR on guest behavior. One approach studies the direct influence that CSR exerts on guest behavior (Brown & Dacin, 1997; Folkes & Kamins, 1999; Lafferty & Goldsmith, 1999), and another studies the indirect influence of CSR by introducing moderating variables (David et al., 2005; S. Lee & Qu, 2011; Lin et al., 2011).

Based on a comparison of the two approaches, this research adopted the latter, primarily because guest responses to hotel service are not solely determined by hotel CSR policies, even though this variable seemingly has an increased positive impacts on purchase intention (Sen & Bhattacharya, 2001). The hotel expertise, which produces and delivers quality services and products to consumers, will still have very strong influence on customer satisfaction and purchase intention.

It is noted that many scholars have observed the importance of proper communication between corporate and social public on corporate's CSR efforts (David et al., 2005), and this conclusion is also thought applicable to the hotel industry. Therefore, this research introduces perceived CSR publicity as an important antecedent which both could have direct impacts on guest purchase intention and indirect impacts on customer perceived expertise and customer satisfaction.

Research Questions

Based on the literature review, this thesis develops the following research questions:

Research Question 1: What effects will hotel CSR practices (including those relating to employees, guests, environment and community) generate on guests' perception of a hotel's expertise and their satisfaction?

Research Question 2: What are the influences of the guests' perception of hotel expertise and their satisfaction on their intent of making a repeat booking?

Research Question 3: Could guests' perception of a hotel's expertise, as well as their satisfaction play a moderating role of the repeat purchase decision?

Research Question 4: How important is guests' perceived CSR publicity as to their perception of hotel expertise, their satisfaction and more importantly their purchase intention?

Research Model

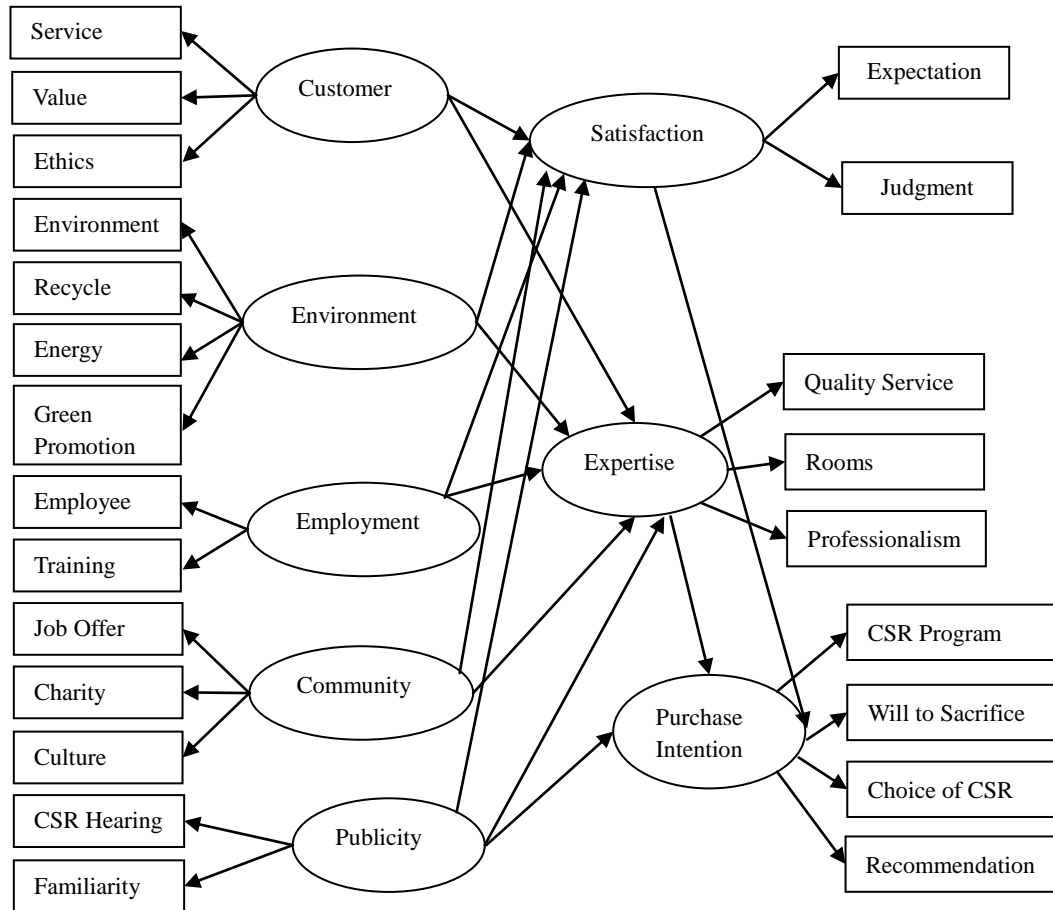
Based on the research questions developed and literature review, this thesis proposes a research model which is shown in Figure 5.1.

Figure 5.1 indicates that the model comprises five antecedents, thus perceived CSR publicity, and four CSR policy dimensions (employees, guests, environment and community), two mediating variables, namely guest perceptions of hotel expertise and guest satisfaction, and one result- the intent to make a repeat purchase. Three types of relationships are represented in the model: first, individual influences of each mediator on the guest repeat purchase intention; second, individual influences of each antecedent on both mediators; and third, direct influence of consumer perceived CSR publicity on repeat purchase intention.

Overall, by proposing this model and research questions, this study seeks to understand hotel CSR in China from a guest perspective by identifying the

underlying mechanisms among perceived CSR publicity, hotel CSR practices, hotel expertise, guest satisfaction, and repeat purchase intention.

Figure 5.1 A Dual Process Model of Hotel CSR and Purchase Intention



Hypothesis

Based on the analysis of the research model and questions, thirteen hypotheses are developed for empirical testing in the following research.

H₁: The degree of expertise that a hotel is perceived to possess has a positive impact on guest repeat purchase intention of hotel products or services;

Corporate expertise (or the similar term, corporate ability) have been found to have a significant connection with guest purchase intention, and it generally refers to the kind of ability of a company to anticipate, evaluate and satisfy

customer needs, wants and desires by performing as the leader in a specific industry category (David et al., 2005; Lin et al., 2011). Although previous study shows that a hotel's corporate expertise that delivers the desired quality service and product to guests has strong influences on repeat purchase intention (S. Lee & Qu, 2011), this thesis attempts to find if the differences of research context and model could make a difference to this relationship.

H₂: Hotel guest satisfaction has a positive impact on repeat purchase intention of hotel products or services;

The mechanism lying behind hotels' CSR initiatives and customer purchase intention is a complex rather than simple connection, and introducing a moderating variable like guest satisfaction that is closely connected with purchase intention will, it is argued, be helpful. Although previous studies show that the level of guest satisfaction has a strong positive impact on repeat future purchase intention (Hinkin, 1995; Oppenheim, 2000; 杜荣凤, 2011), more empirical studies are needed to represent more scenarios. Due to the change of research context in terms of country and time, this thesis will examine this hypothesis by taking customer satisfaction as a mediator between hotel CSR practices and guest purchase intention to assess whether the relationship continues to be valid in a Chinese context.

H₃: Perceived CSR publicity has a positive impact on guest perception of hotel expertise.

Corporate expertise refers to a company's ability and competency to improve the quality of their potential and existing product/service, and make production innovations (Luo & Bhattacharya, 2006; Miller & Salkind, 2002). Given this it is not unexpected that CSR may favourably impact on guest perceptions of hotel expertise. Research reveals that guests who are aware of CSR publicity have a more positive impact on their perception of a hotel's expertise. However, according to the literature review, little empirical research has been carried out in the context of hotels, and this will be one conceptual gap that this thesis will attempt to assess.

H₄: Perceived CSR publicity has a positive impact on hotel guest satisfaction;

Most research regarding CSR publicity focuses on the relationships between CSR publicity and corporate image, customers' perception of corporate expertise and their purchase intention (Klein & Dawar, 2004; Martin, 2002), and there are few studies that examine if customers' awareness of CSR publicity could have impact on their satisfaction, not even to mention such research is lacking in the context of the hotel industry. However, it is thought that there could be weak connections between these two variables, and this is why this hypothesis is suggested.

H₅: The employment component of hotel CSR has a positive impact on guest perceptions of hotel expertise;

Previous research (McWilliams & Siegel, 2001; Sagawa & Segal, 2000; Weiser & Zadek, 2000) completed in other business sectors has shown a positive correlation between employees' perception of employers' CSR employment policies and employees' loyalty and productivity. Companies across various business sectors became employers of first choice by adopting CSR initiatives that benefit their employees. However, previous research normally studied this topic from an employee perspective (Tsai et al., 2012; Deery et al., 2007; 蒋术良, 2009), and little research has been found that examines the connection between the way hotel employees are treated in terms of CSR and the hotel guests' perception of hotel expertise. This thesis proposes and tests this hypothesis.

H₆: The employment dimension of hotel CSR has a positive impact on guest satisfaction;

Similar to hypothesis 5, previous studies usually focus their attention on relationships between hotels' CSR policies toward employees and subsequent employee loyalty and productivity, and it is generally suggested that such initiatives can successfully bring down the employee turnover rate (牟晓婷, 2010; 刘敏, 2010). However, relatively little research has examined if the way that hotels treat their employees has impacts guest satisfaction within the specific domain of CSR policies. In this thesis, hotel CSR employee care comprises two measures as perceived by the guests, "I think the hotel offered

their employees reasonable salaries and social benefits” and “I think the hotel offered their staff quality training and career development opportunities”.

H₇: Hotel CSR guest awareness has a positive impact on the guest’s perception of the degree of expertise that a hotel possesses;

Research (David et al., 2005; Lin et al., 2011) undertaken in other industrial sectors suggest that companies’ CSR initiatives could be significant predictors of customers’ perceived corporate expertise. In other words, companies’ CSR initiatives could have positive impacts on customers’ perception of corporate expertise. However, no similar research was found for the hospitality industry, not to mention from a specific customer dimension of hotel CSR perspective, and this too is a literature gap that the thesis attempts to fill. The guest dimension of hotel CSR policies thus has three items, “I think the hotel offered a healthy, safe service to guests”, “I think the hotel offered services that offered good value for money to guests”, and “I think the service offered by the hotel is consistent with common social ethics”.

H₈: The standard of performance on the guest dimension of hotel CSR policies has a positive impact on guest satisfaction;

Lee and Heo (2009) noticed that positive CSR efforts of hospitality industry tend to have positive impacts on customer satisfaction, but their proposition was not fully supported by their empirical analysis and there was a lack of specificity as to how standards of performance impacted on guest satisfaction within the context of CSR policies. The proposing and testing of this hypothesis will examine this relationship, and will also have implications for managerial practice. Thus it is possible that while it could be assumed that there is a positive correlation between hotel CSR guest directed policies and guest satisfaction, a possible intervening factor is whether the guest is actually aware of these policies, and to what degree they are evaluated as being of importance. From this perspective, the direct relationship of CSR guest directed policies and guest satisfaction is far from certain.

H₉: The environmental dimension of hotel CSR has a positive impact on guest perception of hotel expertise;

In recent years, the interests of various stakeholders in the environmental performance of hotel industry has increased dramatically (LLP., 2000). Hotel guests, investors, management as well as the mass media have all paid attention to sustainable development. Various research projects have also demonstrated positive links among hotels' environmental initiatives, hotel financial performance and guests' perception of hotel expertise (宗聪聪, 2010).

According to the website analysis noted in chapter three, almost all the top hotel groups in China have implemented different levels of environmental sustainable initiatives, or *green initiatives* as they are called by hotel practitioners. Other than from a managerial and financial standpoint, this thesis attempts to reveal how Chinese hotel customers feel about hotels' expertise under the influence of hotels environmental initiatives by proposing and testing this hypothesis.

H_{10} : The environmental dimension of hotel CSR policies has a positive impact on guest satisfaction;

Although this hypothesis has a *prima facie* appeal, previous empirical research (杜荣凤, 2011) actually revealed that the environmental dimension of hotel CSR has little or even no impact on customer satisfaction or repeat purchase intention, and conventional factors like price, quality service and location still have stronger impacts on customer satisfaction than CSR. Similar results, but from an employee perspective, was later found by Tsai et al. (2012), who revealed that the environmental part of CSR was of the least concern to hotel employees in Hong Kong among a list of issues. Measures regarding this hypothesis include items relating to environmental-friendly services, waste management, clean energy and the promotion of green initiatives.

H_{11} : The community dimension of hotel CSR has a positive impact on guest perception of hotel expertise;

Community dimension is one indispensable part of hotel CSR, and all the major hotel groups operating in China have implemented various community programs according to the website analysis. However, previous studies regarding this topic pay lots of attentions on the impact that hotels exert on a

local community (周晓歌 & 戴斌, 2007), and as yet no research in China has been found on how guests assess such policies. This thesis tests guests' perception of hotel expertise based on their understanding of a hotel community and social policies. Again, an intervening variable needs to be identified, and that is the ability of the hotel to communicate these policies to guests, and hence that too is an issue in determining guest evaluation of hotel expertise.

H₁₂: Community dimension of hotel CSR has a positive impact on guest satisfaction;

Similar to hypothesis 11, although community relations are generally regarded as an integral part of CSR initiative, no evidence has been found that hotel customers will feel satisfied when the hotel in which they stay claims the maintenance of good relations with its local community. This thesis proposes this hypothesis to fill such a gap. Three items regarding this hypothesis were developed, thus "I think the hotel offered reasonable job opportunities to their local communities", "I think the hotel engaged actively in charity activities and voluntary services" and "I think the hotel supported local cultures and customs in its property".

H₁₃: Customer perceived CSR publicity has a direct positive impact on guest intention to repeat a purchase of hotel products or services.

Scholars and practitioners have already noticed whether and how companies communicate their CSR initiatives are of key importance from a public relations perspective, because the customers can only be influenced by CSR if they are informed of them. For example, David et al. (2005) suggested that companies' effort to promote their CSR programs can increase positive public perceptions of corporate expertise and corporate value, which together might reinforce guests' repeat purchase intentions. Although researchers like David et al. (2005), and Lin et al. (2011) have confirmed the positive impact of CSR publicity or customers familiarity with CSR activities on customer purchase intentions, more empirical research is still needed to reveal the impact mechanism in various contexts, for instance, by country and industry. According to the website analysis in chapter two of this thesis, the websites of

the top hotel groups in China did not perform well on promoting their CSR practices in China, so proposing and testing this hypothesis can also generate significant managerial implications for hotel practitioners in China.

Questionnaire items and scales

Derived from the research questions and hypotheses, the following items and scales were developed for the questionnaire. Table 5.2 summarises the sources for the items, and the items themselves are listed in the following text. There are five dimensions of CSR policies that are measured, and these measurement questions are adopted from works of previous studies combined with the researcher's own experience (David et al., 2005; S. Lee & Qu, 2011; Lin et al., 2011; 蒋术良, 2009). In addition, modifications were made in the light of the initial qualitative study (which is described in the next chapter) and to better fit the hypotheses outlined above.

A seven-point Likert scale will be used in this research to measure the psychological feedback of the respondents based on a parametric statistical approach. The Likert scale is the most commonly used psychometric scale involved in research that employ survey questionnaires. A proper-designed Likert scale will present a symmetry of items about a midpoint with clearly defined linguistic statements. If a Likert scale is symmetric and equidistant, it could be regarded as an interval measurement. In other words, although a Likert scale is in nature ordinal, if well-presented it could approximate an interval measurement (Allen & Seaman, 2007; Carifio & Perla, 2007).

Parametric statistical method is used in this research for the ordinal essence of the Likert scale. Parametric method is a statistical branch that assumes that the data comes from a type of probability distribution and makes inferences about the distribution parameters. As opposed to non-parametric method, parametric one requires more assumptions, and if these extra assumptions are correct, parametric method can produce more rigorous and precise estimates (Geisser & Johnson, 2006).

Repeat Purchase Intention

- In the near future, I will prefer to stay in a hotel which has CSR programs;
- I will choose a hotel that has CSR programs even if at the cost of sacrificing location convenience or paying a premium price;
- Among hotels of the same level (star grading), I will prefer to choose one that has CSR programs.
- I will recommend a hotel which has CSR programs to whom may seek my advice.

Hotel Expertise

- I think this hotel offers a high quality services for their guests;
- I think the hotel offered high quality rooms and other ancillary facilities;
- I think the hotel's employees showed high levels of professionalism;

Customer Satisfaction

- I think my perceived hotel experience quality was higher than my expectation;
- Overall, I thought very highly of my stay in the hotel;

Perceived CSR Publicity

- I often hear about hotel Corporate Social Responsibility initiatives;
- Generally, I am familiar with the hotel's Corporate Social Responsibility activities;

CSR Practices

Employment Dimension

- I think the hotel offered their employees reasonable salaries and social benefits;
- I think the hotel offered their staff quality training and career development opportunities;

Guest Dimension

- I think the hotel offered a healthy, safe service to guests;
- I think the hotel offered services that offered good value for money to guests;
- I think the service offered by the hotel is consistent with common social ethics;

Environmental Dimension

- I think the hotel provided environmentally friendly services;
- I think the hotel had an efficient recycle/waste management system;
- I think the hotel used clean energy sources;
- I think the hotel actively promoted the ideas of green initiatives to guests;

Community Dimension

- I think the hotel offered reasonable job opportunities to their local communities;
- I think the hotel engaged actively in charity activities and voluntary services;
- I think the hotel supported local cultures and customs in its property;

Table 5.2 Questionnaire Construction– Indicative Sources of Items

Item to be measured	Indicative literature	Testing
General Hotel Stay Information	韦佳园 (2008), 辛慧 (2009), Carifio and Perla (2007)	General Info. of Hotel Staying <ul style="list-style-type: none"> • Frequency of hotel stay • Purpose of hotel stay • Types of hotel to stay • Characteristics of CSR • Info. Source of getting CSR • Assessment of current CSR
General Demographic Characteristics	Vivian Zhang (2009)	General Info of Respondents <ul style="list-style-type: none"> • Gender and age • Marital Status • Monthly Income • Occupation and education
Scales Tested in Paper	Sources Informing Scale	Comments on Scale
Customer Dimension of Hotel CSR	RepuTex (2012), 魏农建, 唐久益 (2009), 韦佳园 (2008), Kim, Ma, and Kim (2006), Mohr et al. (2001), Ramasamy and Yeung (2009)	How customers evaluate hotels' efforts to be socially responsible for their customers.
Environment Dimension of Hotel CSR	祁颖 (2011), Kasim (2006), Schubert, Kandampully, Solnet, and Kralj (2010), Paulina Bohdanowicz and Martinac (2007), Kirk (1995), Kang et al. (2011)	How hotels perform their environmental responsibility to make themselves and surrounding environment greener.
Employee Dimension of	刘敏 (2010), Tsai et al. (), Wu and Wang	Scale used to measure how hotels

Hotel CSR	(2008), Fisher and McPhail (2010), Zongqing Zhou, Li, and Lam (2008), E. Roberts and Tuleja (2008), Ogaard, Marnburg, and Larsen (2008), Wu and Wang (2008)	treat their employees in terms of salary income and career development.
Community Dimension of Hotel CSR	Teresa (2006), 周晓歌 and 戴斌 (2007), Reynolds (2000), Frooman (1997), Clausing (2011), Paulina Bohdanowicz and Zientara (2008), Juan L (2008), P. Bohdanowicz and Zientara (2009)	Scaled used on assessing hotels' effort to build mutual benefits with their local communities.
Hotel Expertise	David et al. (2005), S. Lee and Qu (2011)	Scale used to evaluate the professionalism of hotels, in terms of service, hardware and employee.
Customer Satisfaction	Zeithaml et al. (1996), Claes Fornell (1992), C. Fornell et al. (1996), MA, YANG, and KANG (2006), Luo and Bhattacharya (2006)	Scale used to evaluate how customers feel about the products that hotels offered in terms of mental satisfaction.
CSR Familiarity	David et al. (2005), Lin et al. (2011), 辛慧 (2009)	To what extent do customers feel familiar with hotel CSR practices or policies.
Customers' Future Repeat Intention	Boulding et al. (1993), Zeithaml et al. (1996), 杜荣凤 (2011), Baker and Crompton (2000), S. Lee and Qu (2011), Qi (2008), (Z. ZHOU & ZHANG, 2007)	To what extent will customers prefer to choose a CSR featured hotel or recommend to other guests.

Data Analysis

As previously stated there are two types of data which this research collected, thus qualitative and quantitative data. Qualitative data were collected through in-depth interviews and analyzed by content and thematic analysis. By analyzing the qualitative data, factors and constraints which possibly influenced on guest repeat purchase intention were identified. To carry out the qualitative data analysis, textual analysis software packages, Catpac or TextSmart were to be used to facilitate the analysis.

It is suggested by Veal (2006) that a sophisticated analysis of qualitative data could be regarded as less important, and to some extent, unnecessary when the purpose of in-depth or informal interview is to help the formation of a formal survey questionnaire, which was one of the objectives of this initial stage of the research. However, since in-depth interviews can help unveil underlying dynamics which a questionnaire is not able to, the text derived from those

interviews and the analysis of that text may be regarded as a case study within the thesis. As previously noted, this analysis forms the subject matter of the next chapter.

As to the quantitative data analysis, cluster and discriminant analysis are undertaken to identify group characteristics of the sample population after the reliability tests have been concluded. Multiple regression and multinomial regression were used to reveal the determinants of Chinese hotel guests' repeat purchase intention. Finally, structural equation modeling (SEM) was used to analyze the relationships among the antecedents, mediators and latent variables of the proposed research model. To be specific, statistical software package, LISREL for SEM analyzing were used in the relationship analysis.

Ethical Issues

The researcher of this thesis complied with the regulations prescribed by the Human Research Ethics Regulations of the Waikato Management School. These require that any research project that requires human participation need to be approved by Human Research Ethics Committee of Waikato University, and that approval was provided on the provisos that are now described.

First, human participation involved in this research was totally voluntary and clear and detailed information about the research purpose were conveyed to the participants to ensure they understood the research project. Second, the researcher ensured that interviewees in both qualitative and quantitative stages agreed to participate. Third, at any time of this research, participants retained the right to quit participation, and refuse to answer any question that they deemed as offensive or improper. Fourth, data collected from both qualitative and quantitative surveys will be only be used for the sole purpose of academic research, and all information collected which relate to participants' privacy, for instance name, gender, marriage or profession, etc. will be treated with the highest confidentiality. In other words, no individual's personal information will be presented in the final or any other periodical papers or reports deriving

from this research that permits the identification of that individual. Last but not least, the surveys were conducted in mainland China where the researcher resides, and is himself Chinese. This meant both interviewer and respondents had the same culture background therefore avoiding potential issues of cultural misunderstandings.

Conclusion

This chapter introduced and explained the selected research paradigm for this thesis, namely the post-positivist paradigm, within a mixed-method approach of qualitative and quantitative methodologies. Research questions, research model, hypotheses, items and techniques and methods used to process the qualitative and quantitative data were also described. Finally it was indicated that compliance with the guidelines for ethical behavior were followed to ensure the privacy of respondents and the integrity of the data.

Chapter 6

The Qualitative Stage of the Research

Introduction

As described in Chapter Five, this thesis adopts a mixed methods research methodology. In short, an informative qualitative research was initially carried out to inform the second stage comprising of a quantitative study. The purpose of this chapter is to describe this initial stage.

Qualitative Interview

Basically, in order to identify dimensions that underlie perceptions about a given topic, it is generally suggested that 15 to 25 initial interviews should be conducted. For example Dolničar (2004) suggested that “a sample size of 15 to 25 within a population will frequently generate sufficient constructs to approximate the universe of meaning regarding a given domain of discourse (p. 50).” Table 6.1 provides some basic data about the interviewees. Such numbers are usually premised on personal construct theory that is associated with psychologists such as George Kelly. In this study, a total of 19 respondents were interviewed by being asked the 10 questions listed in Figure 6.1 below. It should be noted that the age of these 19 respondents ranges from 26 to 38 years old. Although sampling bias may exist because of the limited age range, this group of individuals could be regarded as representative of the major hotel patrons in China as they were akin to those in other samples reported by researchers such as Ryan and Gu (2007).

The first question related to the frequency with which respondents stayed in hotels. Of the respondents 13 indicated that they did not stay that often in hotels, but in saying this, the majority of such respondents indicated that they may make one to three bookings a year, while one indicated seven to eight such stays. Including

that respondent, it appears that at the other end of the scale that six stayed quite frequently at hotels in a year, that is from five to twenty times or more. Hence approximately one of the respondents very occasionally stayed at a hotel, six were frequent stayers and the remainder stayed between two to six times per year in a hotel.

Figure 6.1 Interview Questions and Facts to be Revealed

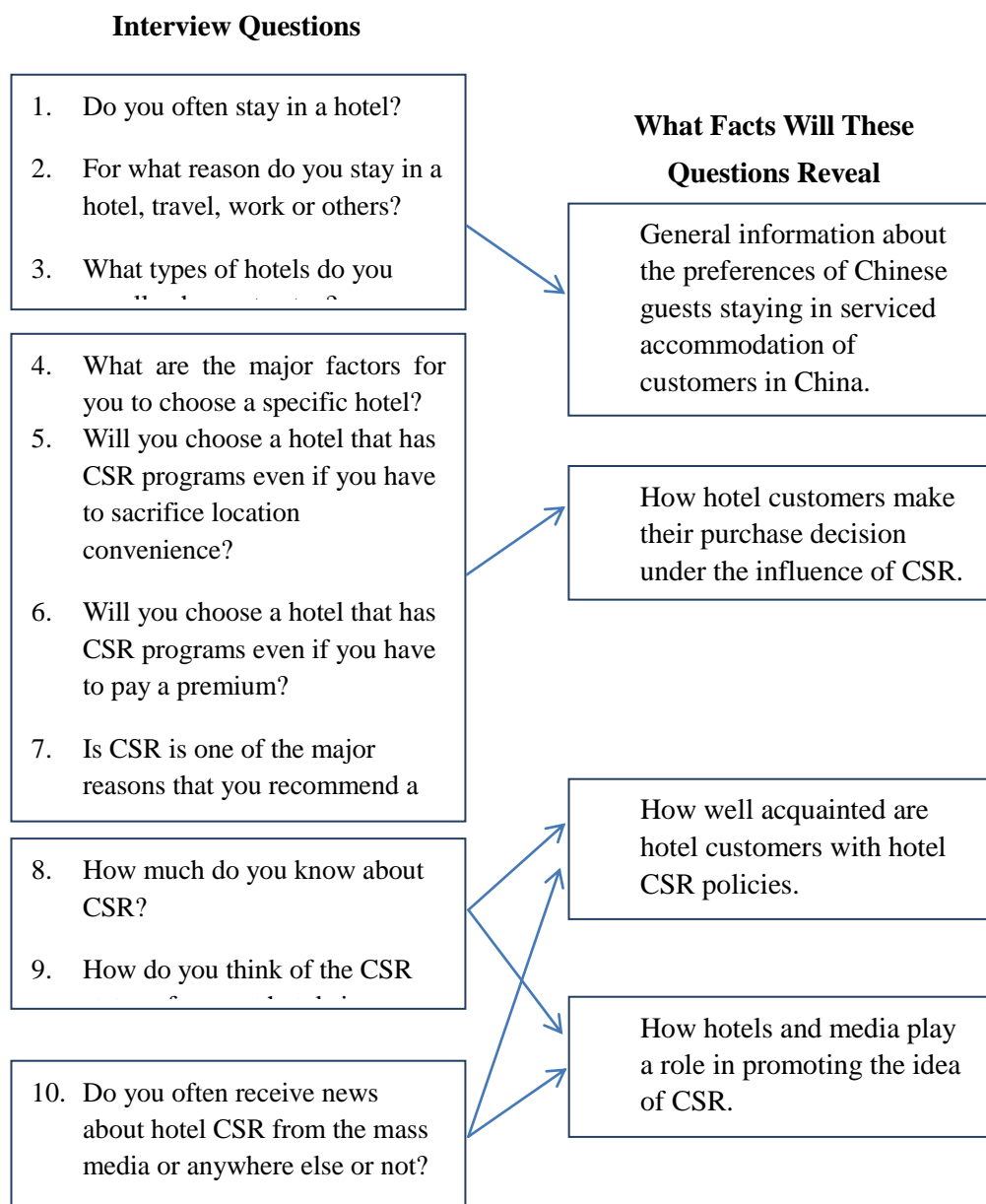


Table 6.1 Table of Interviewees

Respondent No.	Gender	Age	Frequency of Hotel Stays
1	Male	32	Not very often, 4-6 times a year
2	Female	30	Quite often, about 15 times for last year
3	Male	28	Not often, 3-4 times a year
4	Female	32	Not so often, 3-4 times a year
5	Male	35	Often, more than 10 times a year
6	Female	33	Not often, no more than 5 times a year
7	Male	33	Often, more than 20 times a year
8	Female	26	Not often, less than 10 times a year
9	Female	28	Not often, about 5-6 times a year
10	Male	38	Very often, around 20 times a year
11	Male	29	Yes, often, more than 10 times a year
12	Female	30	Not often, no more than 5 times a year
13	Female	31	Occasionally, 5 or 6 times a year
14	Male	34	Not often, around 2 or 3 times a year
15	Female	30	Not very often, less than 10 times a year
16	Female	29	Not often, 6 times of last year
17	Female	31	Yes often, more than 15 times a year
18	Male	34	Not often, no more than 4 times last year
19	Male	31	Not often, about 6 or 7 times for last year

This was supported by the reasons for such stays as asked in the second question. For four respondents the majority of their stays seemingly arose from trips that were primarily motivated by leisure and recreation reasons, while a further four indicated the primacy of business travel. The remainder indicated various mixes of both recreational and business travel.

In terms of the classification of hotel that was selected, a clear distinction between leisure and business determined travel began to emerge allied to a degree of price sensitivity. Six of the respondents specifically drew a distinction whereby on business travel they tended to stay in branded budget hotels because that was the company policy, but went on to state that when making their own arrangements for leisure travel they preferred to stay at better star classified hotels. For example respondents 14 and 15 commented:

Respondent 14:

It depends, for business trip, due to cost control, I would like to choose budget hotels or economy hotels, for leisure travel, I will prefer a more comfortable one.

And respondent 15 similarly stated:

It depends, for leisure travel, I like to stay in a four star hotel, for business trip, because of company policies, I would stay in a budget hotel.

While this view was also supported by Respondent 7 who commented:

For business purposes, I would stay in a chain budget hotel. For leisure travels, I prefer a hotel that is very comfortable.

Other respondents who stated that they tended to stay primarily in budget hotels also added the statement that they were complying with company policies. In two cases where leisure travel was referred to, the respondents indicated a preference for budget hotels and Respondent 1, who had indicated travel for both leisure and work reasons, specified that he tended to stay in 7 Days Inn accommodation.

Respondents were then asked what the major factors that influenced their decisions were, and the data were then analysed with the help of the textual analysis program, CatPac. This program allocates locations to the text and then uses a derivative of nearest neighbourhood analysis to develop patterns of text that can be interpreted as attitudinal, perceptual or neural dimensions in people's thinking. Among the outputs are frequency counts, dendograms and perceptual maps. Table 6.1 below shows the frequency count and indicates that location, price, service, ambience and comfort are the major determinants of hotel choice, with the first accounting for a significant part of the whole. This emerges along with price from the business travel sector, while service, ambience and comfort, (while having some overlap with business travel), tended to dominate in the responses that relate to leisure travel. Examples of the quotes are listed below:

Table 6.2 Frequency Count of Words in Textual Analysis of Reasons for Hotel Choice

DESCENDING FREQUENCY LIST				
WORD	FREQ		CASE	
	FREQ	PCNT	FREQ	PCNT
LOCATION	11	15.7	31	45.6
PRICE	8	11.4	22	32.4
MAJOR	5	7.1	15	22.1
NORMALLY	5	7.1	15	22.1
SERVICE	5	7.1	15	22.1
AMBIENCE	4	5.7	7	10.3
COMFORT	4	5.7	12	17.6
CONCERNS	3	4.3	9	13.2
HOTEL	3	4.3	9	13.2
BUSINESS	2	2.9	6	8.8
COST	2	2.9	6	8.8
DECISIVE	2	2.9	6	8.8
FACILITIES	2	2.9	5	7.4
I	2	2.9	6	8.8
SAFETY	2	2.9	6	8.8
BED	1	1.4	3	4.4
CAREFUL	1	1.4	3	4.4
CHOOSE	1	1.4	3	4.4
CLEANNES	1	1.4	3	4.4
COMES	1	1.4	3	4.4
CONSIDERATION	1	1.4	3	4.4
DEPENDS	1	1.4	3	4.4
EFFECTIVE	1	1.4	3	4.4
ENVIRONMENT	1	1.4	3	4.4

Respondent 7:

For business purposes, I prefer to take location and cost performance into my consideration. For leisure travel, comfort and safety are my major concerns.

Respondent 9:

For business trip, location and price decide; for relaxation, usually facilities, for example if they have spa, nice bed or swimming pool, etc.

Respondents were also asked about their level of knowledge of CSR, and seven indicated that knew very little about the topic, or indeed had not considered it. A further three stated that they too had little knowledge but suggested that it was about:

Respondent 9:

Not much. I think it is involving safety, quality, charity, achievements for communities. And respondent 16: I haven't paid special attention on it. In my mind, it should be around environment protection and charity.

And respondent 18:

Not really, my understanding on this topic is quite limited ... it is about hotel making contributions to the society.

On the other hand other respondents had much more specific insights with one respondent commenting:

Respondent 14:

I know about it from my company, and I think for a company, it should have such kind of responsibilities, and to carry on this work is a good usage of the social utilities.

While another noted:

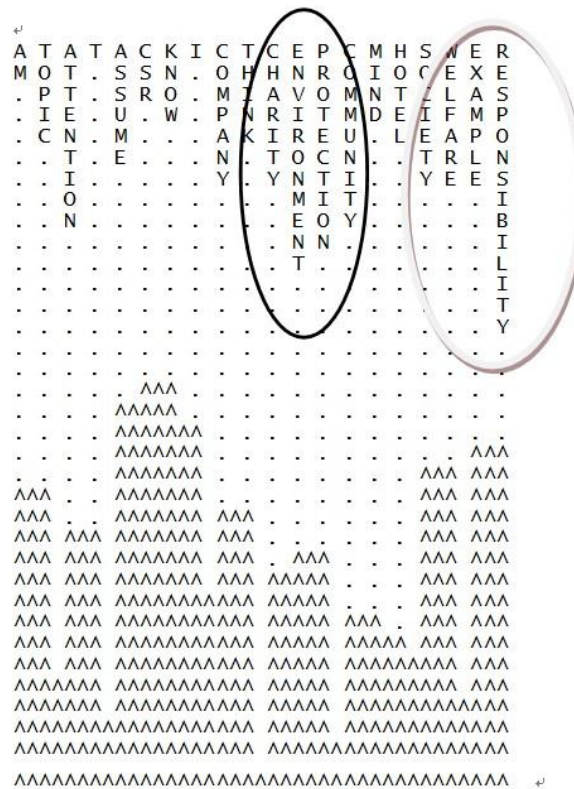
CSR is the responsibilities that a company should assume other than economy responsibility, for example, environmental protection, taking people as the foremost, influence of corporate culture on the whole society.

Again using CatPac, the key terms that appeared in the definitions being offered were based upon societal and environmental issues. In terms of the frequencies of words being used, the most frequent related to individuals indicating their degrees of thought and knowledge about the subject matter, but the societal and environmental concerns can be clearly shown in Figure 6.3 that illustrated the dendrogram generated by the software. The right hand 'ring' circles the combinations of text that relate to 'responsibility, society and welfare' while the left hand circles words that relate to 'environment, protection, community and

charity'. It can be argued that these combinations show a public appreciation of core values inherent in CSR policies and arguments as discussed in the literature review, although as stated it should be noted that such awareness was not demonstrated by the whole sample.

To broadly summarise the data it can be said that about one-third of the sample had little or no knowledge, one-third had awareness of the outlines of CSR and one-third were able to provide quite detailed assessments of what CSR included.

Figure 6.2 Dendrogram on CSR Concepts Held by Respondents



The respondents were also asked about the degree to which CSR policies were being adopted by the Chinese hotel industry, and in this respect one respondent felt unable to offer an opinion, but the others did so and the views fell into reasonably distinct categories. The first classification was that the industry did very little, and here comments were quite succinct. For example Respondent 13 simply stated 'Not very good'. There were two respondents who added a qualifying phrase such as:

Respondent 5:

They barely have any social responsibility.

While respondent 6 stated:

Currently hotels in China almost don't care about the CSR status in my opinion. What they want is profit.

And respondent 7 argued:

They never pay attention on it, and I never hear any news of it from the hotels, and it seems like they never market and exhibit this concept actively.

These views might be said to be representative of five of the respondents. Four respondents argued that the adoption of these policies were 'quite average' but from the context of these comments 'average' was in a scale wherein the overall record for China generally was not good, and Respondent 2 argued there was a really a need for better leadership in this area of work.

The remaining respondents indicated that they did indeed see progress, but drew a clear distinction between different classifications of hotels, with the international chains tending to take the leadership and the larger domestic branded hotels following suit, but with smaller Chinese hotels basically lagging behind.

Examples of such comments would include:

Respondent 11 stated:

As far as I know, it differs according to the types of hotels, for western hotels, it is better, for national brand, it is average.

And respondent 17 saw a distinction between realization and subsequent implementation of policy thus:

Some big hotels in several major cities have already realized the importance of implementing CSR, but just quite few have started to carry out such policies.

In short the position can be summarized as, according to these interviewees, there is a growing realization of the importance of CSR policies, but it is not yet widespread throughout the whole industry, and the leadership seems to be spreading from larger and branded hotels and chains, especially in larger cities, to a larger group of laggards, but even so as yet policies seem to be patchy in implementation. Of interest none of the respondents made an unprompted reference to the Chinese government's 'Green Hotel' policy.

It might be said that hotel adoption of CSR policies may be in response to a demand, and hence there were a series of questions pertaining to potential future behavior by the respondents. The first of these questions asked if interviewees would be prepared to sacrifice convenience of location if the hotel offered a good CSR programme. The overwhelming response was 'no' with respondents stating the convenience of the location was a major reason for the choice of the hotel, and thereby confirming the initial analysis with reference to the determinants of choice. Some added to this stating for example, that any other arrangements would add to costs or to time, especially when on business trips. Only one respondent positively stated that he or she would consider that option, while others just dismissed it out of hand. Three respondents did offer the suggestion that they would consider such an option if there was an additional personal benefit in it for them, such as additional comfort, or the nature of the CSR programmes were thought to be specifically beneficial to a community or other stakeholder, but as initially indicated there was little enthusiasm for the suggestion.

The next question posed the choice of paying a little more for a hotel that had a CSR programme. The answers were similar to those just reported. One respondent bluntly stated that he/she was uninterested in CSR and thus would not pay more, one respondent stated that they would wish to support such an initiative, but would need to be reassured that that the premium would support a viable CSR programme, while the remainder fell into two groups. The first stated that price

was an important factor and that budgets are limited, and hence there was little enthusiasm for making such a payment. The second group could be persuaded dependent on three factors: the premium was relatively small; there was evidence of a CSR programme of which they could approve and, to a lesser extent, there could be some benefit to the guest. Examples of such responses included:

Respondent 2:

If this hotel can delight the customer and has good service, then I would like to pay for it.

Respondent 14:

It depends on what types of CSR programs that the hotel offer and if it is worthy.

Respondent 15:

I would choose if these CSR program could bring benefits to me, for example, better comfort, safety, etc.

Finally the respondents were asked whether the existence of CSR programme would encourage them to recommend a hotel to another person. Out of the 19 respondents, 7 of them expressed definite “yes”, and 8 of them expressed “no”. For example, respondent 9 said he would suggest his friend choose this kind of hotels, and in opposite, respondent 19 commented that:

Not really, I think price, location and facilities are the first priorities.

The other 4 respondents did not provide a definite answer, instead, whether they would recommend a hotel of CSR policies would depend on their personal experience and the CSR policy might be one of several reasons. For instance, Respondent 6 mentioned that:

It depends on my own experience, if it could bring extra good experiences than other hotels, I would recommend.

In conclusion, although not overwhelmingly, CSR has already exerted some influences over guests' future purchase intention in a positive direction, but it is not yet widespread throughout all customers.

Conclusion

In conclusion, the qualitative interview has revealed some key features of guests' perception and expectation of hotel CSR, which will be further tested by quantitative research in following chapters. First, although CSR is not well known so far in China, it has already gained some recognition by hotel guests, especially the more frequent patrons. Second, the current status of hotel CSR does not possess the importance it might yet achieve due to two reasons: the hotels' relative lack of CSR policies and the fact that hotels do not fully realize the importance of marketing their CSR practices except for international chains. However, even for those guests who tend to approve of green policies there remains an ambiguity in their attitudes towards CSR policies. Guests still do not see CSR as one of the major determinants for booking a specific hotel, and price, location and comfort still dominate the decision making process. It is not yet easy for customers to sacrifice the convenience of location or pay a premium price to select a CSR policy hotel. However, this result implies that hotel management should design marketing programs that are able to show the actual benefits that CSR policy could bring to guests. Given the initial hypotheses listed such findings have a significant implication for the construction of the questionnaire, and this is considered in the next chapter.

Chapter 7

The Quantitative Stage of the Research: Initial Issues of Design Integrity

Introduction

This chapter will initially describe the sequence and sections within the questionnaire, and the pilot test which refines the final survey questionnaire. It will also analyze responses to the open-ended questions incorporated in the questionnaire, as these responses are congruent with the data provided in Chapter Six. This similarity represents an implicit test of the validity of the questionnaire. Following this the sample's characteristics are described, and the main descriptive statistics for the scales items are provided. This then proceeds to testing the reliability of the scales using the conventional alpha and split-half tests.

Questionnaire Design and Refinement

While previous chapters provided the sources of the questions, and the list of items used to measure possible dimensions of CSR, the actual questionnaire itself was not described. Certainly a well-designed questionnaire is essential to accomplish research purposes. In designing such a questionnaire, several key questions need to be considered, including: "What variables should be measured? What kind of samples will be drawn? Who will be questioned, and how often should they be questioned, and etc." (Oppenheim, 2000). From the research objectives set in Chapter One, it can be seen that the nature of this survey is more analytical than descriptive, and hence to achieve the research purpose, the questionnaire needs to be designed in such a way as to explain or explore the relationships among antecedents, mediators and measured outcomes. Hence the literature review of the prior chapters informs the constructs and choice of items used in the questionnaire. These items are then tested in a pilot stage while also compared, and when required, amended by the qualitative data

derived from the interviews conducted before the implementation of the final questionnaire.

It should also be noted that the in-depth interviews carried out in the prior qualitative study also helped the formation of the final questionnaire. For example, responses to the questions in the qualitative stage hinted at the potential importance of items such as the frequency of, reasons for and the types of hotel stay, the degree of willingness to sacrifice convenience of and lower price to support CSR policies, the preparedness to recommend a hotel because of its CSR policies, as well as the knowledge possessed about a hotels' CSR practice and the importance of communication of those policies. In some respects these items were consistent with issues raised by various researchers in the literature, and this congruency reinforced the needs for such items to be incorporated in any questionnaire.

Additionally, the qualitative stage implied that respondents were more concerned with core product attributes such as the location of the hotel and the ability to deliver a good night's sleep. This required the incorporation of questions that sought to examine these issues but without over-extending the length of the questionnaire. Hence questions about willingness to concede some aspects such as convenience of location were included plus a general assessment of overall service quality.

Table 5.2 shows the major sources of the items in terms of the relevant literature, but one significant value of the qualitative stage was that the experience gained through this enabled the researcher to better understand how the respondents reacted to such questions, and helped the researcher go deeper into the respondents' psychological world in terms of their thinking of hotel CSR. For example, the researcher learned much about how to design and better ask relevant questions to obtain objective answers, and to avoid selection bias. This, from a cognitive perspective, helped inform the development of the final questionnaire. This is also why the word "informative" was used to describe the qualitative stage.

This questionnaire comprises five sections. The first section involves two parts: the first asks general information about the respondent's hotel stay experience and purchase behavior, which includes questions like how many times the respondents stayed in the hotel in the past year (an indicator of frequency), what is their general purpose for staying in the hotel, and what type of hotel they stay in (an indicator of their hotel preference). To be specific, the last question in this section refers to the last hotel stay purchased by the informant. The reason for this question is because the remaining attitudinal items are about a respondent's last hotel stay, and it represents a means of classifying subsequent data, e.g. by the use of analysis of variance (ANOVA).

The second part of the first section is about respondents' general understanding of CSR, which includes questions like: what are the three main characteristics that a respondent can list about CSR? From what sources do respondents learn about hotel CSR policies, and how do respondents assess the current status of hotel CSR policies in China?

The purposes of the second and the third sections of this questionnaire are to examine respondents' attitudes on seven CSR dimensions of the hotel where they stayed for the last time. Those dimensions include guest services, environmental protection, employee rights, community relations, CSR publicity, hotel expertise, and customer satisfaction. From this list the first five dimensions play the role of antecedents in the research model on which this thesis is predicated, and the last two dimensions play the different role of mediators in the model.

For section two, a seven-point Likert scale anchored on "1" (Don't agree at all) to "7" (very strongly agree) was used to measure the attitudes of respondents on different dimensions of CSR. Previous research has indicated that seven-point scales are more reliable than equivalent items with greater or fewer response options (DeCoster, 2000).

It should be noted that, compared with the conventional symmetrical designed Likert scale that most studies adopted, the scale that this research adopted is slightly different by removing the middle option of “Neither disagree nor agree”. A minor point that can be noted in this respect is that while Likert type scales are based on bipolar scaling approaches that measure either negative or positive response to a statement, in order to avoid selection errors, sometimes an even-points scale is used, where the middle option of “Neither disagree nor agree” is not provided by the researcher. The objective is to “force” the respondent to make a choice due to the removal of the neutral option (Elaine & Christopher, 2007). The argument for the removal of the neutral option in the scale is also supported by the notion that “the neutral option could be regarded as an easy option for the respondents to take when they are unsure about the answers to the statements, and so whether it is a true neutral option is questionable” (Robert, 1987).

Of more importance, however, is the cultural context of the study, namely that of China, which has been described as a collective society like Japan and Russia where the nature of interpersonal relationships are quite different from western developed countries (Carlson et al., 1997). Such difference in terms of interpersonal relationships indeed could possibly cause different reactions of Chinese respondents when they are requested to complete a questionnaire compared with their western counterparts. Indeed Dann, Nash and Pearce (1988) argued that from a cross-cultural perspective, “tourism researchers may be sometimes insufficiently aware of the possibility of collecting invalid data”. Yang, Ryan and Zhang (2012) pointed out that “the differences between western individualism and Confucian based cultures of collectivism, and risk acceptance and certainty seeking have been found to impinge on many areas through processes of cognitive styles, information processing and social interaction.” They go onto to describe the different response styles that might inform Chinese respondents’ patterns of replies to questionnaires. One such issue relates to the wish to avoid giving offence if a comment is seen to be critical and a potential source of a loss of *mianzi* (generally translated as ‘face’) for a colleague, business partner or associate. Equally a personal loss of *mianzi*

may also be involved in that a criticism made of, in this instance a hotel, implies a poor initial choice or judgment made by the respondent. Hence the respondent will be reluctant to admit to making an error by criticizing another.

The next issue is one of translation. In practice the English expression ‘Do not agree at all’ when translated into Mandarin came back in back translation as ‘Strongly disagree’. After some work the questionnaire in the appendices were thought to represent a usable seven-point scale and in practice no respondent in neither the pilot nor final stage indicated any problem with the scale and its nomenclature.

In fact, past concerns have already been expressed about the problems caused by the transference of western empirical approaches to research in a context of China and its tourism by researchers such as Gu and Ryan (2008b, 2009), Sofield and Li (2007), and Fan, Wall and Mitchell (2008). For example, it was found by Yang, Ryan and Zhang (2012) through their empirical study that differences in expectations may exist between researchers with a higher education background and local respondents with sometimes only an elementary education who are not familiar with the concept of questionnaire survey. An additional element is that assurances of anonymity may not, in China, create the same resonances as in western countries. Indeed, the very mention that anonymity is to be assured may itself cause concern for the Chinese respondent. To some extent this can increase a non-response rate.

A non-response option was also provided because it was thought that many respondents would not feel able to make a judgment about a hotel’s policies through a perceived lack of knowledge on their part. The same scale is also adapted in section four.

The literature review contributed to the selection of items used in the scales, while of course the resulting data can subsequently falsify constructs thought to be helpful (Hinkin, 1995) if the Popperian concept of knowledge advancement is adopted. Therefore, in this study, relevant studies were reviewed to better

understand previous attempts to explore similar topics, and to find support for the scale that this study finally adopted. Like other social and marketing concepts, CSR is multi-dimensional (Carroll, 1979, 1999), and therefore a multi-dimensional approach to construct the scale was adopted.

The development of the measuring scale requires the generation of an items pool, and it is from this pool that a scale is established (Miller & Salkind, 2002). This thesis derived items to form the items pool from previous studies that included those of David et al., 2005, S. Lee & Qu, 2011, Lin et al., 2011, and 蒋术良, 2009 as previously described in Chapter Five. The in-depth interviews carried out in the stage of the qualitative study also helped generate items as previously noted.

The fourth section of the questionnaire is about respondents' future purchase intentions. Although CSR has become a popular social topic, after years of study, researchers have had to acknowledge the complex mechanisms that exist between CSR and guest repeat purchase intention. It has been previously suggested that guest repeat purchase intention has in the past been primarily affected by traditional variables like price, quality (and in the west, loyalty schemes), but in recent years these and the repeat booking decisions have begun to be more influenced by CSR, although the intensity of these influences varies in different economic and cultural contexts (Ramasamy & Yeung, 2009).

Therefore, this thesis attempts to explore this mechanism in a context of current China's hotel business, by asking respondents questions such as "Would you choose a hotel that has CSR programs even if at the cost of sacrificing location convenience or paying a premium price?" Again a seven-point scale is used to measure degrees of agreement where '7' represents the highest degree of agreement.

The fifth and final section of this questionnaire seeks general demographic information from the respondents, which includes gender, age, marital status, educational background, occupation and monthly income. These questions are

asked so that this thesis could attempt to explore that whether different demographic features of respondents could influence their perceptions of CSR and their purchase intentions.

Pilot Test

Before the main field work was initiated, a pilot test of the original questionnaire was undertaken with 40 hotel customers who were staying in Hainan Province, the newly established international tourist island of China. During this stage, respondents were first asked two filter questions, namely “Did you stay in a hotel in the past year, and will you stay in a hotel in the short future”? After obtaining positive answers, the original questionnaires were delivered to the respondents, who finished these questionnaires following the instruction of the researcher.

After inputting the answers from these 40 original questionnaires into SPSS, the alpha coefficient, item-scale correlations and item variances were examined in the first place to test the reliability of the pilot dataset, and then exploratory factor analysis was also used to validate the dimensional structure of the scale. Statements of the measuring questions were also checked to reduce redundancy and ambiguity which would be happening down to a minimum level.

Besides answering the questionnaire, the respondents were also asked whether (a) anything meaningful to them had been ignored in the original questionnaire, and (b) was there anything in the construction or wording of the questionnaire posed any problems. Based on these answers, minor modifications were made to enhance the wording clarity of the questionnaire. For example, the original question regarding the hotel’s use of energy “I think the hotels used green energy resources” was modified as “I think the hotels used clean energy resources” trying not to constrain the respondents’ understanding about the types of the clean energy. Finally, 23 items were retained in the final scale.

The original questionnaire was developed from English language published studies in part, as indicated in Chapter Five, and were then translated into Chinese by the author himself. A back translation approach was then adapted to guarantee the correctness of the translation. To be specific, back translation means that a third-party translator other than the author himself was involved to translate the Chinese questionnaire back into English to guarantee the consistency between the Chinese and English questionnaires in terms of content and statement accuracy, and the final questionnaire in both languages could be seen in Appendix.

Data Collection and Input

In order to explore how Chinese hotel customers assess the CSR performance of China's hotel business, and how such assessment would influence their future purchase intention, the main sample comprised respondents who had stayed in hotels in the past year in China. In other words, this thesis defines its sample population as "Chinese citizens who reside in China, have had at least one hotel stay in the past year, and who also plan to have more hotel stays in the future". The first part of this definition guarantees that the respondents will be able to provide an assessment of their last hotel stay, instead of inventing a suppositional one. The second part of this definition guarantees that respondents' future purchase intentions exist and the ways in which it has been influenced by CSR policies can be assessed.

There were two phases of data collection. First, a total number of 500 questionnaires were distributed through the author's social network. Prior to this, the identification of potential respondents was undertaken by asking a screening question "Did you stay in a hotel in the past year and will you do so again in the future?" was asked by the author. On giving an affirmative answer, the respondents received a questionnaire, either an electronic copy through online instant messenger or e-mail, or a print-out hard copy presented by the author himself or his social connections. After completing this self-administered questionnaire, the respondents would return it through the

same manner. After careful examination, a total of 419 valid questionnaires were collected.

Second, an online survey company, Questionnaire Star (www.sojump.com) was paid to help collect the rest of the data. To be specific, an order of 400 valid questionnaires was placed by the author at the cost of four RMB per questionnaire with the sample meeting desired requirements through the use of the filtering question. After setting the same screening question, a link was directed to an online questionnaire that was sent to the company's nation wide respondent pool. By providing lucky draw gifts it only took 12 hours to collect the required questionnaires. From both phases of data collection, a total of 817 valid questionnaires were completed. As reported below, reliability checks indicated consistency between the two samples while the sample characteristics were akin to those in other samples reported by researchers such as Ryan and Gu (2007).

It should be noted that, because of the initial convenience sampling approach, sampling error and non-response error may possibly occur. Therefore the results of this research cannot be generalized to the entire Chinese population but only those capable and willing to pay for future hotel stays. As to the non-response error, the relatively high recovery rate of questionnaires (91%) goes some way to negating this possibility, while as noted and discussed below the sample's socio-demographic profile is akin to other studies of domestic Chinese tourists staying in hotels.

Socio-demographic Characteristics of Respondents

This part of the chapter provides a description of the sample that completed the questionnaire.

Age and Gender

As noted the general demographic data were derived from the final section of the questionnaire.

Table 7.1 the Demographic Characteristics of Respondents-Age and Gender

Age	Gender		Total	
	Male	Female		
18-25 years old	Count	88	129	217
	% of Total	10.8%	15.8%	26.6%
26-35 years old	Count	207	249	456
	% of Total	25.3%	30.5%	55.8%
36-49 years old	Count	70	60	130
	% of Total	8.6%	7.3%	15.9%
50-64 years old	Count	4	10	14
	% of Total	.5%	1.2%	1.7%
Total	Count	369	448	817
	% of Total	45.2%	54.8%	100.0%

Table 7.1 indicates that, of the respondents, females (54.8%) are almost one tenth more numerous than their male counterparts (45.2%). As to the age composition, respondents between 26 and 35 years old comprise the largest group (55.8%) in the sample, followed by the second largest age group (18-25 years old, 26.7%) and the third largest age group (36-49 years old, 15.9%). However, according to the latest census figures (2010) released by National Bureau of Statistics of China (NBSC), the gender composition of the whole population is 51.27% male and 48.73% female respectively. And of China's total population (2010), the age composition is as follows: less than 14 years old (16.60%), 15-59 years old (70.14%), and over 60 years old (13.26%)²⁴.

Compared with the official census figures, it is noted that older respondents only account for less than 2% of the sample. The age composition of this sample is obviously biased away from older age groups, which is not surprising as most studies of the profile of leisure and business travelers in China show

²⁴ http://www.stats.gov.cn/tjgb/rkpcgb/qgrkpcgb/t20110428_402722232.htm

them to be between 26-55 years old with above average income and education background, as these are the beneficiaries of China's economic reforms (Chris Ryan, 2012). Hsu, Cai, and Wong (2007) argued that many senior Chinese people regarded travelling and taking holidays as being irresponsible to their families. While this can be viewed as a traditional Chinese family tie, it was also reinforced by Maoist concepts of sacrifice for the sake of the State, that is, taking a holiday away from work was being socially irresponsible.

Gender and Marital Status

In the last section of the questionnaire, respondents were asked to indicate their marital status, which was divided into four categories: single, married with no children, married with dependent children and married with adult children over the age of 18 years and others. As shown in Table 6.3, approximately half (51.2%) of the respondents are married, among whom three quarters (74.9%) have dependent children under 18 years old.

Table 7.2 the Demographic Characteristics of Respondents-Marital Status and Gender

Marital Status		Gender		
		Male	Female	Total
Single	Count	140	202	342
	% of Total	17.1%	24.7%	41.9%
Married with no children	Count	52	53	105
	% of Total	6.4%	6.5%	12.9%
Married with dependent children	Count	153	160	313
	% of Total	18.7%	19.6%	38.3%
Married with children over 18 years	Count	17	21	38
	% of Total	2.1%	2.6%	4.7%
Others	Count	7	12	19
	% of Total	.9%	1.5%	2.3%
Total	Count	369	448	817
	% of Total	45.2%	54.8%	100.0%

The reason why questions are asked about life-stage is twofold: first, case studies carried out in Chapter Three indicate that children have been one of the

key areas on which hotel CSR practices could focus; second, this thesis assume that couples with dependent children will have different perceptions of hotel CSR when compared with singles adults or couples with adult children who may be no longer living with their parents. It is noted that 41.9% of the respondents are still single, which demographic feature is consistent with the age composition of the respondents.

Education and Monthly Income

As Table 7.3 shows, 70% of the respondents have at least a bachelor degree, and more than one fifth (21.1%) possessed a diploma degree, respondents who have secondary school degree only accounted for 6.9% of the sample.

The evident sampling bias towards respondents who have higher education degrees can be explained by the fact that over the past two decades China has greatly enhanced its national penetration rate of higher education. Since 1999, an expanded university enrolment policy has been adopted which has resulted in significant increasing numbers of university graduates. Meanwhile, influenced by the pressure from job market, employees who originally graduated from secondary school have successfully obtained their higher education degree through part-time study. Although this sample seems to under-represent those with lower levels of education, the sample composition is supported by results published in the Annual Report of China Outbound Tourism Development 2012 (CTA, 2012), which shows that the large majority of outbound tourists have higher education qualifications.

Table 7.3 the Demographic Characteristics of Respondents-Education and Monthly Income

Education	Income (RMB)							Total
	< 3000	3000-5000	5000-8000	8000-10000	10000-15000	15000-25000	> 25000	
Secondary School	27	15	8	4	2	0	0	56
	3.3%	1.8%	1.0%	.5%	.2%	.0%	.0%	6.9%
Diploma	75	64	18	10	3	1	1	172

	9.2%	7.8%	2.2%	1.2%	.4%	.1%	.1%	21.1%
Bachelor	106	99	122	69	47	15	4	462
	13.0%	12.1%	14.9%	8.4%	5.8%	1.8%	.5%	56.5%
Master or higher	16	33	31	21	13	7	6	127
	2.0%	4.0%	3.8%	2.6%	1.6%	.9%	.7%	15.5%
Total	224	211	179	104	65	23	11	817
	27.4%	25.8%	21.9%	12.7%	8.0%	2.8%	1.3%	100.0%

Table 7.3 also shows that almost half (47.7%) of the respondents earned a monthly income of between 3000 and 8000 RMB, and less than one third (27.4%) of the respondents belonged to lower-income groups with a monthly income of less than 3000 RMB. Only 12.1% of the respondents could be regarded as a relatively high-income group with monthly income of more than 10,000 RMB, and this figure is again congruent with the data released in the Yearbook of China Tourism Statistics by CNTA (2011).

This study reports data pertaining to domestic tourism and urban residents' income in 2010, and indicates that families with a monthly income between 2,500 to 9,999 RMB comprise more than two thirds (74.1%) of domestic travelers, and families with a relatively higher income (more than 10,000 RMB per month) only accounted for 13.3%. Comparing the sample with these official data indicates that these respondents could be regarded representative of the holidaying Chinese population by the criteria of income and education.

Occupation

Table 7.4 the Demographic Characteristics of Respondents-Occupation

Occupation	Number	% of Sample
Government employees	78	9.5%
Company employees	438	53.6%
Teacher	66	8.1%
Self employed	55	6.7%
Student	85	10.4%
Unemployed	5	.6%
Taking care of family	5	.6%

Retired	5	.6%
Others	80	9.8%
Total	817	100.0%

Table 7.4 indicates that company employees composed more than half (53.6%) of the respondents, followed by students (10.4%), others (9.8%), government employees (9.5%) and teachers (8.1%). This composition could also reflect the fact that today in China, private sector companies are a very important component of society.

It is notable that there are biases existing in the demographic profile, and the sample does not represent the current general population of China (for example, the omission of farmers and factory workers). However, this sample itself closely fits the current profile of Chinese hotel customers, as described by other studies (杜荣凤, 2011; 蒋术良, 2009; 田虹, 2006; 汪勤, 2008). Therefore it can be concluded that this sample is arguably representative of the current profile of Chinese hotel customers.

General Hotel Stay Information of Respondents

This section reveals the respondents' patronage of hotels in the year prior to the completion of the questionnaire.

Times of Hotel Stays

Table 7.5 Times of Hotel Stays of Respondents in the Past Year

Times of Hotel Stays	Frequency	Percent
Less than three times	207	25.3%
Three to six times	255	31.2%
Six to ten times	183	22.4%
More than ten times	170	20.8%
Missing	2	.2%
Total	817	100.0%

In the survey, respondents were asked to answer how many times they had stayed at hotels in the past year. Table 7.5 indicates that respondents who stayed in the hotels “between three to six times” in the past year account for almost one third (31.2%) of the sample, followed “by less than three times” (25.3%), “six to ten times” (22.4%), and “more than ten times” (20.8%). From the viewpoint of further analysis this pattern represents a useful distribution of hotel patronage for the purposes of subsequent analysis.

Purposes of Hotels Stays

This survey categorized the purposes of hotels stays into business/ conference, sightseeing/ vacation, visiting friends/ relatives and others. Table 7.6 indicates that, among all the options, sightseeing/ vacation accounted for 43.9% of hotel stays, followed by business/ conference (35%) and visiting friends/ relatives (15.7%).

Table 7.6 General Purposes of Respondents' Hotel Stays in the Past Year

Purposes of Hotel Stays	Frequency	% of Total Count
Business/ Conference	456	35.0%
Sightseeing/ Vacation	571	43.9%
Visiting friends/ relatives	204	15.7%
Others	71	5.4%
Total*	1302	100%

Note * Multiple responses permitted

According to the statistics of domestic tourism of urban residents by purpose in 2010 (CNTA, 2011), sightseeing/ vacation travelers account for 57.9% of all sample travelers, indicating a bias within the sample toward business users. Nonetheless the numbers of general tourists in the sample is sufficiently high to permit meaningful statistical analysis.

Types of Hotel Stayed in the Past Year

In this survey, respondents were asked to indicate types of hotels in which they stayed. Table 7.7 shows that the budget hotel is the most popular (44.8%), followed by medium level/ three star hotels (37.6%). High end hotels (four and five star) only account for 15% of the total hotel stays. Data released by Development Report of China Hotel Industry (CTA, 2010) showed that budget hotels are the most popular hotels with domestic travelers, being selected by 43% of travelers, and the medium/3 star hotel is the second most popular (34.8%). These data lend further credence to the validity of the current sample.

Table 7.7 Types of Hotels that Respondents Stayed in the Past Year

Types of Hotels Stayed	Frequency	% of Total Count
High end hotel	181	15.0%
Medium level hotel	454	37.6%
Budget/ Economy hotel	540	44.8%
Others	31	2.6%
Total	1206	100%

Note * Multiple responses permitted

Types of Hotel Used at the Last Time of a Hotel Stay

Table 7.8 Types of Hotels that Respondents Stayed for the Last Time

Types of Hotels Stayed	Frequency	Percent
High end (four and five star) hotel	119	14.6%
Medium level (three star) hotel	324	39.7%
Budget/ Economy hotel	354	43.3%
Other hotels	20	2.4%
Total	817	100.0%

Characteristics of CSR Perceived by Customers

Respondents were asked to identify what they thought were the three main characteristics of Corporate Social Responsibility, and of the 817 respondents, 624

did so. Combining the answers into one Word file and translating from Mandarin into English, the text was again analysed for the frequency of key words as similarly done for the pilot study. Again using the textual analysis program, CatPac, the list of leading key words is shown in Table 7.9.

Table 7.9 Most Frequently Used Key Words to Describe CSR

DESCENDING FREQUENCY LIST				
WORD	FREQ	PCNT	CASE	
			FREQ	PCNT
ENVIRONMENTAL	142	9.2	407	26.5
RESPONSIBILITY	127	8.3	344	22.4
SOCIAL	127	8.3	356	23.2
PROTECTION	125	8.1	361	23.5
SERVICE	110	7.2	313	20.4
INTEGRITY	74	4.8	207	13.5
RESPONSIBLE	72	4.7	173	11.3
PUBLIC	70	4.6	196	12.8
ENVIRONMENT	69	4.5	205	13.4
CONSUMERS	53	3.5	155	10.1
QUALITY	50	3.3	146	9.5
WELFARE	50	3.3	147	9.6
SAFETY	48	3.1	142	9.3
DEVELOPMENT	43	2.8	108	7.0
CORPORATE	42	2.7	119	7.8
EMPLOYEES	42	2.7	120	7.8
CHARITY	40	2.6	120	7.8
EMPLOYMENT	37	2.4	107	7.0
GOOD	37	2.4	108	7.0
SERVICES	35	2.3	105	6.8
SOCIETY	34	2.2	98	6.4
CUSTOMER	29	1.9	81	5.3
ECONOMIC	28	1.8	84	5.5
COMMUNITY	26	1.7	77	5.0
STAFF	26	1.7	78	5.1

It can be seen that CSR is most associated with ‘Environmental Responsibility’ followed by ‘Social Protection’. The text was then reviewed to assess to what degree overlaps might exist between words such as ‘society’, ‘social’ and again between ‘customer’ and ‘consumers’ – the purpose being to assess whether within the context of the statements using these words, there were distinct differences of meaning, or whether in fact they were synonyms. In looking at the text, subtle distinctions seemed to exist in the text where the words ‘consumers’ and ‘customers’ were being used. ‘Consumers’ referred to a generic sense of purchasers, whereas when the word ‘customer’ was used, it seemed to more specifically refer to the specific sense of a transaction being done – such as in the sense of the provision of good quality service or a fair price to a customer.

The former usage of consumers or guests seemed to relate to them as stakeholders in a wider societal sense and the need to act responsibly, fairly, equitably. While in some cases it was difficult to draw a distinction between these two terms.

Similarly when the word ‘society’ was used, it was used in the meanings of the firm making a contribution to society, whereas ‘social’ was used much more frequently and often with an ethical connotation, such as adopting a responsibility to having a

- Social responsibility to employees
- Social responsibility to the environment
- Social responsibility to consumers
- A community of caring and social responsibility of which the hotel is part.

In short, the latter involves the acceptance of a responsibility whereas the former meant making a voluntary contribution to the wider good of society. Hence again the two terms were retained as separate entities. Nonetheless minor changes were made to the text where synonyms for ‘good service’ arose. For example, a ‘better service’, a ‘warm service’ were simply transformed to ‘good service’. The word ‘service’ took different forms, being used both in the singular and the plural while delineating the same concept, while also being used as a noun (e.g. good service) and a verb (to service the customer). Various minor changes to the text took place, including the standardisation of the use of the singular. One consequence of this was that the word ‘service’ became the most frequently used word of the responses in the output shown in Table 7.9.

Another word that needed clarification was ‘environment’. For the most part it referred to the natural environment, but it could refer to a wider concept as in the term ‘to provide a safe environment for employees’. Thus again the text was gone through, and in doing so a standardisation of ‘environment’, ‘environmental’ and ‘environmentally’ was undertaken using the word ‘environmental’ when referring to the natural environment, and the word ‘environment’ was retained as referring to the workplace environment or the social environment. Once these changes were made, the word ‘environmental’ then superseded ‘service’ as the most common word in the revised text.

co-occurrence matrix. By calculating the relative co-occurrence frequencies of the concepts, an asymmetric co-occurrence matrix is obtained. This matrix is used to produce a two-dimensional concept map via a novel emergent clustering algorithm. The connectedness of each concept in this semantic network is employed to generate a third hierarchical dimension, which displays the more general parent concepts at the higher levels.

Figure 7.2 Leximancer Analysis of CSR Text



Another issue is that Leximancer is also case sensitive and thus a further editing of the text took place to ensure that conformity existed in this regard.

The two sets of analysis tend to confirm each other. It has been noted that in the CatPac dendrogram, the role of consumers acted as a link between sets of environmental and wider societal responsibilities, and that emerges in the perceptual map generated by Leximancer which places 'consumers' at the centre of the map – while the linking statistics indicate that consumers have a 100% connection with the other themes (see Figure 7.2). Environmental responsibility is clearly identified, while consumers also link with concepts of responsibility to a wider public, and interestingly the need for the protection of labour emerges also.

Leximancer has a second mode of analysis wherein a ‘cloud’ is generated where links are shown spatially and also by shared colours for different words, and this form of analysis was also utilised. Figure 7.3 shows the output.

Figure 7.3 Leximancer ‘Cloud’ Analysis of the Text



The diagram is uncluttered due to the text cleansing described above, but the light grey text links the words ‘development’, ‘concept’, ‘responsible’, ‘communities’, ‘labour’, ‘communities’, ‘companies’ and ‘create’ to form a societal element to the perceptions expressed by respondents even as spatial proximity links environmental, responsibility, consumers, profit, concern and contribution as another spatial proximate grouping, while public, quality, energy and safety form another grouping. It is thus tempting to offer a hierarchical analysis of Chinese views of CSR that place at the apex a sense of societal well-being which fits well with State policy of a harmonious society. Beneath that, there is the concern about the natural environment while that links with subsequent issues of employment rights, responsibilities to consumers and somewhat more peripherally more altruistic support in the private sector such as charitable initiatives.

These findings demonstrate that among those who have considered the notion of CSR, which is approximately three-quarters of the total respondents, their notions are relatively well defined and generally consistent with the understandings of CSR as defined in the management literature. It may be argued that this is not surprising as CSR fits well with some aspects of contemporary as well as classical notions of Chinese cultural thinking. For example Fulin (2010) has identified that the central theme of what he terms the second transition of the Chinese economy is ‘equality and sustainable development’ within which there are four key messages, namely ‘Consumption’, ‘Innovation’, ‘Green’ and ‘Equality’. On page 255 Fulin writes that a ‘Low carbon economy is the basic requirement for sustainable development in China’, but even this is subject to the challenges facing the transition from a rural to an urban economy that must be characterised by major changes in systems ‘to let both urban and rural residents to share the results of reform and development, realize a harmonic urban and rural relationship, and lay a good foundation for the realization of the strategic goal of an all-round, well-off society in 2020 (p.198). Indeed these key themes are found in China’s 12th 5-year plan which in the executive summary prepared by APCO (2007) are stated as ‘rebalancing the economy, ameliorating social inequality and protecting the environment’.

Knowledge Sources of Hotel CSR

Table 7.10 Resources where Respondents Learned Hotel CSR

Knowledge Sources of Hotel CSR	Frequency	% of Total Count
Past hotel stays	358	18.6%
TV/ Radio	272	14.1%
Internet	556	28.9%
Newspaper/ Magazine	311	16.1%
Relatives/ Friends	235	12.2%
Others	108	5.6%
Never pay attention on hotel CSR	86	4.5%
Total	1926	100.0%

Note * Multiple responses permitted

Previous research (Davis & Blomstrom, 1966; Klein & Dawar, 2004; Marin & Ruiz, 2007; 田楠, 2011; 辛慧, 2009) emphasized the importance of companies' efforts to promote and market their CSR practices and the benefits they could gain from such efforts. The publicity according to CSR policies was also regarded as one of the key components of a successful CSR campaign by companies (Lin et al., 2011). Consequently this study asked respondents about the sources from which they learned about a hotel company's CSR policies.

There are seven types of information sources about hotel CSR policies listed in this survey. These were past hotel stays, TV/ Radio, Internet, Newspaper/ Magazine, Relatives/ Friends, Others, and Never pay attention to hotel CSR materials. As is shown in Table 6.11, among the total counts of all the sources, Internet ranked first with 28.9% mentioning the web, Past hotel stays follows as the second most popular source (18.6%), and conventional media (TV/ Radio and Newspaper/ Magazine) still plays an important role (30.2%) in communicating hotel CSR policies. It is noted that hotel CSR policies have attracted attention because only 4.5% of the respondents admitted that they never paid attention to the issue.

Assessment of Current Hotel CSR in China

Table 7.11 Assessment of Current Hotel CSR in China by Respondents

Assessment	Frequency	Percent
Very poor	16	2.0%
Not good/ less than average	150	18.4%
Average	412	50.4%
Fine	159	19.5%
Very good	13	1.6%
Not very clear/ sure/ do not know	67	8.2%
Total	817	100.0%

At the end of section one of the questionnaire, respondents were asked to assess the current status of hotel CSR in China, which could reflect how hotel CSR has developed from a customer perspective in China. Table 6.12 indicates that,

half of the respondents (50.4%) rated it as “average”, while almost one fifth (19.5%) of the respondents thought China’s current hotel CSR status was “just fine”, and another one fifth (20.4%) regarded it as “less than average”. Only a small group of the respondents (8.2%) indicated that they were unclear about the hotel’s status. These data imply that Chinese hotels still have some work to do in explaining their policies. It is noteworthy that only 1.6% of the respondents thought the current status of China’s hotel CSR is “very good”, which indicates that for most Chinese their view is that Chinese hotels still have some room for improvement.

Conclusion

This chapter described the quantitative data collection and the nature of the sample. The development and refinement of the survey questionnaire was explained, which includes descriptions of the items used. Afterwards, the data collection and input was described as well. These dataset will be analyzed further in the next chapter along with tests of data reliability and validity.

Additionally, in this chapter, general demographic information about the respondents was examined. It was found that while there were evident biases towards a younger affluent population, nonetheless, this sample fits closely the current profile of Chinese hotel customers. The general hotel stay information of respondents was also analyzed. Comparing the sample data with official data released by China Tourism Academy (2010, 2012), the two sets of data were found to be congruent, and this helps permit a generalization of the results of this thesis. Furthermore, analysis of the open-ended question about the key features of CSR showed that respondents’ opinions of CSR are relatively well defined and generally consistent with the definition developed by the management literature reviewed by this thesis, however obviously respondents’ cognition of current CSR status in China is not satisfying.

Chapter 8

Reliability and Validity

Introduction

This chapter presents the descriptive statistics for the scales, and then undertakes tests of reliability. Reliability is the extent to which a measure produces consistent results under consistent conditions, and it is also a reference to the extent to which a measuring instrument introduces random errors to the survey results. Unlike validity, reliability is a precisely defined statistical term, which could be measured on a scale marked from 0 to 1, on which the higher value represents greater reliability. The reliability value has important implications for the usefulness of the measuring scale. Consequently the higher the reliability value, the easier it is to obtain statistically significant findings (DeCoster, 2000).

In total, there are four types of reliability which include inter-rater reliability, test-retest reliability, inter-method reliability and internal consistency reliability²⁵. In this thesis, internal consistency will be examined by reporting the split-half coefficient of correlation and Cronbach's alpha. Equally, this is appropriate for the current 'one pass' research design as the other forms of reliability were not used for varying reasons including budgetary ones. However, it can be noted that an analysis of open-ended questions indicated responses consistent with the usual definitions of CSR.

Descriptive Statistics for the Scales.

Table 8.1 indicates the scores on the attitudinal items, and is listed in diminishing order of mean scores. It also shows the number of respondents

²⁵ <http://en.wikipedia.org/wiki/Reliability>

because if non-response is significant, that can pose problems for some statistical routines such as structural equation modeling.

Table 8.1 Descriptive Statistics for Attitudinal Items

	N	Mean	Std. Deviation
I think the hotel's employees showed high levels of professionalism	802	4.58	1.32
I think the service offered by the hotel is consistent with common social ethics	795	4.53	1.27
I think the hotel offered high quality rooms and other ancillary facilities	810	4.51	1.38
I think the hotel offered a healthy, safe service for guests	801	4.51	1.24
I think the hotel offered reasonable job opportunities in their local communities	737	4.51	1.29
I think the hotel offered their employees reasonable salaries and social benefits	602	4.35	1.36
I think the hotels offer high quality services for the guests	802	4.34	1.36
I think the hotel offered services that offered good value for money to guests	806	4.28	1.30
I think the hotel offered their staff quality training and career development opportunities	650	4.25	1.43
I think the hotel provided environmentally friendly services	794	4.16	1.40
I think the hotel supported local cultures and customs in its property	737	4.10	1.48
I think my perceived hotel experience was higher than my expectation	800	4.10	1.43
I think the hotel engaged actively in charity activities and voluntary services	597	3.92	1.55
I think the hotels used clean energy sources	729	3.80	1.53
I think the hotel actively promoted the ideas of green initiatives to guests	779	3.78	1.59
I think the hotel had an efficient recycle/waste management systems	729	3.74	1.62

It can be noted that the scores tend to be higher for those things that guests feel able to directly observe or experience, such as an assessment of the professionalism of the hotel's employees. Equally it can be noted that the scores relating to the environmental policies are among the lowest. This pattern of scores raises an important issue for the whole thesis, and that is the objection

that respondents are replying to items about which, for many, they have no direct knowledge. However, the key issue is that the thesis is concerned with perceptions of hotel guests, and a perception may be held even when knowledge is incomplete. Equally though, the perception may not feature largely in a pattern of thinking, and herein lies a problem for any research such as this. Namely the respondent makes a reply to an item posed by the researcher, yet normally that item does not feature in a respondent's thinking. The answer thus evokes the salient or top of the mind awareness response, and as Ryan (1995) noted, such responses can differ from those that are important or behavior determining responses.

However, what this thesis is about is how the perceptions of CSR policies might determine future repeat bookings, and the remaining two scales are of importance in that they contain items that relate to a) the communication of the CSR policies to guests and b) items that relate to the conventional determinants of hotel choice, such as locational convenience and price. The descriptive scores relating to these scales are shown in Tables 8.2 and 8.3.

Table 8.2 Assessment of Hotel and Communication of CSR Policies

	N	Mean	Std. Deviation
Overall I thought very highly of my stay in the hotel	806	4.48	1.23
Generally I am familiar with the hotel's CSR activities	717	3.71	1.49
I often hear about CSR initiatives	748	3.64	1.55

Table 8.2 indicates the general lack of familiarity with hotel CSR policies, and thus reinforces the presumption that respondents are answering with salient patterns of response. Two key issues for hotel management thus arise from this table – namely a) the levels of satisfaction with the stay in the hotel may be described as moderate at best, and b) hotels are failing to communicate their CSR policies effectively to guests.

Table 8.3 Intended Repeat Purchase Behaviours

	N	Mean	Std. Dev.
Among hotels at the same level, I will prefer to choose one that has a CSR	800	5.34	1.34
I will recommend a hotel that has CSR programs to those who seek my advice	800	5.15	1.31
In the near future I will prefer to stay in a hotel that has a CSR	784	5.10	1.34
I will choose a hotel that has CSR programs even if sacrificing convenience or price	787	4.41	1.55

That this failure to communicate CSR policies may be significant is shown by the scores in Table 8.3. These are the highest attitudinal scores recorded and indicate that awareness of CSR policies could shape the intentions relating to repeat hotel bookings, although hotels would need to be price competitive and offer convenient locations. In other words CSR policies are factors that distinguish between hotels that are otherwise equal as to location and price.

Two other factors emerge from the tables, and that is that the level of non-response is less than 10 percent and often less than 5 percent. This, other things being equal, permit the use of more sophisticated statistical techniques and this is done using the mean replacement procedures permitted by SPSS, and which are described subsequently in the thesis. The second point is that the standard deviations tend to values indicating acceptable norms of data distribution – that is they are not overly deviate from normal distribution. These aspects are important as they meet the assumptions required by regression techniques.

Reliability of Antecedents

Given these data, the next step is to examine the reliability of the scales. There are three components of the proposed research model, antecedents, moderating variables or mediators, and outcomes as measured by intent. Antecedents consist of two dimensions, hotel CSR policies which have four sub dimensions, and customer perceived hotel CSR publicity. Mediators are composed of two

dimensions that are hotel expertise and customer satisfaction. The resultant factor is single dimensional with purchase intention as the outcome, and is the variable that the research model seeks to forecast. In the following sections of this chapter, both reliability and validity of all these components will be examined.

In the research model, the antecedents were divided in to five dimensions, and the respective and total reliability of these dimensions are reported in Table 8.4, from which it is shown that the Cronbach’s alphas of three dimensions of hotel CSR, that is, guests, environment, and employment are all more than 0.8, which were greater than the acceptable standard 0.7 (Ryan, 1995). Although Cronbach’s alphas of the other two dimensions, i.e. community and CSR publicity are lower than other dimensions (0.717 and 0.750 respectively), they are still acceptable.

Table 8.4 Reliability Statistics of Antecedents

Dimensions		Guests	Environment	Employment	Community
N of Items		3	4	2	3
Cronbach’s Alpha		0.807	0.832	0.815	0.717
Spearman-Brown	Equal Length	0.790	0.843	0.815	0.723
Coefficient	Unequal Length	0.806	0.843	0.815	0.741
Guttman Split-Half Coefficient		0.721	0.843	0.815	0.648

Dimensions		CSR Publicity	Total
N of Items		2	14
Cronbach’s Alpha		0.750	0.879
Spearman-Brown	Equal Length	0.751	0.784
Coefficient	Unequal Length	0.751	0.784
Guttman Split-Half Coefficient		0.750	0.773

Split-half reliabilities can be measured in different ways. For example the first half of the sample can be compared with the second half of the sample. Again, odd numbered respondents can be compared with even-numbered respondents, while finally respondents can be allocated randomly to two halves of the sample. SPSS provides a series of standard tests, and one of the purposes of

these tests is to check that no inconsistency of data exists in the chronological sequence of data collection. That is, that who responded later are found not to be different from those who respond earlier.

Table 8.4 shows that the Spearman-Brown coefficients of total and single dimensions, equal length or unequal, were all greater than the acceptable value of 0.7. When it turns to the Guttman split-half coefficients, Table 8.4 again shows that the environment and employment dimensions are greater than 0.8, and although the customer and CSR publicity dimensions are lower than 0.8 (0.721 and 0.750 respectively), they are still acceptable. However, the Guttman split-half coefficient of community is relatively low with a value of 0.648, which could be explained by the findings of the previous qualitative interviews that, comparatively hotels devote less effort to improving community relations, and they also have very narrow channels within which to promote such efforts.

A second means of testing the data is by taking item to scale correlations, and the purpose of these tests is to examine whether an item is congruent with the overall purpose of the scale and contributes to it. The corrected item-total statistics (see appendix 4), show that all the items in the antecedents scale have a value of more than 0.5 with the two exceptions of CSR publicity, which are only 0.458 (CSR hearing) and 0.444 (CSR familiarity), below the standard (0.5) suggested by Churchill (1979). These two low correlations could be explained by the findings about the sources of knowledge relating to hotel CSR practices in the previous chapter, which shows that although hotel CSR practices have attracted public attention, there remain 4.5% of the respondents who admitted that they never paid attention to the issue, while in other instances. Therefore, although the item-total correlations of these two items are low, this thesis still retains them to keep the integrity of the scale and reflect the fact of hotel CSR publicity status in China.

Reliability of Mediators

There are two dimensions, hotel expertise and customer satisfaction, which together have 5 items as measures of mediation between the antecedents and final purchase retention. Table 7.2 shows that the Cronbach's Alpha for both mediator scales together score 0.9, and the Cronbach's Alpha of each dimension are acceptable with values of 0.868 (hotel expertise) and 0.779 (guest satisfaction) respectively. The split-half reliability was again calculated by splitting the items of mediators into two sub-scales randomly. It is also shown in Table 8.5 that the Spearman-Brown coefficients of both respective and total dimensions, whether equal length or unequal, all meet the acceptable standard (>0.7).

Table 8.5 Reliability Statistics of Mediators

Dimensions		Hotel Expertise	Guest Satisfaction	Total
N of Items		3	2	5
Cronbach's Alpha		0.868	0.779	0.900
Spearman-Brown Coefficient	Equal Length	0.835	0.785	0.895
	Unequal Length	0.849	0.785	0.898
Guttman Split-Half Coefficient		0.742	0.779	0.863

As to the Guttman split-half coefficient, the value of total mediators is 0.863, although the values of hotel expertise dimension (0.742) and customer satisfaction dimension (0.779) are relatively lower than average (0.863), they are still acceptable. Additionally, it can be seen from Appendix 5 that, the corrected item-total correlations of each item are all more than the acceptable standard of 0.5, which demonstrates a high reliability in the data collected. In other words, none of the items selected as measures of mediation should be discarded.

Reliability of Results

Table 8.6 Reliability Statistics of Results

Dimensions		Results-Purchase Intention
N of Items		4
Cronbach's Alpha		0.823
Spearman-Brown	Equal Length	0.796
Coefficient	Unequal Length	0.796
Guttman Split-Half Coefficient		0.795

The results dimension is the outcome component of the research model, and it only has one dimension, that is the purchase intention, which has four measures in total. It is shown in Table 8.6 that the Cronbach's Alpha of this dimension is 0.823, which is quite acceptable. Split-half reliability examination was also tested to double check the reliability of this dimension. Table 8.6 also shows that the Spearman-Brown coefficient (0.796) and Guttman Split-half coefficient (0.795) are very similar. In addition, the corrected item-total coefficients (see Appendix 6) of all items for this dimension are all more than 0.5 with the lowest score of 0.574 (sacrifice for CSR) and highest score of 0.709 (choose for CSR), which together with the split-half reliability indicates acceptable limits of reliability for this dimension of purchase intention.

In summary, it could be concluded that from the data analysis undertaken above, the overall and individual reliability of the measuring items and dimensions are quite acceptable, which lays the foundation for further analysis.

Validity of Antecedents

Validity refers to the ability of a measuring scale to measure what it claims to measure. It is vital for a scale to be valid in order for the results to be precisely interpreted and applied. There are four major types of validity suggested by Cook and Campbell (1979). They are construct validity, internal validity, external validity and statistical conclusion validity. The most relevant validity when developing a scale is construct validity, which is the extent to which the

measurements undertaken in a research project appropriately represent the underlying theoretical constructs of the scale. Generally, the construct validity could be examined by conducting exploratory factor analysis, which is a means of discerning the underlying constructs of a scale (DeCoster, 2000).

There are two basic types of factor analyses, thus confirmatory and exploratory. For example, researchers use exploratory factor analysis (EFA) in an attempt to optimize the scales they have developed. If factors produced by the factor analysis properly match the theoretical constructs on which the scales were developed, then this is said to provide *prima facie* evidence of the construct validity of the scale. In this thesis, principal component factor analysis with varimax rotation is performed to reveal the underlying dimensions of the scale. This is a commonly used method as it extracts the maximum variance from the items to create high correlations between items that form a factor. The purpose of factor analysis is to achieve high levels of homogeneity between the items forming a factor, and high levels of heterogeneity between the factors.

Prior to undertaking exploratory factor analysis it is customary to test for the adequacy of the sample. Two tests are used for this purpose: the Kaiser-Meyer-Olkin (KMO) test for sampling adequacy and Bartlett's test of sphericity as to whether the total scale is an identity (thereby negating the use of factor analysis). The KMO scale ranges from 0 to 1, with the higher score being desirable. The Bartlett test is solely measured by the probability of significance as it is sensitive to the numbers of items and respondents being used. The test shows that the KMO value is 0.926, greater than the satisfactory standard of 0.9, and the significance level of the Bartlett's test of sphericity is at $p < 0.001$. These two tests indicated that the data collected are quite suitable for further factor analysis.

Table 8.7 Component Matrix for Mediator Scale

	Component			
	1	2	3	4
I think the hotel offered reasonable job opportunities in their local communities	0.750	0.140	0.292	0.191
I think the hotel offered their employees reasonable salaries and social benefits	0.741	0.254	0.264	0.155
I think the hotel offered their staff quality training and career development opportunities	0.705	0.383	0.239	0.217
I think the hotel engaged actively in charity activities and voluntary services	0.621	0.434	0.190	0.328
I think the hotel supported local cultures and customs in its property	0.600	0.299	0.269	0.330
I think the hotel had an efficient recycle/waste management systems	0.235	0.814	0.255	0.197
I think the hotels used clean energy sources	0.318	0.692	0.262	0.319
I think the hotel actively promoted the ideas of green initiatives to guests	0.382	0.689	0.197	0.305
I think the hotel provided environmentally friendly services	0.263	0.662	0.472	0.125
I think the hotel offered a healthy, safe service for guests	0.241	0.196	0.808	0.116
I think the service offered by the hotel is consistent with common social ethics	0.315	0.220	0.743	0.188
I think the hotel offered services that offered good value for money to guests	0.233	0.319	0.742	0.169
Generally I am familiar with the hotel's CSR activities	0.244	0.247	0.186	0.832
I often hear about CSR initiatives	0.283	0.248	0.161	0.821
Eigenvalues (Rotated Sums of Squared Loadings)	3.07	2.87	2.53	2.02
Percentage of variance	21.97	20.53	18.09	14.41
Alpha Coefficient	0.895	0.888	0.833	Na

As shown in Table 8.7, exploratory factor analysis was carried out for the antecedents and extracted four factors that explained 75% of the overall variance. It should be noted that this solution was achieved by inserting the mean score where data were missing, a technique thought appropriate given that such omissions were few in number as briefly noted previously. There are

some disadvantages in this method as it reduces variance, but with at most there being only 6 respondents missing an item, and this being less than 1% of the sample, the technique is permissible. Second, it should also be noted that four factors were selected from viewing the scree diagram, otherwise a three-factor analysis that was less easy to ‘explain’ emerged if simply selecting factors with eigenvalues in excess of 1.0. The first factor comprised five items, two of which related to the employment dimension of the hotel CSR, and the other three referred to the philanthropic and community dimensions. Factor one could be named as “hotel’s responsibility for their internal and external social connections”. This implies that the five items are correlated, and could be treated as one dimension theoretically. However, since employment belongs to the hotel’s internal organisation, and community relations belong to the external environment, this thesis still retains them as two separate dimensions. However, in their work on Chinese hotels and corporate social responsibility, Gu, Ryan, Wei & Bin (2013) also find a close link between staff retention and philanthropic work, as it appears that staff involvement in the latter adds to their sense of identification with the company and job satisfaction.

There are four items for the second factor, which could be named as “hotel responsibility for environment”, for the items are consistent with the environmental dimension. The third factor is made up by three items, relating to ethics, good value and safety. The last factor could be named as “customer’s familiarity with hotel CSR”, and only has two items, which comprises the CSR publicity dimension of the antecedents.

Validity of Mediators

The same procedure was used when testing the construct validity of the mediation scale through EFA. KMO and Bartlett’s test of sphericity were again undertaken to examine the suitability of the data to carry out factor analysis. The value of the KMO statistic is 0.887, greater than the acceptable standard of 0.8, and the significance level of the Bartlett’s test of sphericity is again at $p < 0.001$. Hence the data are suitable for further factor analysis. As shown in

Table 8.8, factor analysis performed for the mediators only extracted one factor, which “explained” 73.2% of the overall variance. This factor has five items, and could be named as “customer’s perception of hotel expertise”.

Table 8.8 Component Matrix for Mediator Scale

	Component
	1
I think the hotels offer high quality services for the guests	0.864
I think the hotel offered high quality rooms and other ancillary facilities	0.877
I think the hotel's employees showed high levels of professionalism	0.835
I think my perceived hotel experience was higher than my expectation	0.789
Overall I thought very highly of my stay in the hotel	0.874
Eigenvalue	3.72
Percentage of Variance	74.39
Alpha Coefficient	0.913
Extraction Method: Principal Component Analysis.	

When comparing this with the research model, the factor analysis failed to confirm the two-dimensional construct of the mediators. It is noted that, according to the literature review, corporate expertise is based on an exchange between guests and hotel, which defines the hotel’s ability to anticipate, meet and exceed customers’ needs by providing superior product or service (David, et al. 2005). Similarly guest satisfaction is referred to, as the feeling of well-being and pleasure, that results from the customer obtaining what he or she expects from a product or service (WTO, 1985). So it could be concluded that guest satisfaction and hotel expertise are closely inter-related theoretically, and this could help explain the result of the factor analysis. In other words, from the factor analysis perspective, the mediators could be treated as a uni-dimensional statistic comprised of two separate theoretical perspectives.

The guest satisfaction scale is developed based on previous research (C. Fornell et al., 1996; Oliver, 1980), and as well the hotel expertise scale (S. Lee & Qu, 2011), and both scales has been previously tested and found to be separately reliable and valid. Therefore, although the above factor analysis failed to

confirm the two dimensional construct of the mediators, this thesis will retain the original structure of the mediators for further analysis in future chapters.

Validity of the “Result” construct

The dimension of “Result” or “Outcome”, in other words, the probability of repeat patronage of the hotel, is uni-dimensional. The scale used to measure the purchase intention is adapted from previous studies (Boulding et al., 1993; Zeithaml et al., 1996; 杜荣凤, 2011). KMO and Bartlett’s test of sphericity were again carried out to examine whether the data are suitable for factor analysis. The KMO statistic is acceptable (0.788), and the significance level of the Bartlett’s test of sphericity is $p < 0.001$. Yet again the two tests indicated that the data collected for result is suitable for factor analysis.

Table 8.9 Component Matrix for Guest’s Intent to rebook.

	Component
	1
In the near future I will prefer to stay in a hotel that has a CSR	.787
I will choose a hotel that has CSR programs even if sacrificing convenience or price	.747
Among hotels at the same level, I will prefer to choose one that has a CSR	.859
I will recommend a hotel that has CSR programs to those who seek my advice	.857
Eigenvalues	2.79
Percentage of Variance	69.77
Alpha coefficient	0.855
Extraction Method: Principal Component Analysis.	

As shown in Table 8.9, the factor analysis confirmed the uni-dimensional nature of the scale, finding that the factor “explained” 66.265% of the overall variance. This factor has five items (see Table 8.9), and could be named as “Guest’s future purchase intention”.

Conclusion

This chapter examined the reliability and validity of the data collected in terms of the construct of the research model, generally finding that it can be regarded as reliable and valid through statistical and theoretical analysis. The next chapter will focus on the influence of the demographic characteristics of the respondents.

Chapter 9

Role of Socio-Demographics

Introduction

This chapter attempts to identify the influence of socio-demographic variables on how hotel customers perceive hotel CSR performance, the hotel's efforts on promoting CSR, hotel expertise, and what the hotel customer's satisfaction level is under the influence of CSR, and finally, whether these socio-demographic variables affect the customers' future purchase intention or not. Independent sample t-test and one-way ANOVA will be used accordingly in this chapter.

Gender

An independent sample t-test was firstly undertaken to assess if differences existed between males and females on different components of the research model. The results showed that generally gender is not a determining factor. There are no significant differences between males and females with no exception. The other socio-demographic variables of age, income, occupation and education were first separately assessed by the use of one-way analysis of variance. Each is dealt with in turn. It is noted that in order to avoiding repeat writing on similar items, a composite approach to generate the proper representative dependent variables will be used in this chapter. For example, a new variable labeled as "purchase intention" was created to present customers' future intention by calculating the mean value of those four variables indicating future purchase intentions in the questionnaire. In addition, in terms of handling missing data, given that this was not generally an issue a mean score was imputed to the respondent when required to retain the total dataset.

Table 9.1 Influence of Age through ANOVA

		N	Mean	St Deviation	F Ratio	Prob.
Customer Dimension	18-25	217	4.3227	1.04832	2.705	.044
	26-35	456	4.4545	1.06138		
	36-49	130	4.6372	1.23271		
	50-64	14	4.1190	.98369		
	Total	817	4.4428	1.08923		
Environment Dimension	18-25	217	3.6708	1.20559	6.116	.000
	26-35	456	3.8668	1.24766		
	36-49	130	4.2540	1.41994		
	50-64	14	3.5509	.96449		
	Total	817	3.8709	1.27361		
Employee Dimension	18-25	217	4.1694	1.10370	3.131	.025
	26-35	456	4.2800	1.12054		
	36-49	130	4.5423	1.20401		
	50-64	14	4.1229	.65124		
	Total	817	4.2897	1.12829		
Community Dimension	18-25	217	3.9524	1.08427	6.001	.000
	26-35	456	4.1833	1.11048		
	36-49	130	4.4699	1.22485		
	50-64	14	3.9802	.79820		
	Total	817	4.1641	1.12860		
CSR Publicity	18-25	217	3.4203	1.18825	9.662	.000
	26-35	456	3.6570	1.32513		
	36-49	130	4.1917	1.49093		
	50-64	14	3.3825	1.09184		
	Total	817	3.6745	1.33593		
Hotel Expertise	18-25	217	4.2860	1.15742	5.098	.002
	26-35	456	4.4942	1.22310		
	36-49	130	4.7754	1.20543		
	50-64	14	4.0614	1.05093		
	Total	817	4.4762	1.20958		
Customer Satisfaction	18-25	217	4.1657	1.10649	6.338	.000
	26-35	456	4.2795	1.19961		
	36-49	130	4.6235	1.26360		
	50-64	14	3.5000	.96077		
	Total	817	4.2907	1.19424		

Age

In undertaking an analysis by age it was noted that only 14 respondents were over the age of 50 years, and hence in calculating the F ratios, this last group was deleted. However, their mean scores are indicated Tables 9.1 for the completion of the record.

It is shown in Table 9.1 that age is an apparent determinant of difference on seven of the eight dimensions of the scale. To be specific, the varying age groups of respondents have statistically significant differences on guest, environmental, employment, and community dimensions, and for CSR publicity policies, perceived hotel expertise, and guest satisfaction.

This was further tested by post-hoc analysis using Fishers Least Significance Differences test to find where the significant differences existed. This permits a pairwise comparison and thus calculates the differences between those respondents who answered all the questions, and thus averts issues that might arise due to missing data, and so has the advantage of consistency of testing across different ANOVAs.

This test revealed that on the guest dimension, the respondents of 18-25 years of age ($m=4.32$) have significant differences with the 36-49 age group ($m=4.64$). To be specific, the older the respondents are, the higher the score they gave on this dimension. Thus, it could be concluded that respondents of the middle aged group (36-49 years) significantly differ from respondents of the youngest age group (18-35 years) in their perceptions of hotels' effort of taking care of the guests from a CSR perspective. As to the environment dimension, significant difference was found between the respondents of 18-25 years ($m=3.67$) and the middle aged group (36-49 years, $m=4.25$). Differences also exist between the respondents of 26-35 years ($m=3.87$) and the middle aged group. As to the employee, community and guest satisfaction dimensions, the same findings exist. Similar findings were also found regarding CSR publicity and hotel expertise dimensions. It can therefore be concluded, on this basis, that

age is a determinant factor with differences existing between the middle-aged and younger age groups. It is noted that by checking the mean scores, the older the respondents are, the more satisfied they felt about hotels' CSR practices.

Also, the middle aged group tended to be more satisfied with their hotel experience and think more highly of the hotels than the younger age group. It is also shown that middle aged respondents have more awareness of CSR than the younger aged group. One possible reason for this finding is that the older respondents have a longer personal history of hotel patronage, and may have found or become better at finding hotels that meet their personal preferences.

In summary, based on ANOVA, it could be concluded that age could be an influential factor on most dimensions of the questionnaire. Among all age groups the middle aged group (35-49 years) tended to give the most positive scores on all items when compared with other age groups.

Marital Status

It is shown in Table 9.2 that differences in marital status appear to have an impact on all of the eight dimensions of the scale.

Again post ad-hoc tests were conducted using LSD and revealed that respondents of different marital status groups differ from each other to various extents. However, it is noted that, the "married with dependent children" group obviously differs from most groups for most dimensions, and it is shown that this group tended score highest on these dimensions for most of the time. It can be initially concluded that the presence of children within family groups does give rise to statistically significant patterns of results.

Table 9.2 Influence of Marital Status through ANOVA

		N	Mean	St Deviation	F Ratio	Prob.
Guest Dimension	Single	342	4.3828	1.04431	3.112	.015
	Married with no children	105	4.2857	1.08769		
	Married with dependent children	313	4.5934	1.12328		
	Married with grow up children	38	4.1360	1.13625		
	Others	19	4.5228	.97563		
	Total	817	4.4428	1.08923		
Environment Dimension	Single	342	3.6324	1.21703	6.835	.000
	Married with no children	105	3.7874	1.21704		
	Married with dependent children	313	4.1235	1.31464		
	Married with grow up children	38	3.9899	1.31333		
	Others	19	4.2278	1.00963		
	Total	817	3.8709	1.27361		
Employee Dimension	Single	342	4.1172	1.07415	3.623	.006
	Married with no children	105	4.3764	1.14858		
	Married with dependent children	313	4.4348	1.15752		
	Married with grow up children	38	4.4196	1.05064		
	Others	19	4.2647	1.31358		
	Total	817	4.2897	1.12829		
Community Dimension	Single	342	3.9348	1.09085	7.437	.000
	Married with no children	105	4.1744	1.14442		
	Married with dependent children	313	4.4081	1.13012		
	Married with grow up children	38	4.1538	1.08981		
	Others	19	4.2344	1.00653		
	Total	817	4.1641	1.12860		
CSR Publicity	Single	342	3.4051	1.23009	10.597	.000
	Married with no children	105	3.4871	1.29751		
	Married with dependent children	313	4.0318	1.37880		

	Married with grow up children	38	3.8557	1.35732		
	Others	19	3.3097	1.32705		
	Total	817	3.6745	1.33593		
Hotel Expertise	Single	342	4.2840	1.17271	4.762	.001
	Married with no children	105	4.5508	1.22350		
	Married with dependent children	313	4.6781	1.22411		
	Married with grow up children	38	4.2946	1.19687		
	Others	19	4.5614	1.08896		
	Total	817	4.4762	1.20958		
Guest Satisfaction	Single	342	4.1258	1.13780	4.455	.001
	Married with no children	105	4.2952	1.23393		
	Married with dependent children	313	4.4965	1.22511		
	Married with grow up children	38	4.0408	1.26480		
	Others	19	4.3421	.80022		
	Total	817	4.2907	1.19424		
Purchase Intention	Single	342	4.9250	1.10281	5.329	.000
	Married with no children	105	4.6918	1.10665		
	Married with dependent children	313	5.2129	1.15513		
	Married with grow up children	38	4.9185	1.32144		
	Others	19	4.7764	.95134		
	Total	817	5.0015	1.14327		

Monthly Income

It is also shown in Table 9.3 that different groups based on monthly incomes also report significantly different patterns of scores across the dimensions designed in the scale.

However, as seen from LSD results, the actual patterns of differences appear complex and there is no consistency in terms of one income group continually being higher or lower in the scores. Multiple comparisons by using LSD revealed that there are major differences between the lower income group

(<5000 RMB/ month) and medium to high income group (10000-15000 RMB/ month), while the higher income group (>25000 RMB/ month) also possesses major differences with lower income group, although it is not always well differentiated from the medium-high income group. It is also shown that respondents with higher incomes tended to give higher scores on most notified items, yet paradoxically the highest income group (>25000 RMB/ month), also scored very low on many occasions.

Table 9.3 Influence of Monthly Income through ANOVA

		N	Mean	St Deviation	F Ration	Prob.
Guest Dimension	Less than 3000	224	4.2152	.97514	5.632	.000
	3000-5000	211	4.3324	.99110		
	5000-8000	179	4.5266	1.10205		
	8000-10000	104	4.6859	1.12400		
	10000-15000	65	4.8821	1.27364		
	15000-25000	23	4.8333	1.20500		
	More than 25000	11	4.1212	1.70146		
	Total	817	4.4428	1.08923		
Environment Dimension	Less than 3000	224	3.6889	1.16729	5.583	.000
	3000-5000	211	3.7011	1.14932		
	5000-8000	179	3.8676	1.24789		
	8000-10000	104	4.1063	1.40794		
	10000-15000	65	4.4636	1.48389		
	15000-25000	23	4.5410	1.52872		
	More than 25000	11	3.7623	1.26945		
	Total	817	3.8709	1.27361		
Employee Dimension	Less than 3000	224	4.1247	1.11714	5.651	.000
	3000-5000	211	4.0862	.98628		
	5000-8000	179	4.3585	1.10990		
	8000-10000	104	4.4987	1.11249		
	10000-15000	65	4.7725	1.31957		
	15000-25000	23	4.7678	1.31220		
	More than 25000	11	4.6059	1.35679		
	Total	817	4.2897	1.12829		
Community Dimension	Less than 3000	224	3.9177	1.05489	8.963	.000
	3000-5000	211	3.9440	1.01384		
	5000-8000	179	4.2752	1.11385		

	8000-10000	104	4.4516	1.13262		
	10000-15000	65	4.7492	1.30118		
	15000-25000	23	4.7471	1.23256		
	More than 25000	11	4.2006	1.26090		
	Total	817	4.1641	1.12860		
CSR Publicity	Less than 3000	224	3.3939	1.13936	11.454	.000
	3000-5000	211	3.3361	1.16025		
	5000-8000	179	3.8068	1.39965		
	8000-10000	104	4.0386	1.40045		
	10000-15000	65	4.3624	1.54627		
	15000-25000	23	4.6378	1.50966		
	More than 25000	11	4.2036	1.27899		
	Total	817	3.6745	1.33593		
Hotel Expertise	Less than 3000	224	4.1866	1.11104	11.333	.000
	3000-5000	211	4.1929	1.04833		
	5000-8000	179	4.6804	1.25711		
	8000-10000	104	4.7788	1.23384		
	10000-15000	65	5.0735	1.20063		
	15000-25000	23	5.3188	1.17842		
	More than 25000	11	4.3333	1.85592		
	Total	817	4.4762	1.20958		
Guest Satisfaction	Less than 3000	224	4.0410	1.10552	8.478	.000
	3000-5000	211	4.0979	1.03453		
	5000-8000	179	4.4277	1.17551		
	8000-10000	104	4.4760	1.30789		
	10000-15000	65	4.8320	1.32244		
	15000-25000	23	5.2174	1.31275		
	More than 25000	11	3.9545	1.60397		
	Total	817	4.2907	1.19424		
Purchase Intention	Less than 3000	224	4.8681	1.11062	5.311	.000
	3000-5000	211	4.7884	1.07021		
	5000-8000	179	5.0447	1.17006		
	8000-10000	104	5.1928	1.12925		
	10000-15000	65	5.4733	1.15971		
	15000-25000	23	5.5279	1.12500		
	More than 25000	11	5.4091	1.47170		
	Total	817	5.0015	1.14327		

In summary, it could be concluded from the ANOVA that monthly income could be a very influential factor on most dimensions of the scale. Among all

groups of different monthly incomes, which could cause significant differences, the lower income groups (<5000 RMB/ month), medium-high income group (10000-15000 RMB/ month), and higher income group (>25000 RMB/ month) are the most noteworthy. To be specific, the lower income group tended to provide relatively fewer responses to the open-ended questions, and the medium-high group provided the better evaluation of CSR policies, and the higher-income group seemed to be the most difficult to satisfy.

Occupation

As noted above, occupational status is a variable that is associated with income, and hence there is a need for careful analysis that goes beyond a simple ANOVA. It is noted that among all the 817 respondents, there were only five unemployed and five retired, hence these two groups were deleted in calculating the F ratios. According to the analysis of the mean scores (see Table 9.4), it was found that on six dimensions, teachers and students tended to give the lowest scores all the time. A factor that may explain this is that while these people are relatively low paid, they may still have high expectations. Interestingly, respondents who stay home and take care of families scored quite highly on the scales. However, it needs to be noted that this group only accounts for less than 7% of the respondents, and hence it is difficult to establish a general principle.

Table 9.4 Influence of Occupation through ANOVA

		N	Mean	St Deviation	F Ration	Prob.
Environment Dimension	Government employees	78	4.0614	1.26295	2.717	.013
	Company staff	438	3.9216	1.24950		
	Teacher	66	3.5137	1.15692		
	Self employed	55	4.1556	1.57163		
	Student	85	3.6079	1.24096		
	Taking care of family	5	4.5845	1.24689		
	Others	80	3.7738	1.20625		
	Total	807	3.8741	1.27097		

Employee Dimension	Government employees	78	4.3128	1.16503	2.692	.014
	Company staff	438	4.3165	1.06741		
	Teacher	66	4.0945	1.04049		
	Self employed	55	4.6562	1.42954		
	Student	85	4.0718	1.24782		
	Taking care of family	5	5.3060	1.33344		
	Others	80	4.1889	1.02384		
	Total	807	4.2889	1.12722		
Community Dimension	Government employees	78	4.2870	1.13264	3.684	.001
	Company staff	438	4.2570	1.11159		
	Teacher	66	3.8687	.87805		
	Self employed	55	4.4211	1.47878		
	Student	85	3.9224	1.12870		
	Taking care of family	5	4.5620	1.41063		
	Others	80	3.8601	.96245		
	Total	807	4.1666	1.12638		
CSR Publicity	Government employees	78	3.7484	1.21967	2.603	.017
	Company staff	438	3.7349	1.33213		
	Teacher	66	3.4433	1.34160		
	Self employed	55	4.0712	1.66629		
	Student	85	3.3727	1.31418		
	Taking care of family	5	4.5710	1.55571		
	Others	80	3.5317	1.12254		
	Total	807	3.6822	1.33609		
Hotel Expertise	Government employees	78	4.6535	1.20907	3.263	.004
	Company staff	438	4.5898	1.19477		
	Teacher	66	4.1170	1.01320		
	Self employed	55	4.5455	1.50084		
	Student	85	4.3092	1.25193		
	Taking care of family	5	4.8220	1.24391		
	Others	80	4.1559	1.02229		
	Total	807	4.4831	1.20646		
Guest Satisfaction	Government employees	78	4.3205	1.24831	2.467	.023
	Company staff	438	4.4081	1.17583		
	Teacher	66	4.0682	1.06297		
	Self employed	55	4.4091	1.52477		
	Student	85	4.0497	1.15348		
	Taking care of family	5	4.5000	1.32288		
	Others	80	4.0282	1.01488		
	Total	807	4.2971	1.19141		

Education

Education was also found to be a determinant of difference in the scores as shown from Table 9.5, but failed to be a statistically significant variable in determining predisposition to repeat a hotel booking. Multiple comparisons using LSD revealed that respondents who hold a bachelor's degree tended to record statistically higher scores than the others in most situations, except for the employee and environment dimensions. Equally it was found that respondents with a diploma scored lowest on almost all the notified dimensions except for the purchase intention dimension.

Table 9.5 Influence of Education through ANOVA

		N	Mean	St Deviation	F Ratio	Prob.
Guest Dimension	Secondary School	56	4.3726	1.05400	7.089	.000
	Diploma	172	4.1229	.96432		
	Bachelor	462	4.5633	1.10506		
	Master or higher	127	4.4685	1.12819		
	Total	817	4.4428	1.08923		
Environment Dimension	Secondary School	56	4.0111	1.24007	3.531	.015
	Diploma	172	3.6740	1.15236		
	Bachelor	462	3.9766	1.29981		
	Master or higher	127	3.6914	1.30958		
	Total	817	3.8709	1.27361		
Employee Dimension	Secondary School	56	4.5065	1.08056	4.312	.005
	Diploma	172	4.0884	1.05227		
	Bachelor	462	4.3799	1.13236		
	Master or higher	127	4.1383	1.18809		
	Total	817	4.2897	1.12829		
Community Dimension	Secondary School	56	4.0852	1.21459	5.071	.002
	Diploma	172	3.9388	.98114		
	Bachelor	462	4.2939	1.16293		
	Master or higher	127	4.0317	1.09496		
	Total	817	4.1641	1.12860		
CSR Publicity	Secondary School	56	3.4619	1.28921	6.044	.000
	Diploma	172	3.4043	1.16159		
	Bachelor	462	3.8449	1.38727		
	Master or higher	127	3.5141	1.30687		

	Total	817	3.6745	1.33593		
Hotel Expertise	Secondary School	56	4.2837	1.28538	7.734	.000
	Diploma	172	4.1465	1.02141		
	Bachelor	462	4.6372	1.20849		
	Master or higher	127	4.4221	1.31600		
	Total	817	4.4762	1.20958		
Guest Satisfaction	Secondary School	56	4.0108	1.08636	8.121	.000
	Diploma	172	4.0060	1.10802		
	Bachelor	462	4.4632	1.18101		
	Master or higher	127	4.1720	1.29737		
	Total	817	4.2907	1.19424		
Purchase Intention	Secondary School	56	4.7280	1.28772	4.124	.006
	Diploma	172	4.8558	1.13283		
	Bachelor	462	5.1202	1.11753		
	Master or higher	127	4.8879	1.14159		
	Total	817	5.0015	1.14327		

In conclusion, respondents with a diploma degree could be hard to be satisfied compared with other respondents, while respondents with higher education and high school degree tended to have the most positive impression on hotel CSR practices and relatively easier to be satisfied. However, it seems like education is not an influential factor in terms of purchase intention.

Conclusion

This chapter examined the roles that socio demographic characteristics of the respondents played on their perception of CSR policies of hotel, hotel expertise, guest satisfaction and their future rebook intention. Independent sample t-test and ANOVA were adopted to reveal the fact. Generally speaking, socio demographic characteristics like age, income, marital status, monthly income, occupation and education could have influences to various extents over guests' perception and intention. For example, this chapter revealed that respondents of middle age (35-49) with a higher education degree, who make a medium to high income with dependent children, could be the most noteworthy group for their most positive comments on most of the measuring items.

However, there is an objection to this form of analysis. It may be seen as a form of comparative static analysis in that a determined variable is tested for variation against changes in a single determining variable, e.g. age, and it is further assumed that the determining variables are independent from each other. However, income, for example, may be determined by age and occupation, while the latter may be determined by level of education. Indeed, gender may also determine income in several societies. Therefore it is necessary to combine these variables and this can be done using multinomial regression in later chapter.

Chapter 10

Market Segmentation

Introduction

It has to be admitted that hotel guests are not identical at all time. They have various and quite diversified hotel staying preferences in terms of CSR according to studies in previous chapters. For instance, some guests think CSR is a very important part of a hotel, and some may have totally opposite opinions. Acknowledging such diversity forms the foundation of market segmentation.

The purpose of this chapter is to segment Chinese hotel guests into several market subdivisions. This chapter consists of three phases: first, a cluster analysis will be carried out based on guests' perception of hotel CSR performance for their last stay, followed by a description of each cluster. Secondly, discriminant analysis will be adopted to reveal CSR variables that mostly distinguish the clusters. Third and lastly, cluster profiles will be explained with the help of cross tabulation by using chi-square test.

Cluster Analysis

Cluster analysis is a categorization technique which uses variables as criteria for agglomerating research subjects into clusters, based on the values of each subject on chosen variables. The greater the homogeneity within a cluster and the greater the heterogeneity between clusters, the better the result will be. To be specific, cluster analysis calculates the similarity between each subject and every other subject and then it merges the two subjects that have the greatest similarity into a cluster. Then it computes the similarity all over again and either aggregates the next two subjects that are closest or combines the next subject with the cluster already formed. This process proceeds until all subjects are grouped into one large cluster which includes all subjects. The researcher

decides the stage to discontinue the clustering process, which point is determined by the degree of change that occurs after each stage of the calculation (Babbie, 2012).

Cluster analysis is similar to factor analysis in several ways, which reduces a larger number of variables down to a smaller number of factors that sum up these variables, but it also differs in several important ways. For a start, cluster analysis creates groupings of respondents, not items from a questionnaire. However, it is also noted that while cluster analysis could be used to conveniently group respondent fields, it would be interesting for researchers to compare results of cluster analysis with factor analysis using the same data source (Bryman & Cramer, 2012).

Another approach adopted by researchers to use cluster and factor analysis collectively is factor-cluster segmentation. By conducting this approach, first factor analysis is implemented to generate several representative factors from original variables; secondly, cluster analysis is conducted based on factors previously generated instead of original items. However, this two-step approach has apparent disadvantages, it is argued that factor analysis normally only explains 50-60% of the original information in most studies, and if the cluster analysis is based on the results of factor analysis, part of the original information will be lost (Dolničar, 2004). Sheppard (1997) concluded that factor-cluster approach is not appropriate if the research purpose is to form segments based on survey questions. Hence, adhering to the above literature, direct clustering based on the original dataset will be used to segment the market in this study.

First, the attitudinal scale of the questionnaire was chosen as criteria for cluster formation. It is noted that three variables thus “employee salary and social welfare”, “employee training and career development” and “hotel charity activities” were removed from the scale before clustering because of the higher non-response rate on these three variables. After that, a hierarchical cluster analysis was run trying to identify the possible number of clusters. To be specific, cluster solutions ranging from three to six were inspected. Then the

K-means cluster analysis was adopted to compare the results from the previous analyses and which then confirmed the most appropriate number of clusters according to an understanding of the dataset. A five cluster solution within ten iterations was found to be the most suitable as it exhibits the highest degree of heterogeneity among clusters. As commonly known, it is always a critical and difficult issue to determine the number of clusters because statistically there is no general criterion for researchers to follow. In practice, the measurement of heterogeneity, compared with a specific value is often used (Esbensen, Guyot, Westad, & Houmøller, 2002).

It is shown in Table 10.1 that cluster one has 153 respondents, who are featured by having the relatively lowest scores; in other words the lowest level of agreement on all chosen measuring items. There are not major differences among the mean scores of each CSR dimension for these respondents. Therefore, this cluster could be named as “dissatisfied guests”.

There are 200 respondents in cluster two, who although overall rated higher than cluster one, but they still showed very average agreement on all these selected items of hotel CSR. Thus this cluster could be entitled “average raters”.

Compared with cluster two, respondents of cluster three (n=164) have a relatively higher evaluation on all selected items except for items related to environmental issues. To be specific, their comments on environmental dimension of hotel CSR practice are lower even than respondents of cluster two with a mean score of only 3.09. Therefore, although respondents of this group placed higher values on average than cluster 2, they indeed showed less strong agreement on environment dimension. Thus this group could be labeled as “less environmentally conscious guests”.

Table 10.1 Mean Scores of Hotel CSR Practices of Five Clusters

Attitudinal Scale Items	Cluster 1 (n=153)	Cluster 2 (n=200)	Cluster 3 (n=164)	Cluster 4 (n=98)	Cluster 5 (n=201)	Total
Guest Dimension						
I think the hotel offered a healthy, safe service for guests	3.64	3.78	4.65	6.05	5.05	4.51
I think the hotel offered services that offered good value for money to guests	3.11	3.62	4.45	6.00	4.89	4.29
I think the service offered by the hotel is consistent with common social ethics	3.47	3.88	4.59	6.14	5.18	4.54
Environment Dimension						
I think the hotel provided environmentally friendly services	2.71	3.85	3.71	6.13	5.01	4.17
I think the hotel had an efficient recycle/waste management systems	2.15	3.73	2.88	5.95	4.63	3.75
I think the hotels used clean energy sources	2.37	3.75	2.95	6.05	4.52	3.80
I think the hotel actively promoted the ideas of green initiatives to guests	2.14	3.69	2.82	6.14	4.73	3.77
Community Dimension						
I think the hotel offered reasonable job opportunities in their local communities	3.53	3.98	4.46	6.06	5.05	4.50
I think the hotel supported local cultures and customs in its property	2.80	3.70	3.71	5.97	4.87	4.09
Hotel Expertise						
I think the hotels offer high quality services for the guests	2.85	3.61	4.48	6.24	5.16	4.34
I think the hotel offered high quality rooms and other ancillary facilities	2.97	3.73	4.91	6.37	5.24	4.51
I think the hotel's employees showed high levels of professionalism	3.24	3.88	4.92	6.30	5.21	4.59
Guest Satisfaction						
I think my perceived hotel experience was higher than my expectation	2.74	3.48	4.22	5.82	4.85	4.11

Opposite to cluster one, respondents of cluster four (n=98) are featured with the highest agreement on all selected items with a mean score of 6.09. Additionally, similar to cluster one and two, there are not major differences among the mean scores of each CSR dimension. Therefore, this cluster could be named as “enthusiastic supporters”.

Cluster five consists of 201 respondents which has almost the same respondents number to cluster two (n=200). Unlike cluster four, respondents in this cluster gave relatively above average scores on these selected items with a mean score of 4.95. Again, there are not major differences among the mean scores of each CSR dimension, thus this cluster could be label as “typical guests”.

In summary, there are three major features of the cluster analysis results: first, the major differences among each cluster is the mean score of the selected measuring items, and the only exception would be cluster three, in which the mean score of environment dimension is relatively lower than cluster two. Second, except for the environment dimension of cluster three, which is lower than other dimensions, there are not major differences among all measuring items within the same cluster. Third, for all clusters but cluster three, the respondents’ perception of hotel expertise and their satisfaction level are consistent with their attitude towards hotel CSR practices in a positive way, which would have implications for Chinese hotel marketers.

Discriminant Analysis

The nature of discriminant analysis is to forecast a categorical dependent variable (grouping variable) by one or more continuous or binary independent variables (predictor variables). Discriminant analysis is akin to reversing cluster analysis, for now the researcher is attempting to re-allocate respondents to clusters based on predicted membership. However unlike cluster analysis, the main purpose of discriminant analysis is to generate a regression function based on pre-existing data in which the group membership is already known. This regression function can be used afterwards to help predict group membership in future circumstances (Bryman & Cramer, 2012).

Table 10.2 Discriminant Analysis Results

Discriminant Function	Eigenvalue	% of Variance	Canonical Correlation	Wilks' Lambda	Chi-square	Sig.
1	8.781	92.1	.948	.057	2305.509	.000
2	.699	7.3	.641	.560	467.467	.000
3	.034	.4	.183	.951	40.349	.010
4	.016	.2	.127	.984	13.034	.222

Table 10.3 Classification Results

	Predicted Group Membership					Total
	1	2	3	4	5	
Cluster 1	149	3	1	0	0	153
	97.4%	2.0%	.7%	.0%	.0%	100.0%
Cluster 2	3	191	6	0	0	200
	1.5%	95.5%	3.0%	.0%	.0%	100.0%
Cluster 3	0	11	152	0	1	164
	.0%	6.7%	92.7%	.0%	0.6%	100.0%
Cluster 4	0	0	0	95	3	98
	.0%	.0%	.0%	96.9%	3.1%	100.0%
Cluster 5	0	2	4	2	193	201
	.0%	1.0%	2.0%	1.0%	96.0%	100.0%
Ungrouped	1	0	0	0	0	1
Cases	100%	.0%	.0%	.0%	.0%	100.0%

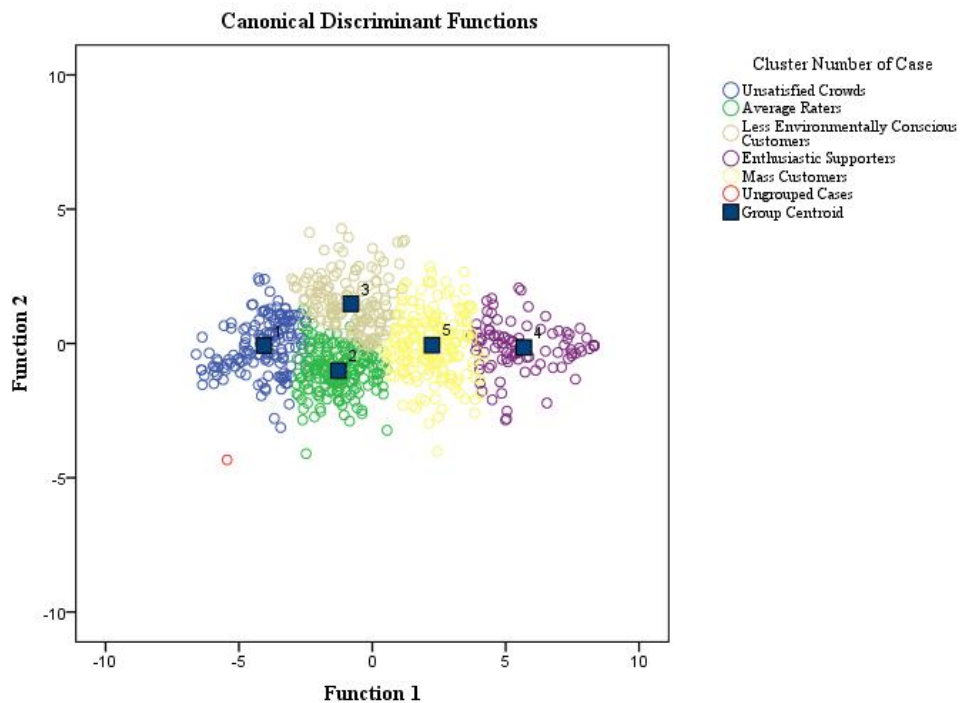
Note: 97.2% of original grouped cases correctly classified.

Table 10.2 shows that four discriminant regression functions were generated, and three of them are statistically significant measured by chi-square test. To be specific, function one has an eigenvalue of 8.781 and explained 92.1% of total variance, function two (eigenvalue=0.699) and function three (eigenvalue=0.699) together only explained 7.7% of the total variance. In addition, canonical discriminant function one seems to indicate a function from weak to strong awareness with the attitudinal scale items.

The classification results (see Table 10.3) were inspected as well to verify whether these discriminant functions are effective to predict grouping information in future analysis. It is shown that up to 97.2% of total original grouped cases were classified correctly. To be specific, 97.4% of cases in cluster one were corrected classified, and these rates of cluster two and cluster

three had reached 95.5% and 92.7% respectively. Cluster four and cluster five also achieved a satisfactory level of 96.9% and 96.0% correctly classification. The examination of the combined groups plot (see Figure 9.1) and territorial map indicated that all these five groups were well categorized in terms of both canonical functions, which indicates the validity of the discriminant functions generated. It also visually shows the required homogeneity within clusters, and the heterogeneity between clusters.

Figure 10.1 Combined Groups Plot for Clusters



Clusters Profile

Cross-tabulation Analysis

Cross-tabulation was adopted to identify the demographic profile of all five clusters. Meanwhile, chi-square test was undertaken to examine whether there are any statistically significant differences among the five clusters. As is shown

in Table 10.4, statistically significant differences existed across the five clusters in terms of age, marital status, monthly income, occupation and education.

The first examination is a cross tabulation of age and the five clusters. The result is statistically significant at $p < 0.001$. The results show that respondents aged 26-35 years old accounted for more than 50% of every cluster, and the percentage of 26-35 years old group of cluster five even reached a high of 60.7%. It is also noted that the young generation (18-25 years old) took the secondary place in all clusters followed by the middle aged group (36-49 years old) except cluster four, in which the middle aged group ranked the second, and the young group ranked the third.

A few socio-demographic characteristics with reference to cluster membership are of peripheral interest. Clusters one, two and three are under-represented among those who are married with dependent children (having approximately 30% as against a total sample component of 38%). Clusters four and five, on the other hand are over-represented (58.2%) on this socio-demographic. Similarly there is an over-representation of those employed in the private sector in cluster four.

Table 10.4 provides a breakdown of socio-demographic characteristics against each of the clusters, and the table indicates that statistically significant differences exist within the clusters on these variables. However, the table needs to be compared with the tables indicated in Chapter Seven and in many instances the differences between cluster and sample composition on these variables are comparatively minor. This does raise a question as to the overall importance of socio-demographics as against psychographic profiling as a determinant of intent to repeat a booking. This question is examined in the next question, but prior to undertaking that analysis a profile of each cluster is first undertaken.

Table 10.4 Socio-demographic Profile of the Five Clusters

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5	X ²	Prob.
Gender						8.32	0.081
Male	52.9%	41.5%	42.7%	52.0%	41.3%		
Female	47.1%	58.5%	57.3%	48.0%	58.7%		
Age						35.37	0.000
18-25	28.8%	28.5%	35.4%	14.3%	21.4%		
26-35	58.8%	52.5%	51.2%	56.1%	60.7%		
36-49	10.5%	16.0%	12.8%	29.6%	15.9%		
50-64	2.0%	3.0%	.6%	.0%	2.0%		
Marital Status						42.55	0.000
Single	50.3%	42.0%	50.6%	26.5%	35.3%		
Married with no children	14.4%	12.0%	11.6%	10.2%	14.9%		
Married with dependent children	29.4%	35.5%	36.0%	58.2%	40.3%		
Married with grow up children	4.6%	6.5%	1.2%	4.1%	6.0%		
Others	1.3%	4.0%	.6%	1.0%	3.5%		
Monthly Income						83.67	0.000
Less than 3000	32.7%	32.5%	32.9%	11.2%	21.9%		
3000-5000	26.8%	36.0%	22.6%	16.3%	22.4%		
5000-8000	22.2%	17.0%	19.5%	24.5%	27.4%		
8000-10000	12.4%	6.5%	11.6%	19.4%	16.9%		
10000-15000	3.3%	6.0%	8.5%	19.4%	7.5%		
15000-25000	.7%	1.5%	4.3%	7.1%	2.5%		
More than 25000	2.0%	.5%	.6%	2.0%	1.5%		
Occupation						47.89	0.035
Government employees	6.5%	12.0%	7.9%	12.2%	9.5%		
Company staff	48.4%	49.5%	53.0%	62.2%	58.2%		
Teacher	9.8%	10.0%	8.5%	4.1%	6.5%		
Self employed	7.8%	4.0%	5.5%	10.2%	7.5%		
Student	13.7%	7.5%	15.2%	4.1%	10.0%		
Unemployed	1.3%	1.0%	.0%	1.0%	.0%		
Taking care of family	.0%	2.0%	.0%	1.0%	.0%		
Retired	.7%	1.0%	.6%	.0%	.5%		
Others	11.8%	13.0%	9.1%	5.1%	8.0%		
Education						30.07	0.035

Secondary School	4.6%	10.5%	6.7%	7.1%	5.0%
Diploma	27.5%	26.0%	20.7%	7.1%	18.4%
Bachelor	49.7%	49.0%	57.9%	71.4%	61.2%
Master or higher	18.3%	14.5%	14.6%	14.3%	15.4%

Clusters Profile

The profile of these five clusters could be summarized based on the results of cluster analysis and cross-tabulation analysis, which together would draw a vivid outline for each cluster. It is noticed that all these five clusters have common characteristics. For example, young adults (26-35 years old) who are working as company employees with a bachelor degree compose the major part of every cluster, but as was discussed in the previous section, this simply reflects the fact that, by age, they are the largest group in the sample, being 60.7% of the total number of respondents.

Cluster One-Dissatisfied Guests

This group has the lowest attribution of importance for hotel CSR practices, and so too are their perceptions of hotel expertise. In short they are the most dissatisfied group. Most of the group members are single young adult people (26-35 years old) with a low level monthly income (less than 3000 RMB). They are company employees of the younger age level, and students and teachers comprise the major part of this group.

Cluster Two-Average Raters

Compared with cluster one, this group has relative higher agreement level towards hotel CSR practices and perception of hotel expertise. Satisfaction level of this group is higher than cluster one, but is still less than average. Single young adult people (26-35 years old) with a middle low level monthly income (between 3000 and 5000 RMB) account for most part of this cluster. Although company employees are still the largest group in this cluster, the emergence of government employees is also noticed.

Cluster Three- Less Environmentally Conscious Guests

Interestingly, this group does not show much differences from the above two clusters in terms of demographic characteristics except for the increasing percentage of bachelor degree holders. However, compared with cluster two, this group does pay less attention to the environmental aspect of hotel CSR practices, but still has higher agreement level on hotel CSR practices, and they also allocate higher scores to perceived hotel expertise.

Cluster Four-Enthusiastic Supporters

This cluster is the group distinguished by its high evaluations of hotel CSR practices and hotel expertise. Compared with all the other guests, this group is relatively older with 29.6% of middle aged people (36-49 years old), has gone through better education, earned a higher salary and could afford better hotel rooms. To be specific, most guests of this group are young adult (26-35 years old, 56.1%) management level employees in their company with a middle to high level income (between 5000 and 15000 RMB per month), and most are married with dependent children. It is also noted that this group has the largest self-employed people as well. Most guests of this group have at least a bachelor degree (71.4%) or even higher (14.3%). It is learned from the analysis of hotel CSR practices in Chapter Three that, higher ranked hotels usually have more advanced CSR policies as well, and this could be part of the reasons to explain this group's higher attitudinal level towards hotel CSR.

Cluster Five-Typical Guests

This is a very typical group of hotel guests whose agreement towards hotel CSR and hotel expertise is more than average, but is still lower than the highest. Like

cluster four, most of guests of this group are married with dependent children, and this implies that due to the health of children, customers of this group would like to choose a hotel which has better CSR practices, and obviously the above average income of this group can help them afford such hotels, so does this to cluster four. Similar to cluster four, guests with a higher education degree (76.6%) take the most part. Company staffs at the entry management level, students and government employees are representative of this group.

Conclusion

Hotel guests are not the same at all time. This chapter identifies five different types of hotel guests based on their attitude towards hotel CSR practices and their perception of hotel expertise. Discriminant analysis was carried out to validate the five cluster solution as well. Furthermore, cross-tabulation analysis was also adopted to demonstrate the socio-demographic characteristics of each cluster. The results could provide implications for Chinese hotel management that first, there are diversified attitudes of hotel guests towards hotel CSR practices and expertise; second, satisfaction level of hotel guests could be closely inter-related with their perception of hotel CSR practices in a positive direction. Therefore, hotel management should realize the importance of their CSR policies from various aspects, and should not treat all guests as one-dimensional in terms of the recognition of hotel CSR. Diversified CSR programs should be considered and carried out towards all guests instead of one.

It is also evident that the more highly educated and higher income earners form a core group within the most pro-CSR cluster. Given these are potentially “high yield” guests it implies a need to implement and effectively communicate CSR policies that these guests tend to endorse to attract higher hotel patronage.

Chapter 11

Determinants of Hotel Choice: A Composite Analysis Approach

Introduction

This chapter will further examine the determinants of hotel choices of Chinese guests. To be specific, the roles played by guests' attitudes towards hotel CSR policies, how guests perceive such policies, and socio-demographic factors in guests' decision-making process are now examined. First, a combination of multiple and multinomial regression analyzes will be run to test whether purchase intentions are affected by attitudes towards dimensions of hotel CSR, as well as socio-demographic characteristics; Second, the relationship as to what degree both attitudes and socio-demographics significantly influence hotel guests repeat purchasing decisions is also tested. It is expectations and experiences help determine choice as indicated in the literature review, and additionally socio-demographics may play a role as these too, in some studies, have been shown to determine preferences (again as discussed in the review of the literature). Finally in this chapter, a structural equation modeling will be conducted to test and modify the general research model proposed by this thesis, followed by the discussion of the results.

Multiple Regression

Multiple regression is basically the natural extension of simple linear regression, which evaluates the influence of one independent variable on a dependent variable. And just as its name implies, multiple regression analysis examines the influence of at least two or even more independent variables on a selected dependent variable (Babbie, 2012). In this research, multiple regression analysis will be conducted to determine the most appropriate linear combination of hotel CSR factors and socio-demographic variables for forecasting hotel guest purchase behaviors. Therefore, the purpose of applying multiple regression is twofold: first,

identifying variables that possess most significance in forecasting purchase intention, and second, indicating the significance of those variables by calculating the coefficient of determination, that is, the variance they ‘explain’ in the stated intention to make a repeat booking. Stepwise entry method, which combines both forward and backward procedures, will be used in this analysis. This has the advantage of reducing a large number of variables to a smaller sub-set of the more significant items.

In this study, the independent, predicting variables include variables from the four dimensions of hotel CSR policies, the guests’ perceptions and evaluation of hotel expertise. As to the dependent variable, as previously reported in the chapter outlining the research design stage of the questionnaire, four measures were developed to reflect guests’ future purchase intention based on the literature review. This reflected a view expressed in the literature that the purchase intention is not a simple psychological decision that could be summarized by a single variable (杜荣凤, 2011).

Given this and the current ease of computing, two approaches were undertaken in the analysis. The first was to compare in turn the coefficients of determination for each of the four measures in turn to assess which aspect of intention to purchase or rebook was best caught by the list of attribute evaluations. Second, a new variable labeled as “purchase intention” was simply created as the dependent variable by calculating the mean value of those four prior measures, and using that as a single determined variable.

It is recognized that while conducting multiple regression analysis, collinearity should be taken into consideration as well, and it exists when two or more independent variables are highly correlated with each another. In this study, the correlation matrix, the VIF (variance inflation factor) value and tolerances value ($1/ VIF$) were calculated to check the presence of multi-collinearity. Kennedy (2003) indicated that, if the VIF value is more than ten for standardized data, it could indicate an extreme presence of multi-collinearity. The actual results

indicated that all the independent variables have a high tolerance and low VIF value, which indicates a low level of multi-collinearity.

The Durbin-Watson statistic, which has a range of zero to four with two as the midpoint, is normally used to test the existence of autocorrelation of the residuals from a regression analysis. For independent observations, the value of Durbin-Watson statistic should be between 1.5 and 2.5. It could be seen from Tables 11.1 to 11.5 that the Durbin-Watson statistics of this research are all around 2.0 and hence quite acceptable. The Coefficient of Determination (R^2) represents the proportion of variation in the dependent variable that is explained by the independent variables.

As to the assessment of R^2 , Cohen (1996) developed the concept of effect size, a widely accepted measuring criterion for multiple regression. In his definition, the value of effect sizes of 0.02, 0.15 and 0.35 stand for small, medium and large respectively, and when the effect size is transformed into R Square, the criteria for small, medium and large becomes 0.02, 0.13 and 0.26 respectively. In this research, the R Square is quite acceptable (see Tables 10.1 to 10.5) according to Cohen's standard.

A further test that utilizes Cohen's measure is provided by Westland (2012) in the algorithm written by Westland and Soper. Using the settings of anticipated effect size of 0.1 and the Cohen power level of 0.8, and an assumption of 5 latent variables representing the dimensions obtained from the factor analysis and a determined variable, the algorithm states that a required sample size for calculations is 463 to achieve results that may be significant at the level of $p < 0.05$. To achieve results significant at the $p < 0.01$ would require a sample size of 723. The current sample size of over 800 meets both sets of requirements. The basis of the algorithm is explained by Westland in his original paper in 2010.

The results of these separate exercises are shown in Tables 11.1 through to Table 11.5. Initially the socio-demographic variables were excluded on the premise that attitudinal variables are potentially the more powerful predictors. Ordinary least

squares regression was used after an examination of scatter diagrams, and also based upon the argument suggested by Thrane (2013) that OLS retains a powerful yet simple effectiveness when conducting exploratory research. Each of the measures of repeat booking intention is taken in turn prior to using the composite measure.

In the near future, I will prefer to stay in a hotel that has a CSR program

In this case the coefficient of determination was 0.215 (F=13.165, p<0.001) for the total model, while the main determinants are those listed in Table 10.1. The Durbin-Watson statistic was 1.96 and measures of multi-collinearity were acceptable. In this case the four key determinants are shown and they accounted for 0.191 of variance in the intention of repeat a booking. The residual plot showed a high congruence between expected and actual values of the determined variable.

Table 11.1 Preference to Stay in a CSR Policy Hotel

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.597	.192		13.538	.000
I think the hotel offered reasonable job opportunities in their local communities	.202	.044	.186	4.556	.000
I think the hotels offer high quality services for the guests	.126	.045	.127	2.775	.006
I think the service offered by the hotel is consistent with common social ethics	.130	.043	.122	3.036	.002
I think the hotel supported local cultures and customs in its property	.110	.040	.116	2.734	.006

Note: Durbin- Watson=1.96; R Square=0.287; F=13.165; Sig.< 0.001

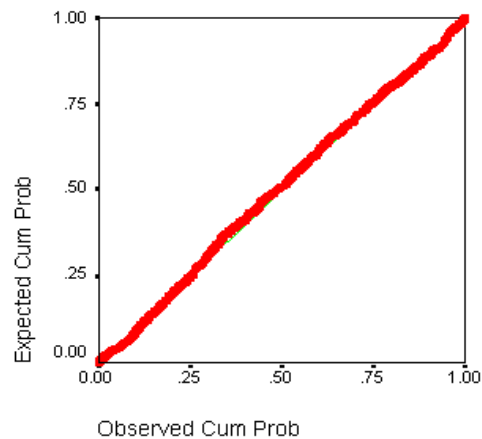
I will choose a hotel that has CSR programs even if sacrificing convenience or price

Table 11.2 Willingness to Forgo Convenience and Price to Stay in a CSR Policy Hotel

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.281	.201		6.360	.000
I think the hotel supported local cultures and customs in its property	.233	.045	.211	5.218	.000
I think the hotel offered reasonable job opportunities in their local communities	.216	.053	.172	4.113	.000
I think the hotel offered their staff quality training and career development opportunities	.148	.051	.123	2.899	.004
I think the hotel offered high quality rooms and other ancillary facilities	.126	.045	.111	2.765	.006

Note: Durbin- Watson=2.049; R Square=0.257; F=17.512; Sig.< 0.001

Figure 11.1 Normal P-P Plot of Regression Standardized Residual



In this second case the coefficient of determination for the total model was 0.252 (F=17.512, $p < 0.001$), and the Durbin-Watson score was 2.049. In this case the stepwise regression revealed that four evaluations of CSR policy accounted for the coefficient of determination, as shown in Table 11.2. The residual plot (Figure

11.1) also indicates a close fit between expected and observed scores for the determined variable.

It can be noted that both calculations overlap with two identical measures of hotel evaluation being present in both sets of data, these being “I think the hotel supported local cultures and customs in its property”, and “I think the hotel offered reasonable job opportunities in their local communities”.

Among hotels at the same level, I will prefer to choose one that has a CSR policy.

Repeating the same approach with the third measure of intention found again an acceptably high coefficient of determination ($R^2=0.21$, $F=13.007$, $p<0.001$). The Durbin-Watson statistic was 1.99. A stepwise regression found that five evaluations accounted for 18.9% of the variance. These are shown in Table 10.3 and again the two same specific CSR policies are found to operate as determining variables.

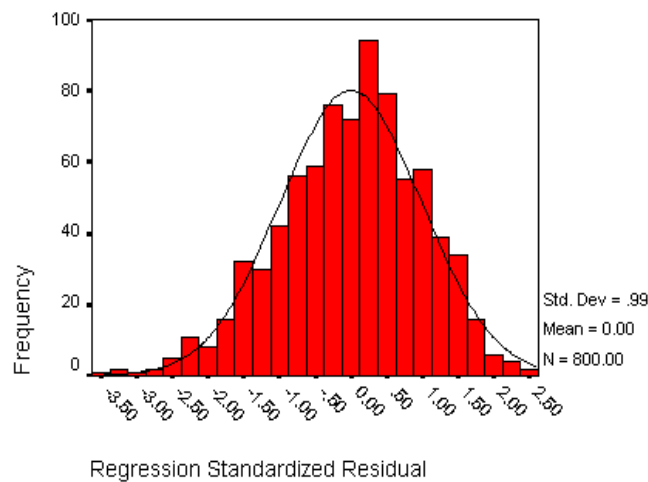
Table 11.3 Determinants of Choice of CSR Hotel with the Same Factors

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.016	.198		15.250	.000
I think the hotel offered high quality rooms and other ancillary facilities	.194	.044	.199	4.453	.000
I think the hotel offered a healthy, safe service for guests	.241	.042	.222	5.722	.000
I think the hotel offered reasonable job opportunities in their local communities	.220	.043	.201	5.050	.000
I think the hotel provided environmentally friendly services	-.151	.040	-.155	-3.787	.000
I think the hotel supported local cultures and customs in its property	.094	.040	.099	2.338	.020

Note: Durbin- Watson=1.99; R Square=0.21; F=13.007; Sig.< 0.001

Again the forecast values of the determined variable were quite congruent with the actual observed values, and Figure 11.2 indicates that the residuals conformed with the desired result of a close to normal distribution.

Figure 11.2 Histogram



I will recommend a hotel that has CSR programs to those who seek my advice.

The variable of recommendation to others has been suggested by Boulding et al. (1993) as a better measure of loyalty to a product or place because not all visitors to a location may have intent to return to the same place, although they may have been very satisfied with the product, service or other attributes being evaluated. It is argued that the willingness to recommend includes a clear conative aspect as well as the affective or evaluative (汪孝纯, 2003).

The same analytical process was undertaken as before. The R^2 statistic was equal to 0.197 ($F= 39.08$, $p<0.001$) and the Durbin-Watson was again close to the desired value of 2.0, being 1.99. Three variables accounted for the greater part of the R^2 statistic, namely 17.5 percent of variance. The CSR policy of support for local cultures and creating employment for local people were again significant, as was the more generic policy of providing a high quality room.

Table 11.4 Determinants of Recommendation of Hotels Influenced by CSR

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.749	.190		14.466	.000
I think the hotel offered reasonable job opportunities in their local communities	.209	.044	.197	4.777	.000
I think the hotel offered high quality rooms and other ancillary facilities	.152	.042	.159	3.638	.000
I think the hotel supported local cultures and customs in its property	.155	.039	.168	4.023	.000
I think the hotel had an efficient recycle/waste management systems	-.118	.034	-.138	-3.489	.001
I think the hotel offered a healthy, safe service for guests	.129	.041	.122	3.174	.002

Note: Durbin- Watson=1.99; R Square=0.197; F=39.08; Sig.< 0.001

The Composite Measure of Intention to Return

With this composite approach, a new dependent variable with the label of “purchase intention” was created by calculating the mean value of the above four measures. It is assumed by the author that regression analysis with a composite dependent variable will generate a more general result, which could be possibly more representative.

The main findings of this regression analysis could be seen from Table 11.5. In total, six determining variables were found to have significant influences over purchase intention, which in total explain 28.1 percent of variation in the dependent variable. Again, the CSR policy of support for local cultures and creating employment for local people were significant, as was the more generic policy of providing high quality rooms.

Table 11.5 Determinants of Composite Measure of Repeat Bookings

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.430	.158		15.346	.000		
I think the hotel offered reasonable job opportunities in their local communities	.204	.036	.219	5.670	.000	.591	1.692
I think the hotel supported local cultures and customs in its property	.158	.032	.194	4.992	.000	.582	1.719
I think the hotel offered high quality rooms and other ancillary facilities	.144	.035	.173	4.137	.000	.502	1.993
I think the hotel offered a healthy, safe service for guests	.092	.037	.099	2.489	.013	.554	1.806
I think the hotel provided environmentally friendly services	-.106	.033	-.128	-3.206	.001	.551	1.814
I think the service offered by the hotel is consistent with common social ethics	.085	.038	.094	2.227	.026	.496	2.014

Note: Durbin- Watson= 2.001; R Square=0.286; F=54.159; Sig.< 0.001

It is noted that only one out of the six variables, the environmentally friendly service offered by the hotel, relates to the purchase intention in a negative direction (similar results could be found from Table 11.3 and 11.4). Such a finding initially appears confusing because it is normally thought an environmentally friendly hotel would offer their guests allergy resistant rooms and services. A possible answer to such confusion is that guests would take it for granted that an environmental friendly hotel would charge higher price for green services and rooms, and guests may not be willing to pay such a premium price without enjoying extra practical benefits. This for example was the case for the Urban Hotel in Shanghai, and it may be notable that much of the occupancy of that hotel was accounted for by overseas guests as indicated in television interviews (Tantao News, 2009). On the other hand, altruistic motives on the part of the sample are observable with recognition of the importance of policies that support local culture and the provision of employment for local people.

Multinomial Regression

Recoding of the variable ‘intent to purchase’ creates a three-fold classification that permits the use of multinomial regression analysis (See Table 11.6). In social science statistics, a multinomial regression method is a type of regression which produces logistic regression equation by allowing more than two discrete results. In other words, it is an approach that could be used to predict the probabilities of the various possible outcomes of a dependent variable which could be distributed into more than two categories, given a group of several independent variables (Greene, 2003).

This then also permits the introduction of socio-demographic variables into the analysis to assess the extent to which they are a determinant of repeat booking. Table 11.7 indicates the numbers of respondents in the three-fold classification of low, moderate and high intent to rebook once the ‘transform’ function was used in SPSS. It shows that more than half (55.3%) of the respondents would like to rebook or recommend the hotel they stayed last time in the near future, and respondents who showed a low rebook or recommend intention only accounted for a low percentage of 17.5%.

Table 11.6 Transformation of Purchase Intention

Value Range of Purchase Intention	Code of Classification
$1 \leq \text{Purchase Intention} < 4$	1.00
$4 \leq \text{Purchase Intention} < 5$	2.00
$5 \leq \text{Purchase Intention} \leq 7$	3.00

Table 11.7 Distribution of Classification of Intention to Repeat Purchase

Code	Extent of Purchase Intention	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	Low intent	143	17.5	17.5	17.5
2.00	Medium intent	222	27.2	27.2	44.7
3.00	High intent	452	55.3	55.3	100.0
	Total	817	100.0	100.0	

The next stage was to run a nominal regression that included the evaluative and socio-demographic variables. The Cox and Snell Pseudo Coefficient of Determination were found to be 0.299, indicating a slightly higher predictive ability with the introduction of the socio-demographic variables. A total of eight determinant variables were found to be statistically significant as predictive variables (See Table 11.8). Using the probability associated with Likelihood ratio tests (a comparison between a null hypothesis and frequencies in cells akin to the chi-squared test), the results shown in Table 11.8 were found to be statistically significant. These include the variables creating jobs for local communities, high quality hotel rooms, support of local culture and custom and being consistent with common social ethics among others.

Table 11.8 Results of Multinomial Analysis

	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
I think the hotel offered a healthy, safe service for guests	1322.672	8.140	2	.017
I think the service offered by the hotel is consistent with common social ethics	1323.870	9.339	2	.009
I think the hotel had an efficient recycle/waste management system	1320.728	6.196	2	.045
I think the hotel offered their staff quality training and career development opportunities	1323.410	8.879	2	.012
I think the hotel offered reasonable job opportunities in their local communities	1328.460	13.928	2	.001
I think the hotel supported local cultures and customs in its property	1324.293	9.762	2	.008
I think the hotel offered high quality rooms and other ancillary facilities	1326.064	11.532	2	.003
I think the hotel's employees showed high levels of professionalism	1322.705	8.174	2	.017

It can hence be seen that no socio-demographic variable was found to be singularly statistically significant. Overall the multinomial regression function

correctly allocated 63 per cent of the respondents to their correct classification, with the highest classification of respondents being correctly allocated in 85 per cent of cases, whilst at the other extreme the lowest correctly allocated group was the ‘low classification’ at just 42 per cent.

Relationship of Constructed Variables with Intended Future Behavior

Having completed these tests described above, the next task was to assess the reliability of these results. This was done in various stages, the first two of which related to checking the correlations of the observed data from the questionnaire with the constructed scales of intention to make a future booking. The second step was to then analyze the partial least squares relationship between the three proxy observed variables and the eight determinants of those proxy variables. This analysis was undertaken using Peter Bentler’s program EQS,

The first stage took advantage of the ability of the program to draw a scatter diagram and calculate the regression between the variable ‘purchases’ which was the measure of future intention to patronize a hotel based upon the CRS policies that were being operated by that hotel as perceived by the respondent. The second variable was the values of the attitudinal variables derived from a calculation of their OLS with the observed determinants of those variables. An example of these scatter diagrams is indicated below in Figure 11.3 and relates to the relationship between purchases and the calculations for the variable ‘preference for patronage of a hotel because of it having CSR policies’.

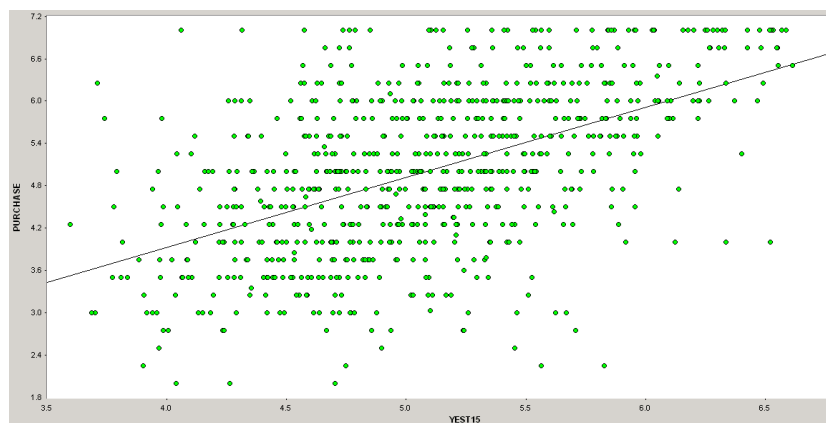
The regression for this calculation was $\text{purchases} = 0.04 + 0.99x - r^{**2} = 0.288$. The values for the remaining variables also showed a range of values between 0.26 and 0.29, all at statistically significant levels of $p < 0.01$.

Given these series of relationships a partial least squares regression was calculated. The results from this indicated a Comparative Fit Index (CIF) of 0.96, a Joreskog-Sorbom Goodness of Fit Index of 0.96 and a Root Mean-Square Error of

Approximation of 0.36 – the first two results being within the normally required fits, but the RMSEA failing being far too high (the desired figure being less than 0.05). A full copy of the measurement equations and the covariance matrix for the variables ‘familiarity with the hotels CSR policies’, ‘selection of the hotel because it possesses CSR policies’ and the ‘willingness to pay a little more for the sake of booking with a hotel possessing CSR policies’ are shown in Appendix 9.

Unfortunately most of the relationships are not at statistically significant levels, and there are only two measures possessing statistical significance, these being the measure that the hotel makes ‘a contribution to the culture and customs of the local community’, and secondly, in one case, that the ‘staff showed a professional attitude’.

Figure 11.3 Scatter Diagram for Relationship of Intent to Rebook a Hotel that Having CSR



A Structural Equation Modeling Approach

Test and Modification of the Research Model

In order to examine causal relationships among CSR components and guests’ purchase intention, a dual process research model was proposed by this thesis. As Figure 11.4 shows, this model comprises five antecedents, namely guest perceived CSR publicity, four CSR practices dimensions (employee, guest, environment and community), two mediating variables (perception of hotel

expertise and guest satisfaction), and one dependent variable - the intent to purchase a subsequent booking at a hotel. Three types of relationships will be tested: first, influences of each mediator on purchase intention; second, influences of each antecedent on both mediators; and third, direct influence of guest perceived CSR publicity on purchase intention.

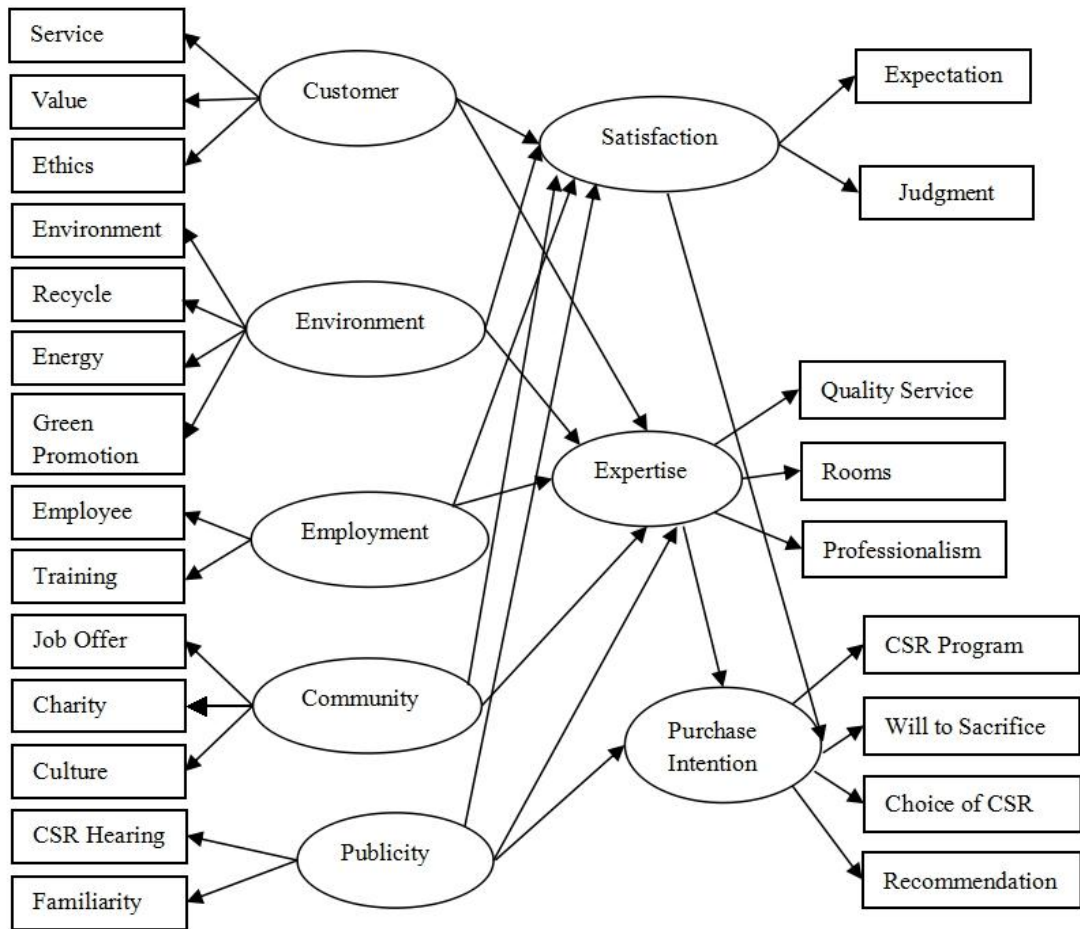
Structural equation modelling (SEM) was used in the analysis. It is a statistical technique to test and estimate causal relations by analyzing a combination of quantitative data and qualitative assumptions²⁶. One significant advantage of SEM is its ability to construct latent variables (like hotel expertise and guest satisfaction in this research) which could not be measured directly, but could be estimated from several measurable variables. The presence of the latent variables allows the researchers to apprehend explicitly the unreliability of measurement in the constructed model, in which the structural relations between latent variables could be precisely estimated in theory (Bagozzi & Yi, 2012).

Statistical package-LISREL 8.70 is used in this study to examine this model (reproduced as Figure 11.4) and also test the hypotheses proposed in Chapter 5. Table 11.9 shows that three sets of relationships, thus the publicity of CSR policies, perceived hotel expertise and satisfaction on guest, each related to the intent to repurchase a subsequent hotel booking are not significant in terms of t value, of which the absolute value normally should be greater than 1.96. Then the original model was improved through modification by deleting the insignificant paths starting with the one that has the lowest absolute value to produce the final model.

The validity and predictability of the final research model could be evaluated by fit indices, which normally include χ^2/df , NFI (Normed Fit Index), NNFI (Non-Normed Fit Index), CFI (Comparative Fit Index), GFI (Goodness of Fit Index), IFI (Incremental Fit Index), RMSEA (Root Mean Square Error of Approximation), SRMR (Standardized Root Mean Square Residual), etc. The reference value of these fit indices could be seen from Table 11.11.

²⁶ http://en.wikipedia.org/wiki/Structural_equation_modelling

Figure 11.4 A Dual Process Model of Hotel CSR and Purchase Intention



Finally a refined model was generated through gradual modification of which all the key fit indices are acceptable in terms of the reference value, and the details of the model fitness could be seen from Table 11.11.

Table 11.9 Standardized Coefficients and t-Values of the Original Model

One-way Path	Standardized Coefficient	t-Value
Guest→Expertise	+0.36	+3.49
Guest→Satisfaction	+0.33	+3.40
Environment→Expertise	-0.50	-3.16
Environment→Satisfaction	-0.40	-2.75
Employee→Expertise	-1.29	-4.82
Employee→Satisfaction	-1.20	-4.98
Community→Expertise	+2.53	+6.49

Community→Satisfaction	+2.32	+6.71
Publicity→Expertise	-0.30	-2.57
Publicity→Satisfaction	-0.22	-1.96
Publicity→Purchase Intention	+0.93	+1.15
Expertise→Purchase Intention	+9.95	+0.94
Satisfaction→Purchase Intention	-10.09	-0.91

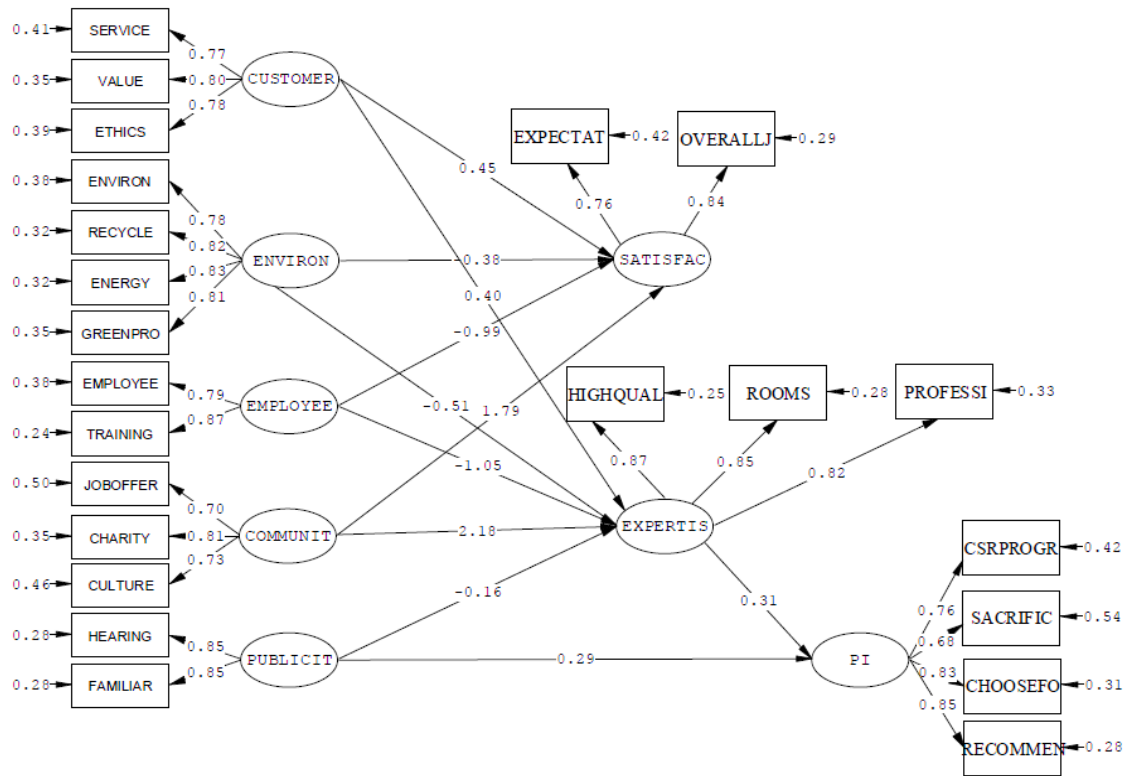
Table 11.10 Results of Model Modification and Hypothesis Test

Hypothesis	One-way Path	Standardized Coefficient	t-Value	results
H 7	Guest→Expertise	+0.40	+4.66	True
H 8	Guest→Satisfaction	+0.45	+5.60	True
H 9	Environment→Expertise	-0.51	-3.43	False
H 10	Environment→Satisfaction	-0.38	-3.10	False
H 5	Employee→Expertise	-1.05	-4.06	False
H 6	Employee→Satisfaction	-0.99	-5.11	False
H 11	Community→Expertise	+2.18	+5.84	True
H 12	Community→Satisfaction	+1.79	+7.28	True
H 3	Publicity→Expertise	-1.06	-2.53	False
H 4	Publicity→Satisfaction			False
H 13	Publicity→Purchase Intention	+0.29	+5.45	True
H 1	Expertise→Purchase Intention	+0.31	+6.18	True
H 2	Satisfaction→Purchase Intention			False

Table 11.11 Fit Indices of the Original and Modified Research Model

Indices	χ^2/df	GFI	NFI	NNFI	IFI	CFI	SRMR	RMSEA
Reference Value	<5	>0.9	>0.9	>0.9	>0.9	>0.9	<0.08	<0.08
Pre-Modification	3.71	0.92	0.98	0.99	0.99	0.99	0.047	0.058
Post-Modification	3.91	0.92	0.98	0.98	0.99	0.99	0.050	0.060

Figure 11.5 The Modified Dual Process Research Model



Test Report of Hypothesis

The result of hypothesis testing of the modified model (see Figure 11.5), indicates that less than half of the 13 hypothesis are not falsified and the remainder are not proven. The details are as follows:

H_1 : The degree of expertise that a hotel is perceived to possess has a positive impact on guest repeat purchase intention of hotel products or services;

It is shown in Table 11.10 that the path coefficient between guest perception of hotel expertise and repeat purchase intention is 0.31, and the t value is 6.18, which reached a significant level. Thus H_1 is supported by this research, that is to say, perceived hotel expertise could influence rebooking intention in a positive way.

H_2 : Hotel guest satisfaction has a positive impact on repeat purchase intention of hotel products or services;

This hypothesis is not supported by this research for its insignificant t value. In other words, guest satisfaction does not have a significant influence on repurchase intention.

H₃: Perceived CSR publicity has a positive impact on guest perception of hotel expertise.

It could be seen from Table 11.10 that the path coefficient between CSR publicity and hotel expertise is -1.06, meaning the influence that CSR publicity has on hotel expertise is negative, therefore this hypothesis is not supported.

H₄: Perceived CSR publicity has a positive impact on hotel guest satisfaction;

This hypothesis is not supported by this research, because the t value did not reach a significant level, which means guests' perception of hotel CSR publicity does not have a significant influence on guest satisfaction.

H₅: The employment component of hotel CSR has a positive impact on guest perceptions of hotel expertise;

Table 11.10 shows that the path coefficient between employee and hotel expertise is -1.05, thus the influence that employee dimension has on hotel expertise is negative. Therefore this hypothesis is not supported.

H₆: The employment dimension of hotel CSR has a positive impact on guest satisfaction;

Again this employee related hypothesis is not supported, because Table 11.10 shows that the path coefficient between employee and guest satisfaction is -0.99, which means the influence of employee dimension on guest satisfaction is negative.

H₇: Hotel CSR guest awareness has a positive impact on the guest's perception of the degree of expertise that a hotel possesses;

It is shown in Table 11.10 that the path coefficient between guest dimension and hotel expertise is 0.40, and the t value is 4.66, which reached a significant level. Thus H 7 is supported by this research. This means by offering the safe,

valuable and ethical services, hotel could enhance their expertise perceived by guests.

H₈: The standard of performance on the guest dimension of hotel CSR policies has a positive impact on guest satisfaction;

Again this guest related hypothesis is supported by this research. Because the result shows that the path coefficient between guest dimension and guest satisfaction is 0.45, and the t value also reach a significant level (5.60). Therefore by assuming their social duties on guests, hotel could gain an increased level of guest satisfaction.

H₉: The environmental dimension of hotel CSR has a positive impact on guest perception of hotel expertise;

This hypothesis is tested false because the path coefficient between environment dimension and hotel expertise is -0.51, which means environment dimension does have impact on hotel expertise, but negatively.

H₁₀: The environmental dimension of hotel CSR policies has a positive impact on guest satisfaction;

This environment related hypothesis is again tested false by this research as well. Table 11.10 shows that the path coefficient between environment dimension and guest satisfaction is -0.38, which means the more environmental friendly efforts hotels make, the lower level of guest satisfaction it would be.

H₁₁: The community dimension of hotel CSR has a positive impact on guest perception of hotel expertise;

This hypothesis is supported by this research. The modified research model shows that the path coefficient between community dimension and hotel expertise is 2.18, and the t value is 5.84, reaching a significant level.

H₁₂: Community dimension of hotel CSR has a positive impact on guest satisfaction;

This community related hypothesis is also tested true. Path coefficient between community and guest satisfaction is 1.79, and the relevant t value is also

accepted (7.28). In other words, hotels' efforts to enhance the relations with local community could help increase guest satisfaction.

H₁₃: Customer perceived CSR publicity has a direct positive impact on guest intention to repeat a purchase of hotel products or services.

This hypothesis is supported by this research. Table 11.10 shows that the path coefficient between perceived CSR publicity and guest purchase intention is 0.29, and the relevant t value is also acceptable (5.45). This could mean that hotels' effort to promote their CSR policies could directly help guests making their purchase decisions in a positive direction.

Discussion of the Results

In this chapter, a multiple regression analysis was carried out in the first place to unveil the most significant factors influencing future repeat purchase intentions through two approaches. Although these two approaches generated slightly different results, common findings were still found by comparing the outcomes. It is actually not surprising that these two community-related variables were found to be of significance as a determinant of repeat purchase of hotel bookings in a context of Chinese culture that stresses the importance of social harmony.

From a general perspective, creating a harmonious society has been a long lasting goal of Chinese people dating back to ancient times. In traditional Chinese philosophy, harmony among people is more important than the relationship between people and the natural environment (中国社会科学院课题组, 2005). Mencius (BC 372-BC 289) argued that, favorable weather is less important than advantageous terrain, and advantageous terrain is less important than unity among the people. Mencius's thought could also be supported by Chinese idioms like "in the application of the rites, harmony is to be prized". Therefore, it could be argued by this research that the findings of two of the more significant community-related measures could be regarded as the reflection of traditional Chinese harmony thinking in the hospitality industry. Such thinking could also help explain the lack of significant environmental related measures in this research.

From a modern economic development standpoint, according to the statistics of NBSC²⁷, the annual population coming onto the labour market has been around 24 million in the past five years, but in contrast there are only around 9 million new job opportunities emerging each year. As a typical labor intensive industry, hotels could no doubt help ease employment problems to a certain extent, especially in the relatively underdeveloped areas (Lynn, 2009), for example, Hainan Island and Tibet Autonomous Region, two relatively new but remote international tourist destinations which need large numbers of sophisticated hotel employees. Previous studies show that employees from local communities tend to show greater loyalty and stability at their work place (Whelan, 2011), and such features are especially welcomed by employers.

It is noted that “high quality rooms and other ancillary facilities” was found as another significant CSR related measure, and the respondents did not really pay much attention to the variable ‘guest service’. This finding first implies a current situation where the hotel industry is still a hardware oriented business in China rather than a service-oriented one. This is consistent with arguments proposed by Z. Gu (2003) and it also implies some facts about guest expectations and preferences. In short hotel guests are more oriented toward the tangibles of rooms, lobbies and restaurants than the quality of service provided by staff. Indeed, it is possible that expectations of good service may be low. Secondly, this finding may also imply that such preferences emerge from the current stage of development in the Chinese economy and levels of income, in that value for money is measured by those (photographed) facilities rather than the intangible service side. These suppositions do provide directions for future research.

The results of the multinomial regression show variables which would influence guests’ frequent patronage mainly exist in the dimensions of guests, the community dimension of CSR and the hotel expertise in room provision and professionalism of employees.

²⁷ <http://www.stats.gov.cn/tjsj/ndsj/2012/indexch.htm>

The findings imply the schizophrenic attitudes on the part of guests in that at one point it appears that guests do not seem to appreciate the intangible components of service, but second the variable of professionalism is then found to be a determining variable when using regression techniques. However, it is suggested that results are a) supported by other evidence and b) are understandable when one considers the on the ground processes of checking in and out of a Chinese hotel, which by contrast with western procedures can appear to be longer and more bureaucratic as is noted below. Second, the criteria of professionalism may be different to that of western culture, which tends to the individualistic and recognition of the guest per se, whereas Chinese tend to emphasize the social, and by extension, tend to rate facilities provided for groups as more important.

Given this, it is suggested that environmental-friendly management and service of hotels has not really become one of the key influential factors in Chinese guests' assessments of hotels. Similar findings can be found from the studies of Chinese scholars like 杜荣凤 (2011) and 田楠 (2011). This finding, together with the results of multiple regression analysis, partly reflect Chinese hotel guests' attitude towards green hotels. One reason could be the indifference of Chinese guest towards environmental issues due to what might be termed as 'the dash for economic growth'. Second Deng (2003) suggests that it could be difficult for guests to fully appreciate its benefit from their own experiences due to the intangibility of most of the green hotel practices. One key finding from this thesis is that in spite of emerging Chinese governmental policies on Green Hotels and the growing adoption of those policies by hotels, as yet they do not seem to have impinged on the Chinese consciousness. This finding could be supported by the research of 王雅君 & 卢杰(2012), who also found the contradictory attitudes of Chinese hotel guests. Thus on one hand, although the guests think it is very important for hotels to carry out green initiatives, and they would recommend green hotels to their family and friends, on the other hand, they would not like to pay premium price for environmental-friendly causes to show their supports to a greener world.

There exists another factor, and that is the processes adopted by many Chinese hotels when receiving guests. Unlike many western hotel chains where check in has increasingly sought to minimize the formalities of booking a room, for many hotels in China, especially outside the major areas, there still remains a number of formalities. These include the production of identify cards and the recording of those cards, often through a process of scanning the guest ID or passport and the completion of forms. Again, it is common to ask for a deposit and hence credit card details are taken and signatures again required. Upon check out this involves the tearing up of the credit card slip and the creation of a new credit card transactions records. Another issue for business users is the acquisition of a receipt that is correctly completed by the front desk and which includes the official stamp of the hotel for reasons of reimbursing expenses. Many holidaying Chinese guests also travel as part of tour groups, and thus for them good service means that their group members are quickly provided with keys that enable them to enter their rooms.

However, this process may again be lengthy as identity cards and details are checked, which is done by group members providing the tour guides with the necessary documentation. These check in and check out procedures thus tend to be functional and be time consuming, and as yet loyalty schemes and the types of recognition provided to western guests who check into hotels in the United States and Europe are not yet commonly experienced by many Chinese. Thus, it is suggested that ‘professional services’ that reduce the time required by these procedures is a measure used by many Chinese guests when assessing a hotel on its services. Hence, as mentioned, evaluations are based upon the functional rather than the personal. Indeed, as an aside, the commonality of many Chinese family names might also make it difficult for hotel front of house staff to distinguish between say, one ‘Wang’ from another when both are resident of the same suburb.

The structural equation modeling approach carried out in the end of this chapter not only examined and improved the research model that this thesis proposed, but also generated similar results to the multiple and multinomial regression analysis. Thus the guest and community orientations could have a positive influence over

repeat purchase intention through hotel expertise, and guest satisfaction per se is not significant enough to influence future purchase intention. Furthermore, this SEM approach again revealed the importance of hotels' effort to promote their CSR policies confirmed in previous studies (David et al., 2005), which could exert direct positive influences over guests' purchase intention, because currently hotel environmental policies are of limited value to guests.

Conclusion

This chapter first used a combination of regression analysis approaches to assess determinants of Chinese guests' selection of hotels and the importance of hotel CSR policies in such choices. Two community-related variables appeared consistently through the different forms of analysis to be drivers of repeat patronage, and these were the hotels' efforts to provide local people with job opportunities and their respect for local culture and customs. Nonetheless the basic requirements of good rooms remain tantamount in satisfying Chinese guests. Equally, it was found that efforts by Chinese hoteliers' to create an environmentally friendly hotel are not of importance to Chinese guests when they book a hotel. It is also noteworthy that hotels should pay attention on how to market their CSR efforts.

A number of implications arise. The first is that while Chinese guests may not be fully informed about hotels' social policies toward its local community, information about those policies will be well received by guests. Given Chinese cultural preferences toward policies of social harmonization, the publicity of hotel policies on its web pages and in information brochures left in rooms might help generate a favourable response by guests that in turn may lead to repeat bookings.

A second implication is that in the west hotels have sought to develop repeat booking by addressing the concerns of their guests by re-assuring them that environmentally friendly policies are being adopted, but, with the exception of some groups such as Club Med, few groups have sought to emphasize the social component of their policies. Hence, at the risk of simplification, in western

practices it might be argued that CSR policies have rested on a direction that emanates from the environmental to the social and cultural, whereas in China the direction may be reversed.

Chapter 12

Conclusion

Introduction

This chapter is the last chapter of this thesis, and provides a summary of the current study, as well as recommendations for future study. The main findings obtained from the research will be summarized first, followed by a discussion of managerial and marketing implications. After that, the contribution of this study to the hospitality research literature will be presented. Last but not least, limitations of the current study will be discussed with recommendations for future research.

Research Conclusions

As described in Chapters One and Five, there were originally four research questions developed by this study, thus: “What effects will hotel CSR practices generate on guests’ perception of a hotel’s expertise and their satisfaction?”, “What are the influences of the guests’ perception of hotel expertise and their satisfaction on their intent of making a repeat booking?”, “Could guests’ perception of a hotel’s expertise, as well as their satisfaction play a moderating role of the repeat purchase decision?”, and “How important is guests’ perceived CSR publicity as to their perception of hotel expertise, their satisfaction and more importantly their purchase intention?”.

These questions gave rise to a model based on thirteen hypotheses, and the results derived from testing the model is summarized in Table 12.1. It can be noted that several were not supported.

The basis of the research questions were based initially on the researcher’s personal beliefs derived from his industry experience, and were seemingly ratified by a literature review that CSR that, as a comprehensive concept, does play a role

in terms of hotel guests' future purchase intention. Therefore the original purpose of the research was to (a) measure the strength of influence of different CSR components and (b) seek to analysis the complex mechanism that exists among different CSR components, guest satisfaction, their perception of hotel expertise, as well as their future purchase intention by use of statistical techniques to identify patterns of interaction between the variables and the directions of causality.

Table 12.1 Summary of Findings

Hypothesis	Result of testing
<i>H₁</i> : The degree of expertise that a hotel is perceived to possess has a positive impact on guest repeat purchase intention of hotel products or services;	Supported
<i>H₂</i> : Hotel guest satisfaction has a positive impact on repeat purchase intention of hotel products or services;	Not supported
<i>H₃</i> : Perceived CSR publicity has a positive impact on guest perception of hotel expertise.	Not supported
<i>H₄</i> : Perceived CSR publicity has a positive impact on hotel guest satisfaction;	Not supported
<i>H₅</i> : The employment component of hotel CSR has a positive impact on guest perceptions of hotel expertise;	Not supported
<i>H₆</i> : The employment dimension of hotel CSR has a positive impact on guest satisfaction;	Not supported
<i>H₇</i> : Hotel CSR guest awareness has a positive impact on the guest's perception of the degree of expertise that a hotel possesses;	Supported
<i>H₈</i> : The standard of performance on the guest dimension of hotel CSR policies has a positive impact on guest satisfaction;	Supported
<i>H₉</i> : The environmental dimension of hotel CSR has a positive impact on guest perception of hotel expertise;	Not supported
<i>H₁₀</i> : The environmental dimension of hotel CSR policies has a positive impact on guest satisfaction;	Supported
<i>H₁₁</i> : The community dimension of hotel CSR has a positive impact on guest perception of hotel expertise;	Supported
<i>H₁₂</i> : Community dimension of hotel CSR has a positive impact on guest satisfaction;	Supported
<i>H₁₃</i> : Customer perceived CSR publicity has a direct positive impact on guest intention to repeat a purchase of hotel products or services.	Supported

However, doubts on these possible relationships emerged as the result of an initial qualitative stage because the respondents in their replies indicated some divergence from the researcher original expectations. For example, the results from the textual analysis of the qualitative stage revealed that, out of the 19 interviewees, most did not take CSR or even its individual component into account when it came to book a hotel, and did not even mention any intent to sacrificing their personal interest to support hotel's CSR policies unless they could obtain some evident benefits from such policies.

That obviously posed some issues for the research, and might have led to the abandonment of the initial hypotheses. However, there existed good reasons for continuing the study, albeit in a modified form. First, there was a slowly emergent literature from China that reinforced the notion that the industry itself was beginning to seriously consider CSR, and hence the concepts were not wholly dependent upon a wider international practice. Second, that international practice based on CSR was increasingly being engaged in by the industry for both benchmarking exercises and as the Chinese industry began to engage in mergers and acquisition on an international scale (Gu, Ryan and Yu, 2012). Third the Chinese government itself was espousing such policies (Gu, Ryan, Bin & Lei, 2013).

As a result, and as described in chapter seven, the questionnaire was designed to permit the testing of the original hypotheses, but to also permit alternative findings to emerge that could lead to further concept development if required.

The following major quantitative stage further revealed on the basis of the statistical methods used that, quite opposite to the researcher's original expectation, the influence of CSR in respect of hotel guests' rebooking intention was regarded, at least by the 817 respondents, as much less important than the literature might have otherwise indicated, and indeed CSR issues were even neglected when compared with conventional influential factors such like price, location convenience and hotel facilities.

Fortunately the case studies reported in chapter three indicated a way forward and had given rise to hypothesis 13, namely that a key component not much considered previously had some importance. This variable was that the communication of CSR policies was of some importance, and this contention was not falsified when it was introduced as a variable in a refined structural equation model as shown in Figures 11.4 and 11.5. It is suggested that this form of communication needs to go beyond simply messages about saving water by re-using towels, and needs to be based upon specific CSR policies that are more meaningful.

In this sense the support for hypotheses 11 and 12 are thought to be significant, as these relate to traditional Chinese concepts of social harmony, in that they are specific to the role the hotels play within their local communities.

In addition, to seek a better for models, three new research questions have been generated. First, what role do socio-demographics characteristics play on guests' perception of CSR, hotel expertise, satisfaction level and repeat purchase intention? Second, are there any group characteristics of Chinese hotel guests in terms of perceptions of hotel CSR policies? Third, to what extent do guests' perception of CSR determine their future purchase intention, or in other words, do CSR features of a hotel could help guest determine their rebooking intention?

By using a composite approach of both qualitative and quantitative research, this study has drawn the following conclusions:

First, socio demographic characteristics of respondents such as age, income, marital status, salary, occupation, and education background are found to have a marginal influence over guests' perception and future purchase intention, and gender has no importance at all. Furthermore, it was found that that young affluent guests, to be specific those of middle age (35-49 years), who had graduated from university with a higher education degree, and earned a medium to high monthly income, and were married with dependent children could be the most noteworthy group due to their most positive scores on most of the measuring items. However,

in reality this is simply recognition that it is the younger, well-educated more highly paid professional classes who are the beneficiaries of China's economic growth and can best afford travel requiring hotel accommodation. It is in short, primarily an observation of the obvious!

Second, by carrying out cluster and discriminant analysis, it was revealed that there are diversified attitudes of hotel guests towards hotel CSR policies, in other words, Chinese hotel customers could be categorized into distinct groups according to their notion of hotel CSR. For example, this thesis identifies five different groups of hotel guests in terms of CSR: the dissatisfied guests, average raters, less environmentally conscious guests, enthusiastic supporters and typical guests. Also, a positive relationship existed between hotel guests' satisfaction and their perception of hotel CSR policies. Therefore, hotel management should recognize that CSR policies, do not have an uniform appeal to all of the guests, but the potentially higher yield guest was found to be most receptive to these messages.

Third, generally speaking, compared with conventional influence factors such as room rate, location convenience and hotel facilities, hotel CSR policies and practices showed much less importance regarding the guests' future intention to book a hotel. However, the increasing notion of Chinese hotel guests regarding CSR are observed, and their understandings of hotel CSR quite fit the concepts that previous management literatures have defined, as well as China's national policy of building a harmonious society and its traditional thinking.

Among all the components of hotel CSR, determinants of hotel choice in terms of CSR were revealed by using a combination approach of regression analysis and structural equation modeling. As noted above two community related variables appeared significantly influential, namely the hotels' efforts to provide local people with job opportunities and a respect for local culture and customs. Nonetheless the basic requirements of good rooms remain tantamount in satisfying Chinese guests. Indeed, to repeat a point made previously, it was statistically found that efforts by Chinese hoteliers to create an

environmental-friendly hotel are not of much importance to Chinese guests when it comes to booking a hotel. It is suggested that when taking part in a face to face interview, respondents like to demonstrate their social awareness by supporting a hotel's green initiatives, but they remain ambiguous in their attitudes in that they perceive no direct personal advantage to be gained by supporting such policies, and some may fear extra costs. However, in a culture that stresses the importance of social harmony, the community orientation of CSR does appeal to guests.

Management Implications

The fast development of Chinese hospitality and tourism business has led increasing competition among hotels that target the Chinese market. As hotels strive to increase their market share of customers, it becomes necessary for hotels to accept and further assume their social responsibilities. It is also necessary for them to better understand the decision-making process of guests and the influence of CSR policies on that decision-making.

Marketing Strategy

First, it should be acknowledged by hotel managements that Chinese hotel guests are highly diversified. Therefore, instead of viewing these customers as a homogeneous group in terms of CSR, hotel marketers should realize that customers have quite diverse attitudes and perception of hotel CSR practices. With five distinct market segments obtained by using cluster analysis in Chapter Nine, this study confirms the viewpoint that CSR could be a key point that divide guests into different groups based on psychological attributes.

Due to the above, during the initial developmental stages of their CSR policies, hotels should take the characteristics of each group into consideration, rather than just come up with a "one size for all" policy trying to satisfy all the guests. During CSR practice, it will also be impractical and less profitable for hotels to carry out a policy designed to appeal to all. Instead, a segmented approach that targets on one

or several particular subset(s) of the guests could be more feasible and possibly obtain better guest feedback.

For example, according to the results of ANOVA in Chapter Eight, it is noticed that respondents who are between 35-49 years old with a higher education degree working as middle level management staff in their companies were found to score more highly on most of the hotel CSR practices and has greater re-booking intention. In other words, this thesis shows that this middle class group showed the most support for hotel CSR policies and may deem it part of the expected expertise to be demonstrated by hotels.

As previously noted, this group no doubt belongs to the emerging middle class in China, which has been brought about by China's booming economy in the past twenty years. Meanwhile, the transformation from a traditional inefficient economy to the knowledge oriented economy also helps shape the Chinese middle class (China Daily, 2008). This emerging group has already attracted the attention of hotel management in China from a marketing perspective. However, when hotels develop their CSR policies, they should also take this group into consideration and hotels could try to customize more services and CSR policies to retain and enlarge this market segment. This has implications for the communication policies thought to be important, and it is suggested that much higher and better use of the internet be undertaken with reference to hotel promotion, and that CSR policies be noted when communicating to guests in loyalty schemes and as part of branding exercises.

Therefore, second, hotels should learn how to promote their CSR efforts to the actual and potential guests more effectively. This thesis demonstrated that CSR was not yet an influential factor in terms of future purchase intention. One of the reasons could be that guests do not know the benefits they could enjoy by supporting hotel CSR practices. For example, in the qualitative research stage, no respondent even mentioned the national green hotel policy. Rather, they stated they normally would not like to sacrifice convenience of location or pay a premium to stay in a hotel which practices CSR. However this would change if guests could have a chance to evaluate these benefits of choosing a CSR hotel.

Actually, the case studies revealed that some hotel chains in China have implemented quite impressive and successful CSR policies. However these are not successfully communicated to guests. CSR policy should not only consider the reduction of hotel costs, but should also take guest benefits and experiences into consideration. A well-developed guest-orientated CSR policy may become another welcome selling point.

Guest Service

It is found by this research that the variables, such as the provision of a healthy and safe service, and consistency with common social ethics, have significant influences over guests' future purchase intention. Although it is realized by scholars and hotel practitioners that responsibility towards customers is a very important component of hotels' overall social responsibility, negative news is reported occasionally by the mass media. One example was the towel scandal found in Chinese Home Inn budget hotels when staff were found using towels to clean toilet bowls and then cups. Therefore, hotels should first guarantee the basic health and safety of their guests. This goal could be achieved through consistent training and strict quality control.

It is noticed that compliance with common social ethics also determined guests repeat purchase intention, although this measure seems much less tangible when compared with other items of guest service. In fact, compliance with common social ethics is a very generic theme without a defined parameter. For hotels, it could mean hotels supporting disadvantaged groups or supporting local cultural societies. In China, it could also mean that prostitution and gambling services, which are illegal in China, and which are still provided by some hotels in some coastal open cities, would be clearly prohibited.

It is also revealed through multinomial regression that high quality rooms and other hotel facilities, as well as the professionalism of employees also have major impact on how customers rate their purchase intention. This result again confirms the necessity for the proper maintenance and improvement of hotel facilities. Second,

guests' needs for professional employees should also attract the attention of hotel management. It is shown by previous research (刘敏, 2010) that employee satisfaction will help create greater guest satisfaction. Proper salaries and social benefits, quality training, customized career development plan and a harmonious working environment will lead to greater professionalism of the employees, and finally the greater satisfaction of guests (Goeldner & Ritchie, 2009). However, in China's current hotel practices mean those employees' high turnover rates have been a long-term problem that has restricted the enhancement of employees' professionalism. This thesis implies that, hotels management should realize that taking good care of their employee is not only an internal affair, but also a very important part of their overall social responsibility, especially in the background of the issuance of the new Law of the People's Republic of China on Employment Contracts and Social Accountability 8000 certification.

Community Relations

It is revealed by this thesis that, among all the dimensions of hotel CSR, community relations have the greatest influences over guests' stated re-purchase intention, such finding is also supported by other Chinese scholars (杜荣凤, 2011). As one of the basic economic units in their local area, it is of key importance for hotels' survival and further development to maintain a good relationship with their community especially in China, where "*guanxi*" is one of key factors for a successful business (Goeldner & Ritchie, 2009). However, statistical analysis in this research showed guests possess but an incomplete perception of hotels' efforts to improve their community relations. Thus it could be concluded that hotels could possibly better guests' satisfaction and future repeat purchase intention by improving relations with their local community and better publishing data about these initiatives. Solutions may include but not limited to the following approaches.

First, hotels should try to offer various job opportunities for local people, which not only brings economic benefits to the local community, but is also beneficial for hotels themselves. It was mentioned in Chapter Eleven that compared with employees recruited from outside the immediate area, local employees tend to

show greater loyalty and stability at their work place. This in turn will help retain the stability of hotels' daily operation. Second, showing respect to local culture and custom is also important to form a harmonious internal and external environment for hotels, especially related to the diversified cultural background of China.

Third, charitable activities for the local community carried out by hotels like Accor that support local education initiatives, volunteer service for local disadvantaged groups, and donations to people who suffer natural disasters could also win the support of local people, who in turn will support the business of the hotels by attracting more guests through word of mouth recommendations. The website analysis actually showed that most hotels researched do support various charities in their local community, although most are occasional in nature. Therefore, it is also important for hotels to carefully design plans based on mutual benefits, and budget their charitable activities into their year round plan on a regular basis. A good example of this is Shangri-La's Care for People Project- Embrace²⁸, which was launched in 2009. This project has committed each Shangri-La hotel to start a ten to fifteen years partnership with a local school, health center or orphanage to provide consistent help to disadvantaged children until they graduate from college. This partnership includes infrastructure support, charity fund raising, work skills training or even hotel internship opportunities. When the children finish their higher education, they can either seek employment in a job of their own choosing, or attend the training program offered by the hotel to work in the hospitality industry for a secured sustainable career.

Green Hotel Practice

This thesis indicated that the environmental dimensions of hotel CSR have an insignificant influence on repeat purchase intention in China, and such finding is also supported by other Chinese scholars (杜荣凤, 2011). In other words, although green hotel practices could have several benefits for hotels, such practices do not have a direct positive impact on guests' levels of satisfaction or repeat purchase

²⁸ <http://www.shangri-la.com/corporate/about-us/corporate-social-responsibility/csr-projects/embrace/>

intention. However, this does not mean that hotel management can ignore their environmental responsibility. It is suggested that the reasons for this are:

Firstly, this research indicates that the environmental awareness of Chinese hotel guests is still at a low level. The booming economy of past years has brought many benefits to people's life, but this has been achieved partly by sacrificing the natural environment. Meanwhile, although people have started to pay attention to these conflicts between human and nature due to the increasing environment crises, compared with western developed countries, Chinese guests' awareness of environment protection is still relatively low. Nonetheless as good corporate citizens hotel managements should assume a responsibility to help educate and enhance customers' environmental awareness at least within their property. They need to show guests the hotels' efforts to build a greener hotel for a greener earth, and the ways these enhance guests' experiences and in turn help retain or enlarge the market share.

Secondly, hotels should understand that they cannot simply transfer the cost generated for building a green hotel to guests, or bring about inconvenience to guests for the sake of environmental friendliness. To be specific, in the initial stage of green hotel practice, hotels have to bear the costs of purchasing relevant equipment and facilities, and in order to balance such cost, hotels may tend to pass them to guests. This in turn dissatisfies guests to a certain extent. Hotels should realize that guests may not like sacrificing their own benefits to support the green hotel plan. Alternatively though evidence suggests that many green policies can generate cost savings for hotel, e.g. in the reduction of energy costs, and thus increased tariffs for guests can be avoided.

Meanwhile, some green practices may cause inconvenience for guests during their stay, (for example, the towel and bed sheet change policy), such inconvenience could be avoided by the provision of choices to guests, thereby avoiding offence to those who wish for a change of linen etc. Additionally, such a dilemma can also be avoided if the guests can obtain extra points for their hotel membership account or be awarded a special coupon for their environmental friendly behaviors.

Communication Improvement

It was noted by previous studies that companies' communication efforts to make guests more familiar with their CSR practices could boost repeat purchase intentions. Hence it is deduced that the efforts of hotels in China to better communicate their CSR policies and practices may also determine guests' re-booking intention, but that guests could only be so affected when they are indeed informed of such practices. However, the website analysis reported in previous chapters revealed that there is still work to be done by hotels. First, hotel CSR is a composite concept consisting of multiple dimensions, some of which could not be perceived directly by guests due to their intangibility. For instance, how hotels treat their employees and local community and their efforts to reduce carbon emissions will be quite difficult for guests to experience and evaluate, unless hotels have established proper communication channels to increase the customers' awareness of such practices. In addition, while awareness may be generated, there will still remain a need to ensure that guests value such policies.

From a practical standpoint, there are multiple ways in which to establish better communication in the context of social mass media and mobile Internet. First, although most top ten hotels in China have CSR related webpages on their websites, many of the webpages could not be found directly on the front page. It is not difficult to add a direct link on the home page pointing to the CSR webpage. Therefore, in the first place, hotel managers have to realize the importance of the visibility and accessibility of their CSR information on their website.

Second, hotel managers should not ignore the dramatic increase in the usage of mobile internet and social networks. In fact, international hotel giants like InterContinental, Hilton and Sheraton have already taken advantage of the mobile internet. For example, InterContinental, Hilton and Sheraton have all developed free smartphone Apps available in Apple App Store for iOS users and Android market for Android users. These Apps have the ability to provide reservation services and other travel information. Sheraton also customized an App for its SPG Club members. With this App, guests cannot only enjoy the regular services like

reservation and travel information, but they can even make a direct video call with the member service staff of the SPG Club through Apple Face Time if they have any problems regarding their travel plans. However, after reviewing all the Apps, it is found that the presence of CSR is ignored most of the time. Chinese hotel brands like Jinjiang, Home Inn and 7 Days Inn all have developed similar Apps for travelers who rely on their smart phones. However, a CSR module is omitted from these Apps at the time of writing. In fact, CSR does not have to be a fixed module on these Apps, an occasional pop-up notices or flash animation may play a better role to increase the CSR awareness of actual and potential guests.

Contribution to the Literature

This research contributes to the literature of CSR research in hotel industry in the following ways:

a) It is noticed that most literature about hotel CSR have only used either a quantitative or qualitative approach, which may generate incomplete and less representative results. This study combined both methods in order to better understand hotels guests' perception and purchase intention influenced by CSR. In detail, the advantage of prior qualitative stage is that it reduces dependency on a researcher-led agenda and lends credence to the measuring items used in the following quantitative exercise. It should be noted that in this research, the quantitative component will play the major role of analysing while the qualitative part is informative by revealing guests' psychological feeling and helping the formation of the quantitative survey questionnaire.

b) This thesis developed a scale based on the results of previous studies, but was then modified based on pilot studies, an initial qualitative stage and the author's observation and experience of the Chinese hotel industry. This scale has a better coverage of dimensions of hotel CSR, and is more representative in the context of current China's economic and social development. Furthermore, the scale was found to possess reliability and validity through standard statistical tests including those of variance and factor analysis.

c) This study, for the first time introduces the concept of CSR familiarity, thus the communication channel about CSR between guests and hotels into the CSR research of hospitality industry. This concept has significant meaning when considering the dramatic development of mobile Internet and mass media.

d) Last but not the least, this thesis proposed an acceptable dual process structural model tested and improved by rigorous quantitative methods. This model covers all necessary CSR modules and relevant guests psychological perceptions and feedbacks, and it could be used by future researchers or hotel practitioners to help assess the influences of hotel CSR practices regarding guest behaviors.

Limitation and Recommendations for Future Research

There are four potential limitations of this research that needs to be improved and explored in the future research.

First of all, this research did not designate a specific area or city as the destination to collect questionnaires, so the results obtained could be over generalized due to the existence of regional differences in terms of economic and cultural development. It would be misleading to suppose that these country wide findings would be representative in a specific region or city. Therefore, in future research, there is a need to apply the same methodology in different regions to reveal if any regional difference exists and to examine if such difference could be substantial.

Second, because the CSR research in hospitality industry is still at its early stage, similar to this research, most scholars tend to replicate or modify the scales used in general CSR research, which may be not suitable and precise in a context of hospitality. Due to the restrictions of research budget and time, there is only one test study of the questionnaire before the final study, and this may reduce the prediction precision of the research results. Hence in the future research, the scale has to be carefully examined and improved through more test studies to generate a possibly better result.

Third, for the sake of convenience, this study focused on the guests' experience of their last hotel stay, and this may possibly generate less representative results because the hotel that a guest stayed last time may be not his typical choice, which potentially would be disturbing when respondent answered the questionnaire. This needs to be improved in the future research, in which respondents will have fewer disturbances to give an overall judgment of their perceptions of hotel CSR.

Fourth, as could be seen from the thesis title, this research focuses on the guests' repeat purchase "intentions" in respect of the hotel CSR, however it should be noticed that having such an intention does not necessarily mean an actual purchase action will be held. Thus in future studies, it will be meaningful to carry out further investigations which may demonstrate or falsify the certainty or outcomes of the repeat purchase intentions being found in this research, and it would be the ultimate solution to confirm the effectiveness of hotel CSR in terms of its influence over guests purchase behavior.

Considering the ongoing development of CSR campaign in China, as well as the maturity and increasing awareness of hotel guests on corporate social responsibility, it is necessary for the future researchers to carry out a constant program to monitor the possible changes of the results through survey, following the methodology and research model that this research and the proposed future improvement has established.

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Appendix

Appendix 1 Questionnaire (English Version)



Research Survey Questionnaire

The purpose of this survey is to study the role of Corporate Social Responsibility in Chinese hotels, and this questionnaire takes approximately 10 minutes to complete. Participation is voluntary, and you can withdraw at any time. All information you provide will be treated confidentially. **Your name and address is not required!** Thank you very much for your support! If you have any questions, please contact me at KZ82@students.waikato.co.nz or my supervisor Chris Ryan at caryan@waikato.ac.nz.

Part One: General Information Regarding to Your Hotel Stay

1. In a year, how many times might you stay in a hotel? _____
2. Of this number of stays, how many might be for the following reasons?
 Business Attending conferences Holiday/ Leisure Others
3. Of this number of stays how many would be in
 High End Medium Economy Others
4. In which star rating of hotel did you spend your last stay?
 High End Medium Economy Others
5. Please list what you believe are three characteristics of Corporate Social Responsibility?
I _____ II _____ III _____
6. How important are the following as sources of information about a hotel's CSR policies. Please circle the number that you believe best represents your own opinion where:
1 = of no importance 7 = very important
Past stays at the hotel 1 2 3 4 5 6 7
Internet website 1 2 3 4 5 6 7
Newspaper stories 1 2 3 4 5 6 7
Ads undertaken by the hotel 1 2 3 4 5 6 7
Hotel company report 1 2 3 4 5 6 7
Word of mouth 1 2 3 4 5 6 7
7. How would you assess the current CSR status of hotels in China?
 Very bad Not good Average Fine Excellent No idea

Part Two: CSR and Purchase Intention of Hotel Service

With Reference To Your Own Last Hotel Stay, please indicate the extent to which you agree with the following statement by drawing a circle around the number that best represents your opinion.

- ①=Don't agree at all; ②=Slightly agree; ③=Agree to some extent; ④=Moderately agree;
⑤=Agree; ⑥=strongly agree; ⑦=Very strongly agree; 0=I have no idea/not applicable
-

8. I think the hotel offered a healthy, safe service to guests.	①	②	③	④	⑤	⑥	⑦	0
9. I think the hotel offered services that offered good value for money to guests.	①	②	③	④	⑤	⑥	⑦	0
10. I think the service offered by the hotel is consistent with common social ethics.	①	②	③	④	⑤	⑥	⑦	0
11. I think the hotel provided environmentally friendly services.	①	②	③	④	⑤	⑥	⑦	0
12. I think the hotel had an efficient recycle/ waste management systems.	①	②	③	④	⑤	⑥	⑦	0
13. I think the hotels used clean energy sources.	①	②	③	④	⑤	⑥	⑦	0
14. I think the hotel actively promoted the ideas of green initiatives to guests.	①	②	③	④	⑤	⑥	⑦	0
15. I think the hotel offered their employees reasonable salaries and social benefits.	①	②	③	④	⑤	⑥	⑦	0
16. I think the hotel offered their staff quality training and career development opportunities.	①	②	③	④	⑤	⑥	⑦	0
17. I think the hotel offered reasonable job opportunities to their local communities.	①	②	③	④	⑤	⑥	⑦	0
18. I think the hotel engaged actively in charity activities and voluntary services.	①	②	③	④	⑤	⑥	⑦	0
19. I think the hotel supported local cultures and customs in its property.	①	②	③	④	⑤	⑥	⑦	0
20. I often hear about hotel Corporate Social Responsibility initiatives.	①	②	③	④	⑤	⑥	⑦	0
21. Generally, I am familiar with the hotel's Corporate Social Responsibility activities.	①	②	③	④	⑤	⑥	⑦	0
22. I think hotels offer high quality services for their guests.	①	②	③	④	⑤	⑥	⑦	0
23. I think the hotel offered high quality rooms and other ancillary facilities.	①	②	③	④	⑤	⑥	⑦	0
24. I think the hotel's employees showed high levels of professionalism.	①	②	③	④	⑤	⑥	⑦	0

25. I think my perceived hotel experience quality was higher than my expectation.
① ② ③ ④ ⑤ ⑥ ⑦ 0

26. Overall, I thought very highly of my stay in the hotel.
① ② ③ ④ ⑤ ⑥ ⑦ 0

The Following Questions Seek Your General Attitudes – Please Use The Same Scale

27. In the near future, I will prefer to stay in a hotel which has CSR programs.
① ② ③ ④ ⑤ ⑥ ⑦ 0

28. I will choose a hotel that has CSR programs even if at the cost of sacrificing location convenience or paying a premium price.
① ② ③ ④ ⑤ ⑥ ⑦ 0

29. Among hotels at the same level, I will prefer to choose one who has CSR programs.
① ② ③ ④ ⑤ ⑥ ⑦ 0

30. I will recommend a hotel which has CSR programs to people who seek my advice.
① ② ③ ④ ⑤ ⑥ ⑦ 0

Part Three: About Yourself

31. What is your gender? Male Female

32. What is your age group? 18-25 26-35 36-49 50-64 Over 65

33. What is your marriage status?
 Single Married with no children Married with dependent children
 Married with grow up children Others

34. What is your monthly income? (RMB)
 Under 3000 3000-5000 5000-8000 8000-10000 10000-15000
 15000-25000 > 25000

35. What is your occupation?
 Government employee Company staff Teacher Self employed
 Student Unemployed Retired Others

36. Which of the following best described your highest completed education?
 Secondary school Diploma Bachelor Master or higher

This is the end of the questionnaire, thank you for your time!



Waikato Management School

中国酒店企业社会责任——顾客期望、感知和购买意向

新西兰怀卡托大学博士研究调查问卷

本问卷是为了了解中国酒店行业的企业社会责任现状，及其对入住客人消费行为的影响，全部问卷大概需要5分钟填写。填写该问卷是完全自愿性的，您填写的所有信息将不涉及姓名、地址或联系方式等个人隐私，所有内容也将被严格保密，如有任何疑问，请联系作者本人(KZ82@students.waikato.com.nz)或作者导师 Chris Ryan 先生(caryan@waikato.ac.nz)，感谢您的支持！

第一部分：关于您酒店住宿及酒店企业社会责任的一般信息，请根据实情在所选项上打钩。

37. 在过去的一年中，您大概入住过几次酒店？

- ① 3次以下 ② 3到6次 ③ 6到10次 ④ 10次以上

38. 在过去的一年中，您入住酒店的主要目的是？（可单选也可多选）

- ① 公务/商务 ② 旅游度假 ③ 探亲访友 ④ 其他

39. 您在过去一年中入住酒店的主要类型是？（可单选也可多选）

- ① 高档酒店 ② 中档酒店 ③ 经济型酒店 ④ 其他

40. 您上次入住的酒店属于以下哪种类型？

- ① 高档酒店 ② 中档酒店 ③ 经济型酒店 ④ 其他

41. 请举例列出您心目中“企业社会责任”的三大特征，并填写以下字母后的空白处。

A:

B:

C:

42. 您主要是从以下哪些渠道来了解酒店的企业社会责任的（可单选也可多选）：

- ① 所居住酒店 ② 广播电视节目 ③ 上网 ④ 报纸杂志
⑤ 亲戚朋友 ⑥ 其他渠道 ⑦ 没有关注过

43. 您如何评价国内酒店目前的社会责任现状？

- ① 非常差 ② 不是很好 ③ 一般 ④ 比较好 ⑤ 非常好 ⑥ 不是很清楚

第二部分：您上次所入住酒店及其社会责任

本部分调查的是您上一次的酒店住宿经历，请依据实际情况用对号（√）勾选您所赞同的意见选项

选项含义：① 代表极不赞同；② 代表不赞同；③ 代表有些赞同；④ 代表一般赞同；

⑤ 代表比较赞同；⑥ 代表很赞同；⑦ 代表非常赞同；⑧ 代表不清楚

44. 我认为该酒店为顾客提供了健康、安全的服务

- ① 极不赞同 ② 不赞同 ③ 有些赞同 ④ 一般赞同 ⑤ 比较赞同 ⑥ 很赞同 ⑦ 非常赞同 ⑧ 不清楚

45. 我认为该酒店为客人提供了性价比较高的服务

- ① 极不赞同 ② 不赞同 ③ 有些赞同 ④ 一般赞同 ⑤ 比较赞同 ⑥ 很赞同 ⑦ 非常赞同 ⑧ 不清楚

46. 我认为该酒店为顾客提供的服务遵循了社会公德

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

47. 我认为该酒店为顾客提供了绿色环保的服务

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

48. 我认为该酒店有一套高效的废物回收及循环利用系统

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

49. 我认为该酒店使用了清洁能源

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

50. 我认为该酒店直接或间接地向顾客宣传了绿色环保的理念

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

51. 我认为该酒店向他们的员工提供了合理的工资收入和社会保障

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

52. 我认为该酒店为他们的员工提供了高质量的培训和职业发展机会

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

53. 我认为该酒店为周边社区提供了相应的就业机会

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

54. 我认为该酒店积极地参与了慈善或者社会公益活动

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

55. 我认为该酒店支持或传承了本地文化和民风民俗

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

56. 我认为该酒店为顾客提供了高品质的服务

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

57. 我认为该酒店包括房间在内的硬件设施的品质很好

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

58. 我认为该酒店员工展现了很好的职业素养

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

59. 我认为自己入住该酒店的实际体验要高于入住之前的预期

①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

60. 总体来说，我对该酒店的综合评价不错

- ①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

第三部分：您所了解的酒店企业社会责任

61. 我经常听说或见到关于“酒店企业社会责任”的相关广告或者宣传报道

- ①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

62. 总体来说，我比较熟悉酒店的企业社会责任

- ①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

第四部分：关于您的酒店消费意向

63. 在不远的将来，我会倾向选择入住一家开展企业社会责任活动的酒店

- ①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

64. 即使需支付稍高价格或牺牲一定交通便利，我也会选择一家开展企业社会责任活动的酒店

- ①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

65. 在同档次或同类型酒店中，我会愿意优先选择一家开展企业社会责任活动的酒店

- ①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

66. 我会对身边的人推荐入住开展企业社会责任活动的酒店

- ①极不赞同 ②不赞同 ③有些赞同 ④一般赞同 ⑤比较赞同 ⑥很赞同 ⑦非常赞同 ⑧不清楚

第五部分：关于您本人

67. 您的性别？ ① 男性 ② 女性

68. 您的年龄？ ① 18-25 岁 ② 26-35 岁 ③ 36-49 岁 ④ 50-64 岁 ⑤ 65 岁以上

69. 您的家庭结构？

- ① 单身 ② 已结婚，但还没有孩子 ③ 已结婚，孩子未成年
④ 已结婚，孩子已成年 ⑤ 其他

70. 您的月收入状况？（单位：元）

- ① 3000 以下 ② 3000-5000 ③ 5000-8000 ④ 8000-10000 ⑤ 10000-15000
⑥ 15000-25000 ⑦ 大于 25000

71. 您的职业？

- ① 政府/事业单位人员 ② 公司/商业机构职员 ③ 教师 ④ 自主创业
⑤ 学生 ⑥ 暂时无业 ⑦ 照料家庭 ⑧ 退休 ⑨ 其他

72. 您的教育水平？

- ① 初高中 ② 大专 ③ 本科 ④ 硕士及以上

问卷到此结束，感谢您的支持，祝您心情愉快！

Appendix 3 Item-Total Statistics for Antecedents

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I think the hotel offered a healthy, safe service for guests	58.58	225.329	.501	.444	.874
I think the hotel offered services that offered good value for money to guests	58.82	224.404	.507	.488	.873
I think the service offered by the hotel is consistent with common social ethics	58.53	223.306	.531	.483	.873
I think the hotel provided environmentally friendly services	58.89	218.073	.594	.518	.870
I think the hotel had an efficient recycle/waste management systems	58.96	208.247	.594	.537	.869
I think the hotels used clean energy sources	58.91	206.955	.649	.544	.866
I think the hotel actively promoted the ideas of green initiatives to guests	59.18	210.857	.633	.489	.867
I think the hotel offered their employees reasonable salaries and social benefits	57.85	213.032	.516	.552	.873
I think the hotel offered their staff quality training and career development opportunities	58.15	209.377	.588	.570	.869
I think the hotel offered reasonable job opportunities in their local communities	58.31	217.749	.562	.366	.871
I think the hotel engaged actively in charity activities and voluntary services	58.14	204.060	.591	.550	.869
I think the hotel supported local cultures and customs in its property	58.67	213.470	.567	.391	.870
I often hear about CSR initiatives	59.15	217.380	.458	.414	.876
Generally i am familliar with the hotel's CSR activities	58.93	217.138	.444	.406	.877

Appendix 4 Item-Total Statistics for Mediators

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I think the hotels offer high quality services for the guests	17.89	22.879	.776	.873
I think the hotel offered high quality rooms and other ancillary facilities	17.76	22.813	.793	.870
I think the hotel's employees showed high levels of professionalism	17.65	23.695	.736	.882
I think my perceived hotel experience was higher than my expectation	18.11	23.314	.679	.896
Overall I thought very highly of my stay in the hotel	17.77	23.908	.792	.871

Appendix 5 Item-Total Statistics for Results

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
In the near future I will prefer to stay in a hotel that has a CSR	15.15	13.830	.620	.788
I will choose a hotel that has CSR programs even if sacrificing convenience or price	15.83	12.822	.574	.819
Among hotels at the same level, I will prefer to choose one that has a CSR	14.98	13.382	.709	.750
I will recommend a hotel that has CSR programs to those who seek my advice	15.15	13.540	.708	.751

Appendix 6 Explorative Factor Analysis-Antecedents

Rotated Component Matrix^a				
	Component			
	1	2	3	4
I think the hotel offered a healthy, safe service for guests	.148	.790	.153	.104
I think the hotel offered services that offered good value for money to guests	.079	.810	.226	.111
I think the service offered by the hotel is consistent with common social ethics	.171	.797	.193	.084
I think the hotel provided environmentally friendly services	.120	.502	.630	.073
I think the hotel had an efficient recycle/waste management systems	.217	.144	.848	.053
I think the hotels used clean energy sources	.258	.189	.773	.167
I think the hotel actively promoted the ideas of green initiatives to guests	.184	.250	.643	.366
I think the hotel offered their employees reasonable salaries and social benefits	.853	.047	.109	.008
I think the hotel offered their staff quality training and career development opportunities	.821	.097	.185	.067
I think the hotel offered reasonable job opportunities in their local communities	.603	.310	.094	.227
I think the hotel engaged actively in charity activities and voluntary services	.814	.058	.211	.109
I think the hotel supported local cultures and customs in its property	.504	.244	.260	.245
I often hear about CSR initiatives	.108	.165	.156	.842
Generally i am familiar with the hotel's CSR activities	.167	.060	.145	.857

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Appendix 7 One-way ANOVA of the Research Model

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Customer Dimension	A.18-25	217	4.3227	1.04832	.07116	4.1825	4.4630
	B.26-35	456	4.4545	1.06138	.04970	4.3568	4.5521
	C.36-49	130	4.6372	1.23271	.10812	4.4233	4.8511
	D.50-64	14	4.1190	.98369	.26290	3.5511	4.6870
	Total	817	4.4428	1.08923	.03811	4.3680	4.5176
Environment Dimension	A.18-25	217	3.6708	1.20559	.08184	3.5095	3.8321
	B.26-35	456	3.8668	1.24766	.05843	3.7520	3.9816
	C.36-49	130	4.2540	1.41994	.12454	4.0076	4.5004
	D.50-64	14	3.5509	.96449	.25777	2.9940	4.1078
	Total	817	3.8709	1.27361	.04456	3.7835	3.9584
Employee Dimension	A.18-25	217	4.1694	1.10370	.07492	4.0218	4.3171
	B.26-35	456	4.2800	1.12054	.05247	4.1769	4.3831
	C.36-49	130	4.5423	1.20401	.10560	4.3334	4.7512
	D.50-64	14	4.1229	.65124	.17405	3.7468	4.4989
	Total	817	4.2897	1.12829	.03947	4.2122	4.3672
Community Dimension	A.18-25	217	3.9524	1.08427	.07361	3.8074	4.0975
	B.26-35	456	4.1833	1.11048	.05200	4.0811	4.2855
	C.36-49	130	4.4699	1.22485	.10743	4.2573	4.6824
	D.50-64	14	3.9802	.79820	.21333	3.5194	4.4411
	Total	817	4.1641	1.12860	.03948	4.0866	4.2416
CSR Publicity	A.18-25	217	3.4203	1.18825	.08066	3.2613	3.5793
	B.26-35	456	3.6570	1.32513	.06205	3.5350	3.7789
	C.36-49	130	4.1917	1.49093	.13076	3.9330	4.4504
	D.50-64	14	3.3825	1.09184	.29181	2.7521	4.0129
	Total	817	3.6745	1.33593	.04674	3.5827	3.7662
Hotel Expertise	A.18-25	217	4.2860	1.15742	.07857	4.1311	4.4409
	B.26-35	456	4.4942	1.22310	.05728	4.3816	4.6068
	C.36-49	130	4.7754	1.20543	.10572	4.5662	4.9846
	D.50-64	14	4.0614	1.05093	.28087	3.4546	4.6682
	Total	817	4.4762	1.20958	.04232	4.3932	4.5593
Satisfaction	A.18-25	217	4.1657	1.10649	.07511	4.0177	4.3138
	B.26-35	456	4.2795	1.19961	.05618	4.1691	4.3899
	C.36-49	130	4.6235	1.26360	.11082	4.4042	4.8427
	D.50-64	14	3.5000	.96077	.25678	2.9453	4.0547
	Total	817	4.2907	1.19424	.04178	4.2087	4.3727
Purchase	A.18-25	217	4.9242	1.07739	.07314	4.7800	5.0683

Intention	B.26-35	456	4.9802	1.14616	.05367	4.8748	5.0857
	C.36-49	130	5.2345	1.23771	.10855	5.0197	5.4492
	D.50-64	14	4.7321	.91706	.24510	4.2026	5.2616
	Total	817	5.0015	1.14327	.04000	4.9230	5.0801

		Sum of Squares	df	Mean Square	F	Sig.
Customer Dimension	Between Groups	9.569	3	3.190	2.705	.044
	Within Groups	958.551	813	1.179		
	Total	968.120	816			
Environment Dimension	Between Groups	29.212	3	9.737	6.116	.000
	Within Groups	1294.412	813	1.592		
	Total	1323.624	816			
Employee Dimension	Between Groups	11.866	3	3.955	3.131	.025
	Within Groups	1026.937	813	1.263		
	Total	1038.802	816			
Community Dimension	Between Groups	22.519	3	7.506	6.001	.000
	Within Groups	1016.846	813	1.251		
	Total	1039.365	816			
CSR Publicity	Between Groups	50.132	3	16.711	9.662	.000
	Within Groups	1406.183	813	1.730		
	Total	1456.316	816			
Hotel Expertise	Between Groups	22.044	3	7.348	5.098	.002
	Within Groups	1171.831	813	1.441		
	Total	1193.875	816			
Satisfaction	Between Groups	26.594	3	8.865	6.338	.000
	Within Groups	1137.196	813	1.399		
	Total	1163.790	816			
Purchase Intention	Between Groups	9.574	3	3.191	2.455	.062
	Within Groups	1056.999	813	1.300		
	Total	1066.572	816			

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Customer Dimension	A.Single	342	4.3828	1.04431	.05647	4.2718	4.4939
	B.Married with no children	105	4.2857	1.08769	.10615	4.0752	4.4962
	C.Married with dependent children	313	4.5934	1.12328	.06349	4.4685	4.7183

	D.Married with grow up children	38	4.1360	1.13625	.18432	3.7625	4.5094
	E.Others	19	4.5228	.97563	.22383	4.0526	4.9930
	Total	817	4.4428	1.08923	.03811	4.3680	4.5176
Environment Dimension	A.Single	342	3.6324	1.21703	.06581	3.5030	3.7618
	B.Married with no children	105	3.7874	1.21704	.11877	3.5519	4.0229
	C.Married with dependent children	313	4.1235	1.31464	.07431	3.9773	4.2697
	D.Married with grow up children	38	3.9899	1.31333	.21305	3.5583	4.4216
	E.Others	19	4.2278	1.00963	.23163	3.7411	4.7144
	Total	817	3.8709	1.27361	.04456	3.7835	3.9584
Employee Dimension	A.Single	342	4.1172	1.07415	.05808	4.0029	4.2314
	B.Married with no children	105	4.3764	1.14858	.11209	4.1541	4.5987
	C.Married with dependent children	313	4.4348	1.15752	.06543	4.3061	4.5636
	D.Married with grow up children	38	4.4196	1.05064	.17044	4.0743	4.7649
	E.Others	19	4.2647	1.31358	.30136	3.6316	4.8979
	Total	817	4.2897	1.12829	.03947	4.2122	4.3672
Community Dimension	A.Single	342	3.9348	1.09085	.05899	3.8188	4.0508
	B.Married with no children	105	4.1744	1.14442	.11168	3.9529	4.3959
	C.Married with dependent children	313	4.4081	1.13012	.06388	4.2825	4.5338
	D.Married with grow up children	38	4.1538	1.08981	.17679	3.7956	4.5120
	E.Others	19	4.2344	1.00653	.23091	3.7493	4.7195
	Total	817	4.1641	1.12860	.03948	4.0866	4.2416
CSR Publicity	A.Single	342	3.4051	1.23009	.06652	3.2742	3.5359
	B.Married with no children	105	3.4871	1.29751	.12662	3.2360	3.7382
	C.Married with dependent children	313	4.0318	1.37880	.07793	3.8785	4.1852
	D.Married with grow up children	38	3.8557	1.35732	.22019	3.4096	4.3019
	E.Others	19	3.3097	1.32705	.30445	2.6701	3.9493
	Total	817	3.6745	1.33593	.04674	3.5827	3.7662
Hotel	A.Single	342	4.2840	1.17271	.06341	4.1593	4.4088

Expertise	B.Married with no children	105	4.5508	1.22350	.11940	4.3140	4.7875
	C.Married with dependent children	313	4.6781	1.22411	.06919	4.5420	4.8142
	D.Married with grow up children	38	4.2946	1.19687	.19416	3.9012	4.6880
	E.Others	19	4.5614	1.08896	.24982	4.0365	5.0863
	Total	817	4.4762	1.20958	.04232	4.3932	4.5593
Satisfaction	A.Single	342	4.1258	1.13780	.06153	4.0047	4.2468
	B.Married with no children	105	4.2952	1.23393	.12042	4.0564	4.5340
	C.Married with dependent children	313	4.4965	1.22511	.06925	4.3603	4.6328
	D.Married with grow up children	38	4.0408	1.26480	.20518	3.6251	4.4565
	E.Others	19	4.3421	.80022	.18358	3.9564	4.7278
	Total	817	4.2907	1.19424	.04178	4.2087	4.3727
Purchase Intention	A.Single	342	4.9250	1.10281	.05963	4.8077	5.0423
Intention	B.Married with no children	105	4.6918	1.10665	.10800	4.4777	4.9060
	C.Married with dependent children	313	5.2129	1.15513	.06529	5.0844	5.3413
	D.Married with grow up children	38	4.9185	1.32144	.21437	4.4842	5.3528
	E.Others	19	4.7764	.95134	.21825	4.3179	5.2349
	Total	817	5.0015	1.14327	.04000	4.9230	5.0801

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Customer Dimension	Between Groups	14.618	4	3.655	3.112	.015
	Within Groups	953.502	812	1.174		
	Total	968.120	816			
Environment Dimension	Between Groups	43.117	4	10.779	6.835	.000
	Within Groups	1280.507	812	1.577		
	Total	1323.624	816			
Employee Dimension	Between Groups	18.215	4	4.554	3.623	.006
	Within Groups	1020.588	812	1.257		
	Total	1038.802	816			
Community Dimension	Between Groups	36.731	4	9.183	7.437	.000
	Within Groups	1002.634	812	1.235		

	Total	1039.365	816			
CSR Publicity	Between Groups	72.249	4	18.062	10.597	.000
	Within Groups	1384.067	812	1.705		
	Total	1456.316	816			
Hotel Expertise	Between Groups	27.365	4	6.841	4.762	.001
	Within Groups	1166.509	812	1.437		
	Total	1193.875	816			
Satisfaction	Between Groups	24.991	4	6.248	4.455	.001
	Within Groups	1138.799	812	1.402		
	Total	1163.790	816			
Purchase Intention	Between Groups	27.280	4	6.820	5.329	.000
	Within Groups	1039.292	812	1.280		
	Total	1066.572	816			

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Customer Dimension	A. Less than 3000	224	4.2152	.97514	.06515	4.0868	4.3436
	B. 3000-5000	211	4.3324	.99110	.06823	4.1979	4.4669
	C. 5000-8000	179	4.5266	1.10205	.08237	4.3641	4.6892
	D. 8000-10000	104	4.6859	1.12400	.11022	4.4673	4.9045
	E. 10000-15000	65	4.8821	1.27364	.15798	4.5665	5.1976
	F. 15000-25000	23	4.8333	1.20500	.25126	4.3123	5.3544
	G. More than 25000	11	4.1212	1.70146	.51301	2.9782	5.2643
	Total	817	4.4428	1.08923	.03811	4.3680	4.5176
Environment Dimension	A. Less than 3000	224	3.6889	1.16729	.07799	3.5352	3.8426
	B. 3000-5000	211	3.7011	1.14932	.07912	3.5451	3.8571
	C. 5000-8000	179	3.8676	1.24789	.09327	3.6835	4.0516
	D. 8000-10000	104	4.1063	1.40794	.13806	3.8325	4.3801
	E. 10000-15000	65	4.4636	1.48389	.18405	4.0959	4.8313
	F. 15000-25000	23	4.5410	1.52872	.31876	3.8799	5.2020
	G. More than 25000	11	3.7623	1.26945	.38275	2.9094	4.6151
	Total	817	3.8709	1.27361	.04456	3.7835	3.9584
Employee Dimension	A. Less than 3000	224	4.1247	1.11714	.07464	3.9776	4.2718
	B. 3000-5000	211	4.0862	.98628	.06790	3.9523	4.2200
	C. 5000-8000	179	4.3585	1.10990	.08296	4.1948	4.5222
	D. 8000-10000	104	4.4987	1.11249	.10909	4.2823	4.7150
	E. 10000-15000	65	4.7725	1.31957	.16367	4.4456	5.0995
	F. 15000-25000	23	4.7678	1.31220	.27361	4.2004	5.3353
	G. More than 25000	11	4.6059	1.35679	.40909	3.6944	5.5174
	Total	817	4.2897	1.12829	.03947	4.2122	4.3672

Community Dimension	A. Less than 3000	224	3.9177	1.05489	.07048	3.7788	4.0566
	B. 3000-5000	211	3.9440	1.01384	.06980	3.8064	4.0816
	C. 5000-8000	179	4.2752	1.11385	.08325	4.1109	4.4395
	D. 8000-10000	104	4.4516	1.13262	.11106	4.2313	4.6718
	E. 10000-15000	65	4.7492	1.30118	.16139	4.4268	5.0716
	F. 15000-25000	23	4.7471	1.23256	.25701	4.2141	5.2801
	G. More than 25000	11	4.2006	1.26090	.38018	3.3535	5.0477
	Total	817	4.1641	1.12860	.03948	4.0866	4.2416
CSR Puplicity	A. Less than 3000	224	3.3939	1.13936	.07613	3.2439	3.5439
	B. 3000-5000	211	3.3361	1.16025	.07987	3.1786	3.4936
	C. 5000-8000	179	3.8068	1.39965	.10461	3.6003	4.0132
	D. 8000-10000	104	4.0386	1.40045	.13733	3.7663	4.3110
	E. 10000-15000	65	4.3624	1.54627	.19179	3.9792	4.7455
	F. 15000-25000	23	4.6378	1.50966	.31479	3.9849	5.2906
	G. More than 25000	11	4.2036	1.27899	.38563	3.3443	5.0628
	Total	817	3.6745	1.33593	.04674	3.5827	3.7662
Hotel Expertise	A. Less than 3000	224	4.1866	1.11104	.07423	4.0403	4.3329
	B. 3000-5000	211	4.1929	1.04833	.07217	4.0506	4.3351
	C. 5000-8000	179	4.6804	1.25711	.09396	4.4950	4.8659
	D. 8000-10000	104	4.7788	1.23384	.12099	4.5389	5.0188
	E. 10000-15000	65	5.0735	1.20063	.14892	4.7760	5.3710
	F. 15000-25000	23	5.3188	1.17842	.24572	4.8093	5.8284
	G. More than 25000	11	4.3333	1.85592	.55958	3.0865	5.5802
	Total	817	4.4762	1.20958	.04232	4.3932	4.5593
Satisfaction	A. Less than 3000	224	4.0410	1.10552	.07387	3.8955	4.1866
	B. 3000-5000	211	4.0979	1.03453	.07122	3.9575	4.2383
	C. 5000-8000	179	4.4277	1.17551	.08786	4.2543	4.6010
	D. 8000-10000	104	4.4760	1.30789	.12825	4.2216	4.7303
	E. 10000-15000	65	4.8320	1.32244	.16403	4.5043	5.1596
	F. 15000-25000	23	5.2174	1.31275	.27373	4.6497	5.7851
	G. More than 25000	11	3.9545	1.60397	.48362	2.8770	5.0321
	Total	817	4.2907	1.19424	.04178	4.2087	4.3727
Purchase Intention	A. Less than 3000	224	4.8681	1.11062	.07421	4.7218	5.0143
	B. 3000-5000	211	4.7884	1.07021	.07368	4.6432	4.9337
	C. 5000-8000	179	5.0447	1.17006	.08745	4.8721	5.2173
	D. 8000-10000	104	5.1928	1.12925	.11073	4.9732	5.4124
	E. 10000-15000	65	5.4733	1.15971	.14384	5.1859	5.7606
	F. 15000-25000	23	5.5279	1.12500	.23458	5.0414	6.0144
	G. More than 25000	11	5.4091	1.47170	.44374	4.4204	6.3978
	Total	817	5.0015	1.14327	.04000	4.9230	5.0801

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Customer Dimension	Between Groups	38.769	6	6.461	5.632	.000
	Within Groups	929.351	810	1.147		
	Total	968.120	816			
Environment Dimension	Between Groups	52.562	6	8.760	5.583	.000
	Within Groups	1271.063	810	1.569		
	Total	1323.624	816			
Employee Dimension	Between Groups	41.739	6	6.956	5.651	.000
	Within Groups	997.064	810	1.231		
	Total	1038.802	816			
Community Dimension	Between Groups	64.710	6	10.785	8.963	.000
	Within Groups	974.655	810	1.203		
	Total	1039.365	816			
CSR Publicity	Between Groups	113.897	6	18.983	11.454	.000
	Within Groups	1342.419	810	1.657		
	Total	1456.316	816			
Hotel Expertise	Between Groups	92.461	6	15.410	11.333	.000
	Within Groups	1101.414	810	1.360		
	Total	1193.875	816			
Satisfaction	Between Groups	68.769	6	11.462	8.478	.000
	Within Groups	1095.021	810	1.352		
	Total	1163.790	816			
Purchase Intention	Between Groups	40.374	6	6.729	5.311	.000
	Within Groups	1026.198	810	1.267		
	Total	1066.572	816			

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Customer Dimension	A. Government employees	78	4.4402	1.08578	.12294	4.1954	4.6850
	B. Company staff	438	4.5393	1.08312	.05175	4.4376	4.6411
	C. Teacher	66	4.3182	.92668	.11407	4.0904	4.5460
	D. Self employed	55	4.5273	1.38137	.18626	4.1538	4.9007
	E. Student	85	4.2714	1.04174	.11299	4.0467	4.4961
	G. Taking care of family	5	4.3533	1.24802	.55813	2.8037	5.9030
	H. Others	80	4.2150	.96536	.10793	4.0002	4.4298
	Total	807	4.4493	1.08307	.03813	4.3745	4.5242
Environment Dimension	A. Government employees	78	4.0614	1.26295	.14300	3.7767	4.3462
	B. Company staff	438	3.9216	1.24950	.05970	3.8043	4.0389
	C. Teacher	66	3.5137	1.15692	.14241	3.2293	3.7982
	D. Self employed	55	4.1556	1.57163	.21192	3.7307	4.5805

	E. Student	85	3.6079	1.24096	.13460	3.3403	3.8756
	G. Taking care of family	5	4.5845	1.24689	.55763	3.0363	6.1327
	I. Others	80	3.7738	1.20625	.13486	3.5054	4.0423
	Total	807	3.8741	1.27097	.04474	3.7863	3.9620
Employee Dimension	A. Government employees	78	4.3128	1.16503	.13191	4.0501	4.5755
	B. Company staff	438	4.3165	1.06741	.05100	4.2163	4.4168
	C. Teacher	66	4.0945	1.04049	.12808	3.8387	4.3503
	D. Self employed	55	4.6562	1.42954	.19276	4.2697	5.0426
	E. Student	85	4.0718	1.24782	.13534	3.8027	4.3410
	G. Taking care of family	5	5.3060	1.33344	.59633	3.6503	6.9617
	J. Others	80	4.1889	1.02384	.11447	3.9611	4.4168
	Total	807	4.2889	1.12722	.03968	4.2110	4.3668
Community Dimension	A. Government employees	78	4.2870	1.13264	.12825	4.0316	4.5423
	B. Company staff	438	4.2570	1.11159	.05311	4.1526	4.3614
	C. Teacher	66	3.8687	.87805	.10808	3.6529	4.0846
	D. Self employed	55	4.4211	1.47878	.19940	4.0213	4.8209
	E. Student	85	3.9224	1.12870	.12242	3.6789	4.1658
	G. Taking care of family	5	4.5620	1.41063	.63085	2.8105	6.3135
	K. Others	80	3.8601	.96245	.10760	3.6459	4.0743
	Total	807	4.1666	1.12638	.03965	4.0888	4.2444
CSR Publicity	A. Government employees	78	3.7484	1.21967	.13810	3.4734	4.0234
	B. Company staff	438	3.7349	1.33213	.06365	3.6098	3.8600
	C. Teacher	66	3.4433	1.34160	.16514	3.1135	3.7731
	D. Self employed	55	4.0712	1.66629	.22468	3.6207	4.5216
	E. Student	85	3.3727	1.31418	.14254	3.0893	3.6562
	G. Taking care of family	5	4.5710	1.55571	.69574	2.6393	6.5027
	L. Others	80	3.5317	1.12254	.12550	3.2819	3.7815
	Total	807	3.6822	1.33609	.04703	3.5899	3.7745
Hotel Expertise	A. Government employees	78	4.6535	1.20907	.13690	4.3809	4.9261
	B. Company staff	438	4.5898	1.19477	.05709	4.4776	4.7020
	C. Teacher	66	4.1170	1.01320	.12472	3.8679	4.3660
	D. Self employed	55	4.5455	1.50084	.20237	4.1397	4.9512
	E. Student	85	4.3092	1.25193	.13579	4.0391	4.5792
	G. Taking care of family	5	4.8220	1.24391	.55629	3.2775	6.3665
	M. Others	80	4.1559	1.02229	.11430	3.9284	4.3834
	Total	807	4.4831	1.20646	.04247	4.3998	4.5665
Satisfaction	A. Government employees	78	4.3205	1.24831	.14134	4.0391	4.6020
	B. Company staff	438	4.4081	1.17583	.05618	4.2977	4.5185
	C. Teacher	66	4.0682	1.06297	.13084	3.8069	4.3295
	D. Self employed	55	4.4091	1.52477	.20560	3.9969	4.8213
	E. Student	85	4.0497	1.15348	.12511	3.8009	4.2985

	G. Taking care of family	5	4.5000	1.32288	.59161	2.8574	6.1426
	N. Others	80	4.0282	1.01488	.11347	3.8023	4.2540
	Total	807	4.2971	1.19141	.04194	4.2148	4.3794
Purchase Intention	A. Government employees	78	4.9351	1.16863	.13232	4.6716	5.1986
	B. Company staff	438	5.0666	1.13816	.05438	4.9597	5.1735
	C. Teacher	66	4.8861	1.06786	.13144	4.6236	5.1486
	D. Self employed	55	5.2364	1.33543	.18007	4.8753	5.5974
	E. Student	85	4.8929	1.20127	.13030	4.6338	5.1520
	G. Taking care of family	5	5.7003	1.16435	.52071	4.2546	7.1460
	O. Others	80	4.7225	.91717	.10254	4.5184	4.9266
	Total	807	5.0022	1.14167	.04019	4.9233	5.0811

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Customer Dimension	Between Groups	12.156	6	2.026	1.737	.110
	Within Groups	933.315	800	1.167		
	Total	945.470	806			
Environment Dimension	Between Groups	26.002	6	4.334	2.717	.013
	Within Groups	1275.990	800	1.595		
	Total	1301.992	806			
Employee Dimension	Between Groups	20.271	6	3.378	2.692	.014
	Within Groups	1003.857	800	1.255		
	Total	1024.127	806			
Community Dimension	Between Groups	27.493	6	4.582	3.684	.001
	Within Groups	995.100	800	1.244		
	Total	1022.593	806			
CSR Publicity	Between Groups	27.550	6	4.592	2.603	.017
	Within Groups	1411.260	800	1.764		
	Total	1438.810	806			
Hotel Expertise	Between Groups	28.023	6	4.670	3.263	.004
	Within Groups	1145.145	800	1.431		
	Total	1173.167	806			
Satisfaction	Between Groups	20.781	6	3.464	2.467	.023
	Within Groups	1123.293	800	1.404		
	Total	1144.074	806			
Purchase Intention	Between Groups	15.785	6	2.631	2.034	.059
	Within Groups	1034.765	800	1.293		
	Total	1050.550	806			

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
Customer Dimension	A.Secondary School	56	4.3726	1.05400	.14085	4.0904	4.6549
	B.Diploma	172	4.1229	.96432	.07353	3.9777	4.2680
	C.Bachelor	462	4.5633	1.10506	.05141	4.4623	4.6644
	D.Master or higher	127	4.4685	1.12819	.10011	4.2704	4.6666
	Total	817	4.4428	1.08923	.03811	4.3680	4.5176
Environment Dimension	A.Secondary School	56	4.0111	1.24007	.16571	3.6790	4.3432
	B.Diploma	172	3.6740	1.15236	.08787	3.5006	3.8474
	C.Bachelor	462	3.9766	1.29981	.06047	3.8578	4.0955
	D.Master or higher	127	3.6914	1.30958	.11621	3.4615	3.9214
	Total	817	3.8709	1.27361	.04456	3.7835	3.9584
Employee Dimension	A.Secondary School	56	4.5065	1.08056	.14440	4.2171	4.7959
	B.Diploma	172	4.0884	1.05227	.08023	3.9301	4.2468
	C.Bachelor	462	4.3799	1.13236	.05268	4.2764	4.4835
	D.Master or higher	127	4.1383	1.18809	.10543	3.9297	4.3470
	Total	817	4.2897	1.12829	.03947	4.2122	4.3672
Community Dimension	A.Secondary School	56	4.0852	1.21459	.16231	3.7600	4.4105
	B.Diploma	172	3.9388	.98114	.07481	3.7911	4.0865
	C.Bachelor	462	4.2939	1.16293	.05410	4.1876	4.4002
	D.Master or higher	127	4.0317	1.09496	.09716	3.8395	4.2240
	Total	817	4.1641	1.12860	.03948	4.0866	4.2416
CSR Publicity	A.Secondary School	56	3.4619	1.28921	.17228	3.1167	3.8072
	B.Diploma	172	3.4043	1.16159	.08857	3.2294	3.5791
	C.Bachelor	462	3.8449	1.38727	.06454	3.7181	3.9717
	D.Master or higher	127	3.5141	1.30687	.11597	3.2846	3.7436
	Total	817	3.6745	1.33593	.04674	3.5827	3.7662
Hotel Expertise	A.Secondary School	56	4.2837	1.28538	.17177	3.9395	4.6279
	B.Diploma	172	4.1465	1.02141	.07788	3.9927	4.3002
	C.Bachelor	462	4.6372	1.20849	.05622	4.5267	4.7477
	D.Master or higher	127	4.4221	1.31600	.11678	4.1910	4.6532
	Total	817	4.4762	1.20958	.04232	4.3932	4.5593
Satisfaction	A.Secondary School	56	4.0108	1.08636	.14517	3.7199	4.3017
	B.Diploma	172	4.0060	1.10802	.08449	3.8393	4.1728
	C.Bachelor	462	4.4632	1.18101	.05495	4.3552	4.5712
	D.Master or higher	127	4.1720	1.29737	.11512	3.9441	4.3998
	Total	817	4.2907	1.19424	.04178	4.2087	4.3727
Purchase Intention	A.Secondary School	56	4.7280	1.28772	.17208	4.3832	5.0729
	B.Diploma	172	4.8558	1.13283	.08638	4.6853	5.0263
	C.Bachelor	462	5.1202	1.11753	.05199	5.0180	5.2224

D.Master or higher	127	4.8879	1.14159	.10130	4.6874	5.0884
Total	817	5.0015	1.14327	.04000	4.9230	5.0801

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Customer Dimension	Between Groups	24.679	3	8.226	7.089	.000
	Within Groups	943.441	813	1.160		
	Total	968.120	816			
Environment Dimension	Between Groups	17.023	3	5.674	3.531	.015
	Within Groups	1306.602	813	1.607		
	Total	1323.624	816			
Employee Dimension	Between Groups	16.271	3	5.424	4.312	.005
	Within Groups	1022.531	813	1.258		
	Total	1038.802	816			
Community Dimension	Between Groups	19.093	3	6.364	5.071	.002
	Within Groups	1020.272	813	1.255		
	Total	1039.365	816			
CSR Publicity	Between Groups	31.773	3	10.591	6.044	.000
	Within Groups	1424.543	813	1.752		
	Total	1456.316	816			
Hotel Expertise	Between Groups	33.126	3	11.042	7.734	.000
	Within Groups	1160.749	813	1.428		
	Total	1193.875	816			
Satisfaction	Between Groups	33.861	3	11.287	8.121	.000
	Within Groups	1129.930	813	1.390		
	Total	1163.790	816			
Purchase Intention	Between Groups	15.988	3	5.329	4.124	.006
	Within Groups	1050.585	813	1.292		
	Total	1066.572	816			

Appendix 8 Regression Analysis of Purchase Intention

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.148	.138		22.877	.000		
	I think the hotel offered reasonable job opportunities in their local communities	.411	.029	.441	13.969	.000	1.000	1.000
2	(Constant)	2.875	.139		20.693	.000		
	I think the hotel offered reasonable job opportunities in their local communities	.280	.034	.301	8.261	.000	.708	1.413
	I think the hotel supported local cultures and customs in its property	.210	.030	.259	7.114	.000	.708	1.413
3	(Constant)	2.661	.143		18.601	.000		
	I think the hotel offered reasonable job opportunities in their local communities	.211	.036	.226	5.844	.000	.608	1.645
	I think the hotel supported local cultures and customs in its property	.160	.031	.197	5.196	.000	.635	1.575
	I think the hotel offered high quality rooms and other ancillary facilities	.163	.032	.196	5.145	.000	.624	1.603
4	(Constant)	2.439	.157		15.539	.000		
	I think the hotel offered reasonable job opportunities in their local communities	.205	.036	.219	5.702	.000	.606	1.649
	I think the hotel supported local cultures and customs in its property	.140	.031	.172	4.490	.000	.612	1.635
	I think the hotel offered high quality rooms and other ancillary facilities	.125	.034	.151	3.735	.000	.552	1.812
	I think the hotel offered a healthy, safe service for guests	.112	.033	.120	3.340	.001	.694	1.442
5	(Constant)	2.484	.157		15.802	.000		

	I think the hotel offered reasonable job opportunities in their local communities	.216	.036	.231	5.994	.000	.599	1.670
	I think the hotel supported local cultures and customs in its property	.159	.032	.195	4.998	.000	.582	1.718
	I think the hotel offered high quality rooms and other ancillary facilities	.153	.035	.184	4.377	.000	.506	1.975
	I think the hotel offered a healthy, safe service for guests	.127	.034	.137	3.775	.000	.673	1.486
	I think the hotel provided environmentally friendly services	-.088	.032	-.106	-2.730	.006	.586	1.707
6	(Constant)	2.421	.159		15.202	.000		
	I think the hotel offered reasonable job opportunities in their local communities	.206	.036	.221	5.706	.000	.591	1.693
	I think the hotel supported local cultures and customs in its property	.157	.032	.194	4.966	.000	.582	1.719
	I think the hotel offered high quality rooms and other ancillary facilities	.142	.035	.171	4.050	.000	.497	2.011
	I think the hotel offered a healthy, safe service for guests	.092	.037	.100	2.487	.013	.552	1.810
	I think the hotel provided environmentally friendly services	-.106	.033	-.128	-3.192	.001	.552	1.812
	I think the service offered by the hotel is consistent with common social ethics	.086	.039	.094	2.227	.026	.497	2.013

a. Dependent Variable: Purchase_Intention

**Appendix 9 Measurement Equations and the Covariance Matrix for The Variables
CSR Familiarity, Choose for CSR and the Sacrifice for CSR**

MEASUREMENT EQUATIONS WITH STANDARD ERRORS AND TEST STATISTICS FOR
PARTIAL LEAST SQUARES EQUATIONS

STATISTICS SIGNIFICANT AT THE 5% LEVEL ARE MARKED WITH @.

$$\begin{aligned}
 \text{FAMILIAR}=\text{V52} &= -.074*\text{V33} \quad -.019*\text{V34} \quad + .039*\text{V35} \quad + .022*\text{V36} \\
 &\quad .051 \quad .050 \quad .052 \quad .051 \\
 &\quad -1.461 \quad -.374 \quad .758 \quad .442 \\
 &+ .061*\text{V37} \quad + .161*\text{V38} \quad + .081*\text{V39} \quad + .015*\text{V40} \\
 &\quad .047 \quad .049 \quad .044 \quad .055 \\
 &\quad 1.289 \quad 3.264@ \quad 1.848 \quad .280 \\
 &+ .087*\text{V41} \quad + .105*\text{V42} \quad + .075*\text{V43} \quad + .102*\text{V44} \\
 &\quad .056 \quad .049 \quad .052 \quad .044 \\
 &\quad 1.561 \quad 2.161@ \quad 1.441 \quad 2.305@ \\
 &- .037*\text{V45} \quad + .110*\text{V46} \quad + .120*\text{V47} \quad + 1.000 \text{ E52} \\
 &\quad .059 \quad .055 \quad .054 \\
 &\quad -.632 \quad 2.006@ \quad 2.218@
 \end{aligned}$$

$$\begin{aligned}
 \text{CSRPROGR}=\text{V54} &= .143*\text{V33} \quad - .042*\text{V34} \quad + .075*\text{V35} \quad - .108*\text{V36} \\
 &\quad .052 \quad .051 \quad .053 \quad .052 \\
 &\quad 2.767@ \quad -.814 \quad 1.427 \quad -2.094@ \\
 &- .075*\text{V37} \quad + .038*\text{V38} \quad + .007*\text{V39} \quad + .051*\text{V40} \\
 &\quad .048 \quad .050 \quad .045 \quad .056 \\
 &\quad -1.561 \quad .748 \quad .166 \quad .911 \\
 &+ .000*\text{V41} \quad + .166*\text{V42} \quad - .039*\text{V43} \quad + .097*\text{V44} \\
 &\quad .057 \quad .050 \quad .053 \quad .045 \\
 &\quad .002 \quad 3.361@ \quad -.743 \quad 2.151@ \\
 &+ .120*\text{V45} \quad + .100*\text{V46} \quad + .062*\text{V47} \quad + 1.000 \text{ E54} \\
 &\quad .061 \quad .056 \quad .055 \\
 &\quad 1.987@ \quad 1.786 \quad 1.128
 \end{aligned}$$

$$\begin{aligned}
 \text{SACRIFIC}=\text{V55} &= .027*\text{V33} \quad + .039*\text{V34} \quad + .046*\text{V35} \quad - .089*\text{V36} \\
 &\quad .058 \quad .058 \quad .060 \quad .058 \\
 &\quad .472 \quad .676 \quad .770 \quad -1.526 \\
 &+ .009*\text{V37} \quad + .119*\text{V38} \quad - .042*\text{V39} \quad - .011*\text{V40} \\
 &\quad .054 \quad .057 \quad .051 \quad .063 \\
 &\quad .174 \quad 2.092@ \quad -.832 \quad -.172 \\
 &+ .083*\text{V41} \quad + .177*\text{V42} \quad + .113*\text{V43} \quad + .177*\text{V44} \\
 &\quad .064 \quad .056 \quad .060 \quad .051 \\
 &\quad 1.286 \quad 3.178@ \quad 1.892 \quad 3.488@ \\
 &- .018*\text{V45} \quad + .099*\text{V46} \quad + .019*\text{V47} \quad + 1.000 \text{ E55} \\
 &\quad .068 \quad .063 \quad .062 \\
 &\quad -.259 \quad 1.573 \quad .306
 \end{aligned}$$

COVARIANCE MATRIX TO BE ANALYZED:

18 VARIABLES (SELECTED FROM 86 VARIABLES) BASED ON 699 CASES.

	SAFESERV V33	VALUE V34	ETHICS V35	ENVIRONM V36	RECYCLE V37
SAFESERV V33	1.508				
VALUE V34	1.003	1.663			
ETHICS V35	0.971	1.007	1.547		
ENVIRONM V36	0.831	1.049	0.944	1.867	
RECYCLE V37	0.790	0.962	0.818	1.434	2.352
ENERGY V38	0.796	0.946	0.866	1.200	1.602
GREENPRO V39	0.805	0.980	0.848	1.351	1.579
EMPLOYEE V40	0.662	0.673	0.710	0.818	0.940
TRAINING V41	0.747	0.799	0.726	0.995	1.151
JOBOPPOR V42	0.643	0.742	0.759	0.831	0.899
CHARITY V43	0.690	0.841	0.776	1.065	1.275
CULTURE V44	0.796	0.844	0.789	1.001	1.088
HIGHQUAL V45	0.912	1.041	0.976	1.111	1.134
ROOMS V46	0.870	0.992	0.915	1.098	1.107
PROFESSI V47	0.772	0.853	0.863	0.960	0.883
FAMILIAR V52	0.598	0.727	0.709	0.950	1.117
CSRPROGR V53	0.569	0.491	0.560	0.430	0.430
SACRIFIC V55	0.592	0.656	0.632	0.666	0.803

	ENERGY V38	GREENPRO V39	EMPLOYEE V40	TRAINING V41	JOBOPPOR V42
ENERGY V38	2.108				
GREENPRO V39	1.564	2.443			
EMPLOYEE V40	0.885	0.982	1.398		
TRAINING V41	1.157	1.239	1.084	1.705	
JOBOPPOR V42	0.868	0.954	0.841	0.975	1.592
CHARITY V43	1.246	1.387	0.946	1.210	1.029
CULTURE V44	1.187	1.292	0.887	1.096	0.994
HIGHQUAL V45	1.171	1.214	0.905	1.090	0.947
ROOMS V46	1.078	1.155	0.886	1.022	1.029
PROFESSI V47	0.975	1.093	0.799	1.012	0.927
FAMILIAR V52	1.160	1.203	0.789	1.000	0.891
CSRPROGR V54	0.546	0.559	0.509	0.559	0.639
SACRIFIC V55	0.887	0.837	0.651	0.827	0.828

	CHARITY V43	CULTURE V44	HIGHQUAL V45	ROOMS V46	PROFESSI V47
CHARITY V43	1.902				
CULTURE V44	1.303	2.059			
HIGHQUAL V45	1.198	1.168	1.801		
ROOMS V46	1.146	1.072	1.409	1.876	
PROFESSI V47	1.040	1.049	1.228	1.248	1.654
FAMILIAR V52	1.087	1.062	0.984	1.021	0.954
CSRPROGR V54	0.563	0.674	0.712	0.709	0.646
SACRIFIC V55	0.924	0.973	0.832	0.858	0.763

	FAMILIAR V52	CSRPROGR V54	SACRIFIC V55
FAMILIAR V52	2.193		
CSRPROGR V54	0.804	1.751	
SACRIFIC V55	1.213	1.215	2.347

Appendix 10 Structural Equation Modeling Analysis of the Research Model

```

TI Research Model
!DA NI=23 NO=817 MA=CM
SY=' C:\LISREL\test2.DSF'
SE
13 14 15 16 17 20 21 22 23 1 2 3 4 5 6 7 8 9
10 11 12 18 19 /
MO NX=14 NY=9 NK=5 NE=3 BE=FU GA=FI PS=SY TE=SY TD=SY
LE
pi satisfac expertis
LK
customer environm employee communit publicit
FR LY(2, 3) LY(3, 3) LY(5, 2) LY(7, 1) LY(8, 1) LY(9, 1) LX(1, 1) LX(2, 1) LX(3, 1)
FR LX(4, 2) LX(5, 2) LX(6, 2) LX(7, 2) LX(8, 3) LX(9, 3) LX(10, 4) LX(11, 4) LX(12, 4)
FR LX(13, 5) LX(14, 5) BE(1, 3) GA(1, 5) GA(2, 1) GA(2, 2) GA(2, 3) GA(2, 4) GA(3, 1)
FR GA(3, 2) GA(3, 3) GA(3, 4) GA(3, 5)
VA 1.16 LY(1, 3)
VA 1.04 LY(4, 2)
VA 1 LY(6, 1)
PD
OU PC RS EF FS SS AD=OFF LY=test2.lys LX=test2.lxs BE=test2.bes GA=test2.gas C
PH=test2.phs PS=test2.pss TE=test2.tes TD=test2.tds TH=test2.ths MA=test2.mas C
EC=test2.ecs RM=test2.rms SI=test2.sis GF=test2.gfs SV=test2.svs TV=test2.tvs

```

TI Research Model

```

Number of Input Variables 23
Number of Y - Variables 9
Number of X - Variables 14
Number of ETA - Variables 3
Number of KSI - Variables 5
Number of Observations 817

```

MA was written to file C:\LISREL\test2.mas

TI Research Model

Covariance Matrix

	HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
HIGHQUAL	1.81					
ROOMS	1.38	1.90				
PROFESSI	1.23	1.27	1.71			
EXPECTAT	1.17	1.17	1.10	1.99		
OVERALLJ	1.12	1.17	1.10	1.11	1.50	
CSRPROGR	0.63	0.64	0.58	0.52	0.62	1.72
SACRIFIC	0.76	0.80	0.69	0.67	0.64	1.13
CHOOSEFO	0.56	0.61	0.53	0.42	0.54	1.10
RECOMMEN	0.55	0.62	0.55	0.42	0.54	1.05

SAFESERV	0.93	0.88	0.78	0.73	0.78	0.48
VALUE	1.07	0.99	0.87	1.00	0.86	0.43
ETHICS	0.96	0.93	0.90	0.85	0.86	0.52
ENVIRONM	1.08	1.08	0.97	0.99	0.90	0.40
RECYCLE	1.09	1.08	0.88	1.00	0.88	0.41
ENERGY	1.11	1.01	0.92	0.98	0.91	0.48
GREENPRO	1.16	1.11	1.06	1.08	0.93	0.50
EMPLOYEE	0.82	0.81	0.76	0.69	0.65	0.45
TRAINING	1.00	0.94	0.94	0.83	0.83	0.51
JOBOPPOR	0.89	0.93	0.85	0.81	0.77	0.59
CHARITY	1.12	1.08	1.00	0.96	0.83	0.49
CULTURE	1.13	1.01	1.01	1.03	0.89	0.62
CSRHEARI	0.95	0.97	0.89	0.97	0.82	0.71
FAMILIAR	0.87	0.91	0.86	0.92	0.80	0.70

Covariance Matrix

	SACRIFIC	CHOOSEFO	RECOMMEN	SAFESERV	VALUE	ETHICS
	-----	-----	-----	-----	-----	-----
SACRIFIC	2.34					
CHOOSEFO	1.04	1.77				
RECOMMEN	1.09	1.29	1.69			
SAFESERV	0.52	0.53	0.47	1.52		
VALUE	0.61	0.43	0.41	1.01	1.68	
ETHICS	0.56	0.50	0.49	0.96	0.98	1.58
ENVIRONM	0.62	0.28	0.39	0.78	1.02	0.95
RECYCLE	0.74	0.28	0.32	0.78	0.95	0.84
ENERGY	0.80	0.31	0.39	0.74	0.91	0.84
GREENPRO	0.80	0.39	0.45	0.76	0.94	0.84
EMPLOYEE	0.60	0.46	0.42	0.59	0.62	0.67
TRAINING	0.78	0.44	0.48	0.66	0.75	0.68
JOBOPPOR	0.78	0.52	0.57	0.57	0.69	0.69
CHARITY	0.84	0.41	0.48	0.64	0.80	0.74
CULTURE	0.92	0.55	0.62	0.75	0.82	0.77
CSRHEARI	1.15	0.51	0.60	0.61	0.76	0.70
FAMILIAR	1.08	0.48	0.61	0.53	0.66	0.64

Covariance Matrix

	ENVIRONM	RECYCLE	ENERGY	GREENPRO	EMPLOYEE	TRAINING
	-----	-----	-----	-----	-----	-----
ENVIRONM	1.90					
RECYCLE	1.44	2.35				
ENERGY	1.19	1.58	2.08			
GREENPRO	1.34	1.55	1.50	2.42		
EMPLOYEE	0.78	0.88	0.83	0.95	1.37	
TRAINING	0.95	1.09	1.09	1.17	1.04	1.63
JOBOPPOR	0.78	0.84	0.82	0.94	0.79	0.93
CHARITY	1.00	1.19	1.14	1.29	0.89	1.12
CULTURE	1.00	1.07	1.12	1.25	0.83	1.02
CSRHEARI	0.91	1.08	1.12	1.16	0.80	0.95

FAMILIAR	0.86	1.00	1.05	1.09	0.69	0.89
----------	------	------	------	------	------	------

Covariance Matrix

	JOBOPPOR	CHARITY	CULTURE	CSRHEARI	FAMILIAR
	-----	-----	-----	-----	-----
JOBOPPOR	1.51				
CHARITY	0.96	1.76			
CULTURE	0.93	1.21	1.98		
CSRHEARI	0.78	1.10	1.04	2.21	
FAMILIAR	0.78	0.96	0.95	1.49	1.96

TI Research Model

Parameter Specifications

LAMBDA-Y

	pi	satisfac	expertis
	-----	-----	-----
HIGHQUAL	0	0	0
ROOMS	0	0	1
PROFESSI	0	0	2
EXPECTAT	0	0	0
OVERALLJ	0	3	0
CSRPROGR	0	0	0
SACRIFIC	4	0	0
CHOOSEFO	5	0	0
RECOMMEN	6	0	0

LAMBDA-X

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
SAFESERV	7	0	0	0	0
VALUE	8	0	0	0	0
ETHICS	9	0	0	0	0
ENVIRONM	0	10	0	0	0
RECYCLE	0	11	0	0	0
ENERGY	0	12	0	0	0
GREENPRO	0	13	0	0	0
EMPLOYEE	0	0	14	0	0
TRAINING	0	0	15	0	0
JOBOPPOR	0	0	0	16	0
CHARITY	0	0	0	17	0
CULTURE	0	0	0	18	0
CSRHEARI	0	0	0	0	19
FAMILIAR	0	0	0	0	20

BETA

	pi	satisfac	expertis
	-----	-----	-----
pi	0	0	21
satisfac	0	0	0
expertis	0	0	0

GAMMA

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
pi	0	0	0	0	22
satisfac	23	24	25	26	0
expertis	27	28	29	30	31

PHI

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
customer	0				
environm	32	0			
employee	33	34	0		
communit	35	36	37	0	
publicit	38	39	40	41	0

PSI

	pi	satisfac	expertis
	-----	-----	-----
	42	43	44

THETA-EPS

HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
-----	-----	-----	-----	-----	-----
45	46	47	48	49	50

THETA-EPS

SACRIFIC	CHOOSEFO	RECOMMEN
-----	-----	-----
51	52	53

THETA-DELTA

SAFESERV	VALUE	ETHICS	ENVIRONM	RECYCLE	ENERGY
-----	-----	-----	-----	-----	-----
54	55	56	57	58	59

THETA-DELTA

GREENPRO	EMPLOYEE	TRAINING	JOBOPPOR	CHARITY	CULTURE
-----	-----	-----	-----	-----	-----
60	61	62	63	64	65

THETA-DELTA

CSRHEARI	FAMILIAR
-----	-----
66	67

TI Research Model

Number of Iterations = 31

LISREL Estimates (Maximum Likelihood)

LAMBDA-Y

	pi	satisfac	expertis
	-----	-----	-----
HIGHQUAL	--	--	1.16
ROOMS	--	--	1.16 (0.04) 31.67
PROFESSI	--	--	1.07 (0.04) 29.87
EXPECTAT	--	1.04	--
OVERALLJ	--	1.00 (0.04) 24.70	--
CSRPROGR	1.00	--	--
SACRIFIC	1.04 (0.05) 18.96	--	--
CHOOSEFO	1.11 (0.05) 23.41	--	--
RECOMMEN	1.10 (0.05)	--	--

23.80

LAMBDA-X

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
SAFESERV	0.95 (0.04) 24.63	--	--	--	--
VALUE	1.04 (0.04) 26.27	--	--	--	--
ETHICS	0.98 (0.04) 25.26	--	--	--	--
ENVIRONM	--	1.08 (0.04) 26.03	--	--	--
RECYCLE	--	1.26 (0.05) 28.06	--	--	--
ENERGY	--	1.19 (0.04) 28.10	--	--	--
GREENPRO	--	1.26 (0.05) 27.21	--	--	--
EMPLOYEE	--	--	0.92 (0.04) 25.63	--	--
TRAINING	--	--	1.11 (0.04) 29.53	--	--
JOBPPOR	--	--	--	0.87 (0.04) 22.72	--
CHARITY	--	--	--	1.07 (0.04)	--

				27.46	
CULTURE	--	--	--	1.03 (0.04) 23.96	--
CSRHEARI	--	--	--	--	1.26 (0.05) 27.43
FAMILIAR	--	--	--	--	1.18 (0.04) 27.40

BETA

	pi	satisfac	expertis
	-----	-----	-----
pi	--	--	0.31 (0.05) 6.18
satisfac	--	--	--
expertis	--	--	--

GAMMA

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
pi	--	--	--	--	0.29 (0.05) 5.45
satisfac	0.47 (0.08) 5.60	-0.39 (0.13) -3.10	-1.02 (0.20) -5.11	1.86 (0.25) 7.28	--
expertis	0.41 (0.09) 4.66	-0.51 (0.15) -3.43	-1.06 (0.26) -4.06	2.19 (0.38) 5.84	-0.16 (0.06) -2.53

Covariance Matrix of ETA and KSI

	pi	satisfac	expertis	customer	environm	employee
	-----	-----	-----	-----	-----	-----

pi	0.99					
satisfac	0.51	1.07				
expertis	0.50	0.99	1.01			
customer	0.41	0.85	0.83	1.00		
environm	0.44	0.77	0.77	0.73	1.00	
employee	0.43	0.72	0.76	0.65	0.79	1.00
communit	0.50	0.88	0.91	0.72	0.88	0.95
publicit	0.49	0.70	0.66	0.54	0.70	0.68

Covariance Matrix of ETA and KSI

	communit	publicit
communit	1.00	
publicit	0.77	1.00

PHI

	customer	environm	employee	communit	publicit
customer	1.00				
environm	0.73 (0.02) 31.70	1.00			
employee	0.65 (0.03) 23.33	0.79 (0.02) 39.53	1.00		
communit	0.72 (0.03) 28.07	0.88 (0.01) 59.85	0.95 (0.01) 79.52	1.00	
publicit	0.54 (0.03) 16.69	0.70 (0.02) 29.14	0.68 (0.03) 25.48	0.77 (0.02) 36.79	1.00

PSI

Note: This matrix is diagonal.

	pi	satisfac	expertis
	0.70 (0.06) 11.72	0.10 (0.04) 2.67	0.00 (0.04) -0.11

Squared Multiple Correlations for Structural Equations

pi	satisfac	expertis
-----	-----	-----
0.30	0.91	1.00

Squared Multiple Correlations for Reduced Form

pi	satisfac	expertis
-----	-----	-----
0.30	0.91	1.00

Reduced Form

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
pi	0.13 (0.03) 3.76	-0.16 (0.05) -3.02	-0.33 (0.10) -3.42	0.68 (0.16) 4.30	0.23 (0.06) 3.87
satisfac	0.47 (0.08) 5.60	-0.39 (0.13) -3.10	-1.02 (0.20) -5.11	1.86 (0.25) 7.28	- -
expertis	0.41 (0.09) 4.66	-0.51 (0.15) -3.43	-1.06 (0.26) -4.06	2.19 (0.38) 5.84	-0.16 (0.06) -2.53

THETA-EPS

HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
-----	-----	-----	-----	-----	-----
0.45 (0.03) 15.22	0.54 (0.03) 16.13	0.56 (0.03) 16.97	0.83 (0.05) 16.57	0.43 (0.03) 12.76	0.73 (0.04) 16.31

THETA-EPS

SACRIFIC	CHOOSEFO	RECOMMEN
-----	-----	-----
1.26 (0.07) 17.80	0.55 (0.04) 13.67	0.47 (0.04) 12.79

Squared Multiple Correlations for Y - Variables

HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
-----	-----	-----	-----	-----	-----

0.75 0.72 0.67 0.58 0.71 0.58

Squared Multiple Correlations for Y - Variables

SACRIFIC	CHOOSEFO	RECOMMEN
-----	-----	-----
0.46	0.69	0.72

THETA-DELTA

SAFESERV	VALUE	ETHICS	ENVIRONM	RECYCLE	ENERGY
-----	-----	-----	-----	-----	-----
0.62	0.59	0.61	0.73	0.75	0.66
(0.04)	(0.04)	(0.04)	(0.04)	(0.05)	(0.04)
15.82	14.60	15.40	17.03	15.95	15.92

THETA-DELTA

GREENPRO	EMPLOYEE	TRAINING	JOBOPPOR	CHARITY	CULTURE
-----	-----	-----	-----	-----	-----
0.84	0.52	0.39	0.76	0.62	0.92
(0.05)	(0.03)	(0.04)	(0.04)	(0.03)	(0.05)
16.45	15.75	10.99	19.04	17.87	18.82

THETA-DELTA

CSRHEARI	FAMILIAR
-----	-----
0.63	0.56
(0.06)	(0.05)
10.88	10.92

Squared Multiple Correlations for X - Variables

SAFESERV	VALUE	ETHICS	ENVIRONM	RECYCLE	ENERGY
-----	-----	-----	-----	-----	-----
0.59	0.65	0.61	0.62	0.68	0.68

Squared Multiple Correlations for X - Variables

GREENPRO	EMPLOYEE	TRAINING	JOBOPPOR	CHARITY	CULTURE
-----	-----	-----	-----	-----	-----
0.65	0.62	0.76	0.50	0.65	0.54

Squared Multiple Correlations for X - Variables

CSRHEARI	FAMILIAR
-----	-----

0.72 0.72

LY was written to file C:\LISREL\test2.lys

LX was written to file C:\LISREL\test2.lxs

BE was written to file C:\LISREL\test2.bes

GA was written to file C:\LISREL\test2.gas

PH was written to file C:\LISREL\test2.phs

PS was written to file C:\LISREL\test2.pss

TE was written to file C:\LISREL\test2.tes

TD was written to file C:\LISREL\test2.tds

TH was written to file C:\LISREL\test2.ths

SI was written to file C:\LISREL\test2.sis

Goodness of Fit Statistics

Degrees of Freedom = 209

Minimum Fit Function Chi-Square = 781.81 (P = 0.0)

Normal Theory Weighted Least Squares Chi-Square = 816.20 (P = 0.0)

Estimated Non-centrality Parameter (NCP) = 607.20

90 Percent Confidence Interval for NCP = (523.18 ; 698.77)

Minimum Fit Function Value = 0.96

Population Discrepancy Function Value (F0) = 0.74

90 Percent Confidence Interval for F0 = (0.64 ; 0.86)

Root Mean Square Error of Approximation (RMSEA) = 0.060

90 Percent Confidence Interval for RMSEA = (0.055 ; 0.064)

P-Value for Test of Close Fit (RMSEA < 0.05) = 0.00012

Expected Cross-Validation Index (ECVI) = 1.16

90 Percent Confidence Interval for ECVI = (1.06 ; 1.28)

ECVI for Saturated Model = 0.68

ECVI for Independence Model = 56.71

Chi-Square for Independence Model with 253 Degrees of Freedom = 46231.11

Independence AIC = 46277.11

Model AIC = 950.20

Saturated AIC = 552.00

Independence CAIC = 46408.33

Model CAIC = 1332.47

Saturated CAIC = 2126.76

Normed Fit Index (NFI) = 0.98
 Non-Normed Fit Index (NNFI) = 0.98
 Parsimony Normed Fit Index (PNFI) = 0.81
 Comparative Fit Index (CFI) = 0.99
 Incremental Fit Index (IFI) = 0.99
 Relative Fit Index (RFI) = 0.98

Critical N (CN) = 271.83

Root Mean Square Residual (RMR) = 0.098
 Standardized RMR = 0.050
 Goodness of Fit Index (GFI) = 0.92
 Adjusted Goodness of Fit Index (AGFI) = 0.89
 Parsimony Goodness of Fit Index (PGFI) = 0.70

TI Research Model

Fitted Covariance Matrix

	HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
HIGHQUAL	1.81					
ROOMS	1.36	1.90				
PROFESSI	1.25	1.25	1.71			
EXPECTAT	1.19	1.19	1.09	1.99		
OVERALLJ	1.14	1.14	1.05	1.11	1.50	
CSRPROGR	0.58	0.58	0.54	0.53	0.51	1.72
SACRIFIC	0.61	0.61	0.56	0.55	0.53	1.03
CHOOSEFO	0.65	0.65	0.59	0.59	0.56	1.10
RECOMMEN	0.64	0.64	0.59	0.58	0.56	1.10
SAFESERV	0.91	0.91	0.84	0.83	0.80	0.39
VALUE	1.00	1.01	0.92	0.92	0.88	0.43
ETHICS	0.95	0.95	0.87	0.86	0.83	0.40
ENVIRONM	0.96	0.96	0.88	0.87	0.83	0.47
RECYCLE	1.12	1.13	1.03	1.02	0.97	0.55
ENERGY	1.06	1.06	0.97	0.96	0.92	0.52
GREENPRO	1.12	1.12	1.03	1.01	0.97	0.55
EMPLOYEE	0.81	0.81	0.75	0.69	0.66	0.40
TRAINING	0.98	0.99	0.90	0.84	0.80	0.48
JOBOPPOR	0.91	0.91	0.84	0.79	0.75	0.43
CHARITY	1.12	1.13	1.03	0.97	0.93	0.54
CULTURE	1.08	1.08	0.99	0.94	0.90	0.52
CSRHEARI	0.96	0.96	0.88	0.92	0.88	0.62
FAMILIAR	0.90	0.90	0.83	0.86	0.83	0.58

Fitted Covariance Matrix

	SACRIFIC	CHOOSEFO	RECOMMEN	SAFESERV	VALUE	ETHICS
SACRIFIC	2.34					

CHOOSEFO	1.15	1.77				
RECOMMEN	1.14	1.22	1.69			
SAFESERV	0.41	0.43	0.43	1.52		
VALUE	0.45	0.48	0.47	0.99	1.68	
ETHICS	0.42	0.45	0.45	0.93	1.02	1.58
ENVIRONM	0.49	0.53	0.52	0.75	0.82	0.77
RECYCLE	0.58	0.62	0.61	0.87	0.96	0.90
ENERGY	0.54	0.58	0.58	0.82	0.90	0.85
GREENPRO	0.57	0.61	0.61	0.87	0.95	0.90
EMPLOYEE	0.41	0.44	0.44	0.57	0.63	0.59
TRAINING	0.50	0.53	0.53	0.69	0.76	0.72
JOBOPPOR	0.45	0.48	0.48	0.59	0.65	0.61
CHARITY	0.56	0.59	0.59	0.73	0.80	0.76
CULTURE	0.54	0.57	0.57	0.70	0.77	0.73
CSRHEARI	0.64	0.68	0.68	0.64	0.71	0.67
FAMILIAR	0.60	0.64	0.64	0.60	0.66	0.63

Fitted Covariance Matrix

	ENVIRONM	RECYCLE	ENERGY	GREENPRO	EMPLOYEE	TRAINING
	-----	-----	-----	-----	-----	-----
ENVIRONM	1.90					
RECYCLE	1.37	2.35				
ENERGY	1.29	1.50	2.08			
GREENPRO	1.36	1.59	1.49	2.42		
EMPLOYEE	0.79	0.92	0.87	0.92	1.37	
TRAINING	0.96	1.12	1.05	1.11	1.02	1.63
JOBOPPOR	0.83	0.97	0.91	0.96	0.75	0.91
CHARITY	1.02	1.20	1.13	1.19	0.93	1.13
CULTURE	0.99	1.15	1.08	1.15	0.90	1.09
CSRHEARI	0.96	1.12	1.05	1.11	0.79	0.95
FAMILIAR	0.90	1.05	0.99	1.04	0.74	0.89

Fitted Covariance Matrix

	JOBOPPOR	CHARITY	CULTURE	CSRHEARI	FAMILIAR
	-----	-----	-----	-----	-----
JOBOPPOR	1.51				
CHARITY	0.93	1.76			
CULTURE	0.89	1.10	1.98		
CSRHEARI	0.83	1.03	0.99	2.21	
FAMILIAR	0.78	0.97	0.93	1.49	1.96

Fitted Residuals

	HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
	-----	-----	-----	-----	-----	-----
HIGHQUAL	0.00					
ROOMS	0.02	0.00				
PROFESSI	-0.03	0.01	0.00			
EXPECTAT	-0.02	-0.02	0.01	0.00		

OVERALLJ	-0.02	0.03	0.05	0.00	0.00	
CSRPROGR	0.05	0.06	0.05	-0.01	0.12	0.00
SACRIFIC	0.16	0.19	0.14	0.12	0.12	0.10
CHOOSEFO	-0.09	-0.03	-0.07	-0.16	-0.02	0.00
RECOMMEN	-0.09	-0.03	-0.04	-0.16	-0.02	-0.05
SAFESERV	0.01	-0.04	-0.06	-0.11	-0.02	0.09
VALUE	0.06	-0.01	-0.05	0.08	-0.02	0.00
ETHICS	0.01	-0.02	0.03	-0.01	0.03	0.12
ENVIRONM	0.12	0.12	0.08	0.12	0.06	-0.07
RECYCLE	-0.03	-0.04	-0.15	-0.01	-0.09	-0.14
ENERGY	0.05	-0.05	-0.05	0.03	-0.01	-0.04
GREENPRO	0.04	-0.01	0.03	0.07	-0.04	-0.05
EMPLOYEE	0.01	-0.01	0.01	0.00	-0.01	0.05
TRAINING	0.02	-0.05	0.04	0.00	0.03	0.03
JOBOPPOR	-0.02	0.02	0.02	0.03	0.02	0.16
CHARITY	0.00	-0.05	-0.03	-0.01	-0.10	-0.04
CULTURE	0.05	-0.07	0.02	0.09	-0.01	0.11
CSRHEARI	-0.01	0.01	0.01	0.05	-0.06	0.09
FAMILIAR	-0.03	0.00	0.03	0.05	-0.02	0.13

Fitted Residuals

	SACRIFIC	CHOOSEFO	RECOMMEN	SAFESERV	VALUE	ETHICS
	-----	-----	-----	-----	-----	-----
SACRIFIC	0.00					
CHOOSEFO	-0.11	0.00				
RECOMMEN	-0.05	0.07	0.00			
SAFESERV	0.11	0.10	0.04	0.00		
VALUE	0.17	-0.05	-0.06	0.02	0.00	
ETHICS	0.14	0.05	0.04	0.03	-0.04	0.00
ENVIRONM	0.13	-0.25	-0.14	0.03	0.20	0.18
RECYCLE	0.17	-0.34	-0.29	-0.09	-0.01	-0.06
ENERGY	0.26	-0.27	-0.19	-0.08	0.01	-0.01
GREENPRO	0.23	-0.23	-0.16	-0.11	-0.01	-0.06
EMPLOYEE	0.19	0.02	-0.02	0.02	0.00	0.08
TRAINING	0.28	-0.09	-0.05	-0.03	-0.01	-0.04
JOBOPPOR	0.33	0.04	0.09	-0.02	0.04	0.08
CHARITY	0.29	-0.18	-0.11	-0.09	0.00	-0.01
CULTURE	0.38	-0.02	0.05	0.05	0.04	0.04
CSRHEARI	0.51	-0.17	-0.08	-0.03	0.05	0.03
FAMILIAR	0.48	-0.16	-0.03	-0.07	-0.01	0.02

Fitted Residuals

	ENVIRONM	RECYCLE	ENERGY	GREENPRO	EMPLOYEE	TRAINING
	-----	-----	-----	-----	-----	-----
ENVIRONM	0.00					
RECYCLE	0.07	0.00				
ENERGY	-0.10	0.07	0.00			
GREENPRO	-0.02	-0.04	0.01	0.00		
EMPLOYEE	-0.01	-0.05	-0.04	0.03	0.00	

TRAINING	0.00	-0.03	0.04	0.06	0.02	0.00
JOBOPPOR	-0.05	-0.13	-0.09	-0.02	0.03	0.02
CHARITY	-0.02	-0.01	0.02	0.10	-0.04	0.00
CULTURE	0.01	-0.09	0.04	0.10	-0.06	-0.07
CSRHEARI	-0.04	-0.04	0.07	0.06	0.02	0.00
FAMILIAR	-0.04	-0.05	0.06	0.05	-0.05	0.00

Fitted Residuals

	JOBOPPOR	CHARITY	CULTURE	CSRHEARI	FAMILIAR
	-----	-----	-----	-----	-----
JOBOPPOR	0.00				
CHARITY	0.03	0.00			
CULTURE	0.04	0.11	0.00		
CSRHEARI	-0.05	0.07	0.05	0.00	
FAMILIAR	0.00	-0.01	0.02	0.00	0.00

Summary Statistics for Fitted Residuals

Smallest Fitted Residual = -0.34
 Median Fitted Residual = 0.00
 Largest Fitted Residual = 0.51

Stemleaf Plot

```

- 3|4
- 2|975
- 2|3
- 1|98766665
- 1|443111100
- 0|9999999887777766666655555555555555555
-
0|4444444444444433333333332222222222222222111111111111111111111111111100000000000+26
  0|11111111112222222222222222333333333333333333333444444444444
  0|55555555555555566666666677777788889999
  1|00001112222223344
  1|6677899
  2|03
  2|689
  3|3
  3|8
  4|
  4|8
  5|1

```

Standardized Residuals

	HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
	-----	-----	-----	-----	-----	-----
HIGHQUAL	- -					

ROOMS	1.51	--				
PROFESSI	-2.14	0.95	--			
EXPECTAT	-0.88	-0.94	0.28	--		
OVERALLJ	-1.32	2.19	3.33	--	--	
CSRPROGR	1.32	1.57	1.22	-0.17	3.24	--
SACRIFIC	3.27	3.83	2.79	2.07	2.50	3.65
CHOOSEFO	-2.77	-0.98	-1.97	-3.79	-0.66	-0.37
RECOMMEN	-2.99	-0.79	-1.14	-3.94	-0.64	-4.61
SAFESERV	0.62	-1.65	-2.56	-3.82	-1.02	2.09
VALUE	2.99	-0.62	-2.20	3.08	-0.90	0.07
ETHICS	0.51	-0.81	1.22	-0.36	1.61	2.76
ENVIRONM	4.03	3.75	2.64	3.40	2.35	-1.49
RECYCLE	-1.06	-1.33	-4.70	-0.34	-3.54	-2.74
ENERGY	1.82	-1.66	-1.59	0.77	-0.44	-0.87
GREENPRO	1.39	-0.36	0.87	1.92	-1.26	-0.87
EMPLOYEE	0.48	-0.24	0.56	-0.11	-0.54	1.32
TRAINING	0.92	-2.23	1.68	-0.14	1.73	0.77
JOBOPPOR	-1.05	0.88	0.74	0.85	0.83	3.74
CHARITY	-0.20	-2.16	-1.55	-0.34	-5.30	-1.00
CULTURE	1.94	-2.56	0.65	2.55	-0.36	2.27
CSRHEARI	-0.26	0.41	0.23	1.39	-2.75	2.38
FAMILIAR	-1.24	0.10	0.97	1.60	-1.10	3.38

Standardized Residuals

	SACRIFIC	CHOOSEFO	RECOMMEN	SAFESERV	VALUE	ETHICS
SACRIFIC	--					
CHOOSEFO	-5.54	--				
RECOMMEN	-2.75	9.80	--			
SAFESERV	2.08	2.45	0.91	--		
VALUE	3.03	-1.21	-1.51	1.47	--	
ETHICS	2.67	1.14	1.06	2.39	-3.22	--
ENVIRONM	2.14	-5.31	-3.05	1.04	6.50	5.68
RECYCLE	2.60	-6.72	-6.03	-2.88	-0.27	-1.95
ENERGY	4.33	-5.82	-4.12	-2.48	0.27	-0.35
GREENPRO	3.44	-4.40	-3.17	-3.23	-0.42	-1.65
EMPLOYEE	3.77	0.47	-0.57	0.78	-0.15	2.95
TRAINING	5.44	-2.37	-1.21	-1.06	-0.56	-1.64
JOBOPPOR	6.44	1.08	2.41	-0.66	1.45	2.59
CHARITY	5.46	-4.64	-3.02	-3.14	-0.07	-0.45
CULTURE	6.52	-0.50	1.24	1.39	1.25	1.25
CSRHEARI	9.78	-5.09	-2.43	-0.96	1.70	0.94
FAMILIAR	9.74	-5.02	-1.14	-2.21	-0.25	0.51

Standardized Residuals

	ENVIRONM	RECYCLE	ENERGY	GREENPRO	EMPLOYEE	TRAINING
ENVIRONM	--					
RECYCLE	3.68	--				

ENERGY	-5.25	4.37	--			
GREENPRO	-0.93	-2.11	0.42	--		
EMPLOYEE	-0.32	-1.86	-1.53	1.03	--	
TRAINING	-0.16	-1.08	1.65	2.38	5.81	--
JOBOPPOR	-1.58	-4.19	-3.11	-0.78	1.61	0.83
CHARITY	-0.77	-0.20	0.66	3.79	-2.24	-0.23
CULTURE	0.27	-2.66	1.31	3.00	-2.80	-3.47
CSRHEARI	-1.37	-1.25	2.31	1.61	0.64	-0.20
FAMILIAR	-1.21	-1.57	2.05	1.49	-1.84	-0.12

Standardized Residuals

	JOBOPPOR	CHARITY	CULTURE	CSRHEARI	FAMILIAR
	-----	-----	-----	-----	-----
JOBOPPOR	--				
CHARITY	1.58	--			
CULTURE	1.58	4.66	--		
CSRHEARI	-1.70	2.42	1.31	--	
FAMILIAR	-0.15	-0.42	0.58	-2.96	--

Summary Statistics for Standardized Residuals

Smallest Standardized Residual = -6.72
 Median Standardized Residual = 0.00
 Largest Standardized Residual = 9.80

Stemleaf Plot

```

- 6|70
- 5|8533310
- 4|766421
- 3|98855222111000
- 2|9888877665442222110
- 1|99877776666655433322221111100000
- 0|9999998888776666554444443333322222221111000000000000000000000000
0|11233344555666677788888999999
1|0001112223333344445556666667777899
2|1111123344444455666788
3|000012334446778888
4|0347
5|4578
6|455
7|
8|
9|788

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Largest Negative Standardized Residuals
 Residual for CHOOSEFO and HIGHQUAL -2.77
 Residual for CHOOSEFO and EXPECTAT -3.79
 Residual for CHOOSEFO and SACRIFIC -5.54
 Residual for RECOMMEN and HIGHQUAL -2.99

Residual for RECOMMEN and EXPECTAT	-3.94
Residual for RECOMMEN and CSRPROGR	-4.61
Residual for RECOMMEN and SACRIFIC	-2.75
Residual for SAFESERV and EXPECTAT	-3.82
Residual for ETHICS and VALUE	-3.22
Residual for ENVIRONM and CHOOSEFO	-5.31
Residual for ENVIRONM and RECOMMEN	-3.05
Residual for RECYCLE and PROFESSI	-4.70
Residual for RECYCLE and OVERALLJ	-3.54
Residual for RECYCLE and CSRPROGR	-2.74
Residual for RECYCLE and CHOOSEFO	-6.72
Residual for RECYCLE and RECOMMEN	-6.03
Residual for RECYCLE and SAFESERV	-2.88
Residual for ENERGY and CHOOSEFO	-5.82
Residual for ENERGY and RECOMMEN	-4.12
Residual for ENERGY and ENVIRONM	-5.25
Residual for GREENPRO and CHOOSEFO	-4.40
Residual for GREENPRO and RECOMMEN	-3.17
Residual for GREENPRO and SAFESERV	-3.23
Residual for JOBOPPOR and RECYCLE	-4.19
Residual for JOBOPPOR and ENERGY	-3.11
Residual for CHARITY and OVERALLJ	-5.30
Residual for CHARITY and CHOOSEFO	-4.64
Residual for CHARITY and RECOMMEN	-3.02
Residual for CHARITY and SAFESERV	-3.14
Residual for CULTURE and RECYCLE	-2.66
Residual for CULTURE and EMPLOYEE	-2.80
Residual for CULTURE and TRAINING	-3.47
Residual for CSRHEARI and OVERALLJ	-2.75
Residual for CSRHEARI and CHOOSEFO	-5.09
Residual for FAMILIAR and CHOOSEFO	-5.02
Residual for FAMILIAR and CSRHEARI	-2.96
Largest Positive Standardized Residuals	
Residual for OVERALLJ and PROFESSI	3.33
Residual for CSRPROGR and OVERALLJ	3.24
Residual for SACRIFIC and HIGHQUAL	3.27
Residual for SACRIFIC and ROOMS	3.83
Residual for SACRIFIC and PROFESSI	2.79
Residual for SACRIFIC and CSRPROGR	3.65
Residual for RECOMMEN and CHOOSEFO	9.80
Residual for VALUE and HIGHQUAL	2.99
Residual for VALUE and EXPECTAT	3.08
Residual for VALUE and SACRIFIC	3.03
Residual for ETHICS and CSRPROGR	2.76
Residual for ETHICS and SACRIFIC	2.67
Residual for ENVIRONM and HIGHQUAL	4.03
Residual for ENVIRONM and ROOMS	3.75
Residual for ENVIRONM and PROFESSI	2.64
Residual for ENVIRONM and EXPECTAT	3.40
Residual for ENVIRONM and VALUE	6.50
Residual for ENVIRONM and ETHICS	5.68

Residual for RECYCLE and SACRIFIC	2.60
Residual for RECYCLE and ENVIRONM	3.68
Residual for ENERGY and SACRIFIC	4.33
Residual for ENERGY and RECYCLE	4.37
Residual for GREENPRO and SACRIFIC	3.44
Residual for EMPLOYEE and SACRIFIC	3.77
Residual for EMPLOYEE and ETHICS	2.95
Residual for TRAINING and SACRIFIC	5.44
Residual for TRAINING and EMPLOYEE	5.81
Residual for JOBOPPOR and CSRPROGR	3.74
Residual for JOBOPPOR and SACRIFIC	6.44
Residual for JOBOPPOR and ETHICS	2.59
Residual for CHARITY and SACRIFIC	5.46
Residual for CHARITY and GREENPRO	3.79
Residual for CULTURE and SACRIFIC	6.52
Residual for CULTURE and GREENPRO	3.00
Residual for CULTURE and CHARITY	4.66
Residual for CSRHEARI and SACRIFIC	9.78
Residual for FAMILIAR and CSRPROGR	3.38
Residual for FAMILIAR and SACRIFIC	9.74

TI Research Model

Covariance Matrix of Parameter Estimates

	LX 1, 1	LX 2, 1	LX 3, 1	LX 4, 2	LX 5, 2	LX 6, 2
LX 1, 1	0.00					
LX 2, 1	0.00	0.00				
LX 3, 1	0.00	0.00	0.00			
LX 4, 2	0.00	0.00	0.00	0.00		
LX 5, 2	0.00	0.00	0.00	0.00	0.00	
LX 6, 2	0.00	0.00	0.00	0.00	0.00	0.00
LX 7, 2	0.00	0.00	0.00	0.00	0.00	0.00
LX 8, 3	0.00	0.00	0.00	0.00	0.00	0.00
LX 9, 3	0.00	0.00	0.00	0.00	0.00	0.00
LX 10, 4	0.00	0.00	0.00	0.00	0.00	0.00
LX 11, 4	0.00	0.00	0.00	0.00	0.00	0.00
LX 12, 4	0.00	0.00	0.00	0.00	0.00	0.00
LX 13, 5	0.00	0.00	0.00	0.00	0.00	0.00
LX 14, 5	0.00	0.00	0.00	0.00	0.00	0.00
BE 1, 3	0.00	0.00	0.00	0.00	0.00	0.00
GA 1, 5	0.00	0.00	0.00	0.00	0.00	0.00
GA 2, 1	0.00	0.00	0.00	0.00	0.00	0.00
GA 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
GA 2, 3	0.00	0.00	0.00	0.00	0.00	0.00
GA 2, 4	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 1	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 2	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 4	0.00	0.00	0.00	0.00	0.00	0.00

GA 3, 5	0.00	0.00	0.00	0.00	0.00	0.00
PH 2, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 3, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 3, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 4	0.00	0.00	0.00	0.00	0.00	0.00
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
PS 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Covariance Matrix of Parameter Estimates

	LX 7, 2	LX 8, 3	LX 9, 3	LX 10, 4	LX 11, 4	LX 12, 4
	-----	-----	-----	-----	-----	-----
LX 7, 2	0.00					
LX 8, 3	0.00	0.00				
LX 9, 3	0.00	0.00	0.00			
LX 10, 4	0.00	0.00	0.00	0.00		
LX 11, 4	0.00	0.00	0.00	0.00	0.00	
LX 12, 4	0.00	0.00	0.00	0.00	0.00	0.00
LX 13, 5	0.00	0.00	0.00	0.00	0.00	0.00
LX 14, 5	0.00	0.00	0.00	0.00	0.00	0.00
BE 1, 3	0.00	0.00	0.00	0.00	0.00	0.00

GA 1, 5	0.00	0.00	0.00	0.00	0.00	0.00
GA 2, 1	0.00	0.00	0.00	0.00	0.00	0.00
GA 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
GA 2, 3	0.00	0.00	0.00	0.00	0.00	0.00
GA 2, 4	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 1	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 2	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 4	0.00	0.00	0.00	0.00	0.00	0.00
GA 3, 5	0.00	0.00	0.00	0.00	0.00	0.00
PH 2, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 3, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 3, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 4	0.00	0.00	0.00	0.00	0.00	0.00
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
PS 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Covariance Matrix of Parameter Estimates

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LX 13, 5	LX 14, 5	BE 1, 3	GA 1, 5	GA 2, 1	GA 2, 2
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LX 13, 5	0.00						
LX 14, 5	0.00	0.00					
BE 1, 3	0.00	0.00	0.00				
GA 1, 5	0.00	0.00	0.00	0.00			
GA 2, 1	0.00	0.00	0.00	0.00	0.01		
GA 2, 2	0.00	0.00	0.00	0.00	0.00	0.02	
GA 2, 3	0.00	0.00	0.00	0.00	0.00	0.00	
GA 2, 4	0.00	0.00	0.00	0.00	0.00	-0.02	
GA 3, 1	0.00	0.00	0.00	0.00	0.01	0.00	
GA 3, 2	0.00	0.00	0.00	0.00	0.00	0.01	
GA 3, 3	0.00	0.00	0.00	0.00	0.00	0.00	
GA 3, 4	0.00	0.00	0.00	0.00	-0.01	-0.01	
GA 3, 5	0.00	0.00	0.00	0.00	0.00	0.00	
PH 2, 1	0.00	0.00	0.00	0.00	0.00	0.00	
PH 3, 1	0.00	0.00	0.00	0.00	0.00	0.00	
PH 3, 2	0.00	0.00	0.00	0.00	0.00	0.00	
PH 4, 1	0.00	0.00	0.00	0.00	0.00	0.00	
PH 4, 2	0.00	0.00	0.00	0.00	0.00	0.00	
PH 4, 3	0.00	0.00	0.00	0.00	0.00	0.00	
PH 5, 1	0.00	0.00	0.00	0.00	0.00	0.00	
PH 5, 2	0.00	0.00	0.00	0.00	0.00	0.00	
PH 5, 3	0.00	0.00	0.00	0.00	0.00	0.00	
PH 5, 4	0.00	0.00	0.00	0.00	0.00	0.00	
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00	
PS 2, 2	0.00	0.00	0.00	0.00	0.00	0.00	
PS 3, 3	0.00	0.00	0.00	0.00	0.00	0.00	
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00	
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00	
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00	
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00	
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00	
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00	
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00	
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00	
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00	
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00	
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00	
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00	
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00	
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00	
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00	
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00	
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00	
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00	
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00	
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00	
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00	
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00	
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00	

Covariance Matrix of Parameter Estimates

	GA 2, 3	GA 2, 4	GA 3, 1	GA 3, 2	GA 3, 3	GA 3, 4
	-----	-----	-----	-----	-----	-----
GA 2, 3	0.04					
GA 2, 4	-0.05	0.06				
GA 3, 1	0.00	0.00	0.01			
GA 3, 2	0.00	-0.01	0.00	0.02		
GA 3, 3	0.03	-0.03	0.01	0.02	0.07	
GA 3, 4	-0.03	0.04	-0.01	-0.04	-0.09	0.14
GA 3, 5	0.00	0.00	0.00	0.00	0.01	-0.01
PH 2, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 3, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 3, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 4	0.00	0.00	0.00	0.00	0.00	0.00
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	0.00	0.00	0.00	0.00	0.00	0.01
PS 3, 3	0.00	0.00	0.00	0.00	0.01	-0.01
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Covariance Matrix of Parameter Estimates

GA 3, 5	PH 2, 1	PH 3, 1	PH 3, 2	PH 4, 1	PH 4, 2
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GA 3, 5	0.00					
PH 2, 1	0.00	0.00				
PH 3, 1	0.00	0.00	0.00			
PH 3, 2	0.00	0.00	0.00	0.00		
PH 4, 1	0.00	0.00	0.00	0.00	0.00	
PH 4, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 4	0.00	0.00	0.00	0.00	0.00	0.00
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
PS 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Covariance Matrix of Parameter Estimates

	PH 4, 3	PH 5, 1	PH 5, 2	PH 5, 3	PH 5, 4	PS 1, 1
	-----	-----	-----	-----	-----	-----
PH 4, 3	0.00					
PH 5, 1	0.00	0.00				
PH 5, 2	0.00	0.00	0.00			
PH 5, 3	0.00	0.00	0.00	0.00		
PH 5, 4	0.00	0.00	0.00	0.00	0.00	
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
PS 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00

TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Covariance Matrix of Parameter Estimates

	PS 2, 2	PS 3, 3	TE 1, 1	TE 2, 2	TE 3, 3	TE 4, 4
	-----	-----	-----	-----	-----	-----
PS 2, 2	0.00					
PS 3, 3	0.00	0.00				
TE 1, 1	0.00	0.00	0.00			
TE 2, 2	0.00	0.00	0.00	0.00		
TE 3, 3	0.00	0.00	0.00	0.00	0.00	
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00

TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00
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Covariance Matrix of Parameter Estimates

	TE 5, 5	TE 6, 6	TE 7, 7	TE 8, 8	TE 9, 9	TD 1, 1
	-----	-----	-----	-----	-----	-----
TE 5, 5	0.00					
TE 6, 6	0.00	0.00				
TE 7, 7	0.00	0.00	0.01			
TE 8, 8	0.00	0.00	0.00	0.00		
TE 9, 9	0.00	0.00	0.00	0.00	0.00	
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Covariance Matrix of Parameter Estimates

	TD 2, 2	TD 3, 3	TD 4, 4	TD 5, 5	TD 6, 6	TD 7, 7
	-----	-----	-----	-----	-----	-----
TD 2, 2	0.00					
TD 3, 3	0.00	0.00				
TD 4, 4	0.00	0.00	0.00			
TD 5, 5	0.00	0.00	0.00	0.00		
TD 6, 6	0.00	0.00	0.00	0.00	0.00	
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Covariance Matrix of Parameter Estimates

	TD 8, 8	TD 9, 9	TD 10, 10	TD 11, 11	TD 12, 12	TD 13, 13
	-----	-----	-----	-----	-----	-----
TD 8, 8	0.00					
TD 9, 9	0.00	0.00				
TD 10, 10	0.00	0.00	0.00			

TD 11, 11	0.00	0.00	0.00	0.00		
TD 12, 12	0.00	0.00	0.00	0.00	0.00	
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Covariance Matrix of Parameter Estimates

	TD 14, 14

TD 14, 14	0.00

TI Research Model

Correlation Matrix of Parameter Estimates

	LY 2, 3	LY 3, 3	LY 5, 2	LY 7, 1	LY 8, 1	LY 9, 1
	-----	-----	-----	-----	-----	-----
LY 2, 3	1.00					
LY 3, 3	0.43	1.00				
LY 5, 2	0.00	0.00	1.00			
LY 7, 1	0.00	0.00	0.00	1.00		
LY 8, 1	0.00	0.00	0.00	0.49	1.00	
LY 9, 1	0.00	0.00	0.00	0.49	0.60	1.00
LX 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
LX 2, 1	0.00	0.00	0.00	0.00	0.00	0.00
LX 3, 1	0.00	0.00	0.00	0.00	0.00	0.00
LX 4, 2	0.00	0.00	0.00	0.00	0.00	0.00
LX 5, 2	0.00	0.00	0.00	0.00	0.00	0.00
LX 6, 2	0.00	0.00	0.00	0.00	0.00	0.00
LX 7, 2	0.00	0.00	0.00	0.00	0.00	0.00
LX 8, 3	0.00	0.00	0.00	0.00	0.00	0.00
LX 9, 3	0.00	0.00	0.00	0.00	0.00	0.00
LX 10, 4	0.00	0.00	0.00	0.00	0.00	0.00
LX 11, 4	0.00	0.00	0.00	0.00	0.00	0.00
LX 12, 4	0.00	0.00	0.00	0.00	0.00	0.00
LX 13, 5	0.00	0.00	0.00	0.00	0.00	0.00
LX 14, 5	0.00	0.00	0.00	0.00	0.00	0.00
BE 1, 3	0.09	0.09	0.00	-0.13	-0.16	-0.17
GA 1, 5	0.00	0.00	0.00	-0.11	-0.14	-0.15
GA 2, 1	0.00	0.00	-0.14	0.00	0.00	0.00
GA 2, 2	0.00	0.00	0.08	0.00	0.00	0.00
GA 2, 3	0.00	0.00	0.13	0.00	0.00	0.00
GA 2, 4	0.00	0.00	-0.19	0.00	0.00	0.00
GA 3, 1	-0.07	-0.06	0.00	0.00	0.00	0.00
GA 3, 2	0.05	0.05	0.00	0.00	0.00	0.00
GA 3, 3	0.06	0.05	0.00	0.00	0.00	0.00
GA 3, 4	-0.08	-0.08	0.00	0.00	0.00	0.00
GA 3, 5	0.04	0.03	0.00	0.00	0.00	0.00
PH 2, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 3, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 3, 2	0.00	0.00	0.00	0.00	0.00	0.00

PH 4, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 4, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 1	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 2	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 3	0.00	0.00	0.00	0.00	0.00	0.00
PH 5, 4	0.00	0.00	0.00	0.00	0.00	0.00
PS 1, 1	0.00	0.00	0.00	-0.48	-0.60	-0.62
PS 2, 2	0.00	0.00	-0.09	0.00	0.00	0.00
PS 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 1, 1	0.16	0.15	0.00	0.00	0.00	0.00
TE 2, 2	-0.15	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	-0.13	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.15	0.00	0.00	0.00
TE 5, 5	0.00	0.00	-0.20	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.16	0.21	0.22
TE 7, 7	0.00	0.00	0.00	-0.15	0.01	0.01
TE 8, 8	0.00	0.00	0.00	-0.01	-0.25	0.04
TE 9, 9	0.00	0.00	0.00	-0.01	0.03	-0.27
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Correlation Matrix of Parameter Estimates

	LX 1, 1	LX 2, 1	LX 3, 1	LX 4, 2	LX 5, 2	LX 6, 2
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LX 1, 1	1.00					
LX 2, 1	0.38	1.00				
LX 3, 1	0.37	0.39	1.00			
LX 4, 2	0.21	0.22	0.21	1.00		
LX 5, 2	0.22	0.24	0.23	0.44	1.00	
LX 6, 2	0.22	0.24	0.23	0.44	0.47	1.00
LX 7, 2	0.22	0.23	0.22	0.43	0.46	0.46
LX 8, 3	0.17	0.18	0.17	0.26	0.28	0.28
LX 9, 3	0.19	0.20	0.20	0.30	0.32	0.32
LX 10, 4	0.18	0.19	0.18	0.28	0.31	0.31
LX 11, 4	0.21	0.23	0.22	0.34	0.37	0.37
LX 12, 4	0.19	0.20	0.19	0.30	0.32	0.32
LX 13, 5	0.12	0.13	0.12	0.21	0.23	0.23

LX 14, 5	0.12	0.13	0.12	0.21	0.23	0.23
BE 1, 3	0.00	0.00	0.00	0.00	0.00	0.00
GA 1, 5	0.02	0.03	0.02	0.04	0.05	0.05
GA 2, 1	0.07	0.07	0.07	0.04	0.05	0.05
GA 2, 2	-0.03	-0.03	-0.03	-0.04	-0.04	-0.04
GA 2, 3	-0.04	-0.05	-0.04	-0.05	-0.06	-0.06
GA 2, 4	0.07	0.08	0.07	0.09	0.10	0.10
GA 3, 1	0.06	0.06	0.06	0.04	0.04	0.04
GA 3, 2	-0.03	-0.03	-0.03	-0.05	-0.05	-0.05
GA 3, 3	-0.03	-0.04	-0.04	-0.04	-0.04	-0.04
GA 3, 4	0.06	0.06	0.06	0.07	0.08	0.08
GA 3, 5	-0.01	-0.01	-0.01	-0.02	-0.02	-0.02
PH 2, 1	0.20	0.20	0.20	0.23	0.24	0.24
PH 3, 1	0.18	0.19	0.18	0.23	0.24	0.24
PH 3, 2	0.14	0.15	0.15	0.22	0.23	0.24
PH 4, 1	0.18	0.19	0.18	0.21	0.23	0.23
PH 4, 2	0.13	0.13	0.13	0.19	0.20	0.20
PH 4, 3	0.06	0.07	0.07	0.09	0.10	0.10
PH 5, 1	0.16	0.17	0.17	0.23	0.25	0.25
PH 5, 2	0.13	0.14	0.13	0.23	0.24	0.24
PH 5, 3	0.12	0.13	0.13	0.21	0.23	0.23
PH 5, 4	0.11	0.12	0.11	0.20	0.22	0.22
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
PS 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	-0.21	0.04	0.03	0.00	0.00	0.00
TD 2, 2	0.04	-0.23	0.04	0.00	0.00	0.00
TD 3, 3	0.03	0.04	-0.22	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	-0.14	0.02	0.02
TD 5, 5	0.00	0.00	0.00	0.02	-0.16	0.02
TD 6, 6	0.00	0.00	0.00	0.02	0.02	-0.16
TD 7, 7	0.00	0.00	0.00	0.02	0.02	0.02
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Correlation Matrix of Parameter Estimates

	LX 7, 2	LX 8, 3	LX 9, 3	LX 10, 4	LX 11, 4	LX 12, 4
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LX 7, 2	1.00					
LX 8, 3	0.27	1.00				
LX 9, 3	0.31	0.44	1.00			
LX 10, 4	0.30	0.32	0.36	1.00		
LX 11, 4	0.36	0.38	0.43	0.39	1.00	
LX 12, 4	0.31	0.33	0.38	0.34	0.41	1.00
LX 13, 5	0.22	0.20	0.23	0.22	0.27	0.24
LX 14, 5	0.22	0.20	0.23	0.22	0.27	0.24
BE 1, 3	0.00	0.00	0.00	0.00	0.00	0.00
GA 1, 5	0.04	0.04	0.05	0.04	0.05	0.05
GA 2, 1	0.05	0.04	0.04	0.06	0.08	0.07
GA 2, 2	-0.04	-0.04	-0.07	-0.02	-0.03	-0.03
GA 2, 3	-0.06	-0.05	0.01	-0.08	-0.10	-0.09
GA 2, 4	0.09	0.08	0.05	0.11	0.13	0.11
GA 3, 1	0.04	0.03	0.03	0.07	0.08	0.07
GA 3, 2	-0.05	-0.04	-0.07	-0.01	0.00	-0.01
GA 3, 3	-0.04	-0.04	0.01	-0.03	-0.04	-0.04
GA 3, 4	0.07	0.07	0.05	0.05	0.06	0.05
GA 3, 5	-0.02	-0.02	-0.03	0.01	0.02	0.01
PH 2, 1	0.24	0.18	0.21	0.20	0.24	0.21
PH 3, 1	0.24	0.19	0.18	0.23	0.27	0.24
PH 3, 2	0.23	0.20	0.16	0.24	0.29	0.26
PH 4, 1	0.22	0.18	0.21	0.17	0.20	0.18
PH 4, 2	0.20	0.17	0.22	0.16	0.19	0.17
PH 4, 3	0.10	0.09	0.00	0.13	0.16	0.14
PH 5, 1	0.24	0.20	0.23	0.22	0.27	0.23
PH 5, 2	0.24	0.20	0.24	0.23	0.28	0.24
PH 5, 3	0.22	0.20	0.19	0.24	0.29	0.25
PH 5, 4	0.21	0.19	0.22	0.20	0.24	0.21
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	0.00	0.00	0.01	-0.02	-0.03	-0.03
PS 3, 3	0.00	0.00	0.00	0.04	0.05	0.04
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.01	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.02	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.02	0.00	0.00	0.00	0.00	0.00
TD 7, 7	-0.15	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	-0.20	0.05	0.01	0.01	0.01

TD 9, 9	0.00	0.06	-0.30	0.02	0.03	0.02
TD 10, 10	0.00	0.00	0.01	-0.07	0.00	0.00
TD 11, 11	0.00	0.01	0.03	-0.01	-0.09	-0.01
TD 12, 12	0.00	0.00	0.02	0.00	-0.01	-0.07
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Correlation Matrix of Parameter Estimates

	LX 13, 5	LX 14, 5	BE 1, 3	GA 1, 5	GA 2, 1	GA 2, 2
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LX 13, 5	1.00					
LX 14, 5	0.36	1.00				
BE 1, 3	0.02	0.02	1.00			
GA 1, 5	0.07	0.07	-0.67	1.00		
GA 2, 1	0.03	0.03	0.00	0.01	1.00	
GA 2, 2	-0.03	-0.03	0.00	-0.01	-0.23	1.00
GA 2, 3	-0.04	-0.04	0.00	-0.01	0.13	0.18
GA 2, 4	0.07	0.07	0.00	0.01	-0.22	-0.53
GA 3, 1	0.02	0.02	-0.02	0.01	0.81	-0.19
GA 3, 2	-0.03	-0.03	0.02	-0.01	-0.14	0.68
GA 3, 3	-0.03	-0.03	0.02	-0.01	0.13	0.04
GA 3, 4	0.05	0.05	-0.03	0.02	-0.17	-0.23
GA 3, 5	-0.03	-0.03	0.05	-0.06	0.02	-0.05
PH 2, 1	0.14	0.14	0.00	0.03	0.18	-0.11
PH 3, 1	0.14	0.14	0.00	0.03	0.27	0.00
PH 3, 2	0.16	0.16	0.00	0.03	0.02	0.13
PH 4, 1	0.13	0.13	0.00	0.03	-0.31	-0.04
PH 4, 2	0.14	0.14	0.00	0.03	0.02	-0.56
PH 4, 3	0.07	0.07	0.00	0.01	-0.09	0.08
PH 5, 1	0.18	0.18	-0.05	0.08	0.09	-0.03
PH 5, 2	0.21	0.21	-0.05	0.08	0.03	-0.05
PH 5, 3	0.20	0.20	-0.04	0.08	0.00	0.00
PH 5, 4	0.21	0.21	-0.07	0.10	0.07	-0.04
PS 1, 1	0.00	0.00	0.14	0.07	0.00	0.00
PS 2, 2	0.00	0.00	0.00	0.00	-0.02	0.10
PS 3, 3	0.00	0.00	0.00	0.00	0.04	-0.08
TE 1, 1	0.00	0.00	0.04	-0.02	0.00	0.00
TE 2, 2	0.00	0.00	0.01	-0.01	0.00	0.00
TE 3, 3	0.00	0.00	0.01	-0.01	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	-0.02	0.01
TE 5, 5	0.00	0.00	0.00	0.00	0.03	-0.02
TE 6, 6	0.00	0.00	-0.05	-0.04	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.02	0.02	0.00	0.00
TE 9, 9	0.00	0.00	0.02	0.02	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.03	0.00
TD 2, 2	0.00	0.00	0.00	0.00	0.05	0.00
TD 3, 3	0.00	0.00	0.00	0.00	0.04	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.01	-0.01
TD 5, 5	0.00	0.00	0.00	0.00	0.01	-0.02

TD 6, 6	0.00	0.00	0.00	0.00	0.01	-0.02
TD 7, 7	0.00	0.00	0.00	0.00	0.01	-0.02
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.02
TD 9, 9	0.00	0.00	0.00	0.00	0.01	0.08
TD 10, 10	0.00	0.00	0.00	0.00	-0.04	-0.02
TD 11, 11	0.00	0.00	0.00	0.00	-0.08	-0.03
TD 12, 12	0.00	0.00	0.00	0.00	-0.05	-0.02
TD 13, 13	-0.35	0.21	-0.04	0.03	0.00	0.00
TD 14, 14	0.21	-0.35	-0.03	0.03	0.00	0.00

Correlation Matrix of Parameter Estimates

	GA 2, 3	GA 2, 4	GA 3, 1	GA 3, 2	GA 3, 3	GA 3, 4
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GA 2, 3	1.00					
GA 2, 4	-0.89	1.00				
GA 3, 1	0.10	-0.18	1.00			
GA 3, 2	0.02	-0.28	-0.12	1.00		
GA 3, 3	0.52	-0.44	0.23	0.40	1.00	
GA 3, 4	-0.37	0.42	-0.30	-0.65	-0.93	1.00
GA 3, 5	-0.11	0.10	0.18	0.29	0.48	-0.60
PH 2, 1	-0.01	0.04	0.17	-0.10	-0.01	0.03
PH 3, 1	-0.14	0.08	0.25	0.00	-0.10	0.05
PH 3, 2	-0.18	0.13	0.02	0.10	-0.13	0.09
PH 4, 1	-0.06	0.16	-0.39	-0.07	-0.10	0.19
PH 4, 2	0.04	0.24	0.00	-0.65	-0.06	0.31
PH 4, 3	-0.73	0.56	-0.12	-0.02	-0.75	0.56
PH 5, 1	-0.02	0.04	0.09	-0.03	-0.02	0.04
PH 5, 2	-0.05	0.09	0.02	-0.04	-0.04	0.07
PH 5, 3	-0.19	0.19	0.00	0.00	-0.12	0.12
PH 5, 4	0.10	-0.04	0.03	-0.10	-0.02	0.12
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	0.19	-0.19	-0.10	-0.30	-0.39	0.45
PS 3, 3	-0.16	0.16	0.16	0.48	0.62	-0.70
TE 1, 1	0.00	0.00	-0.01	0.01	0.01	-0.02
TE 2, 2	0.00	0.00	0.01	-0.01	-0.01	0.01
TE 3, 3	0.00	0.00	0.01	0.00	0.00	0.01
TE 4, 4	0.02	-0.03	0.00	0.00	0.00	0.00
TE 5, 5	-0.03	0.04	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.02	-0.02	0.03	0.00	0.01	-0.02
TD 2, 2	0.03	-0.04	0.04	0.00	0.02	-0.03
TD 3, 3	0.02	-0.03	0.03	0.00	0.02	-0.02
TD 4, 4	0.00	0.00	0.01	-0.02	0.00	0.00
TD 5, 5	0.00	0.01	0.01	-0.03	0.00	0.01
TD 6, 6	0.00	0.01	0.01	-0.03	0.00	0.01
TD 7, 7	0.00	0.00	0.01	-0.02	0.00	0.01
TD 8, 8	-0.06	0.04	0.00	0.02	-0.05	0.02

TD 9, 9	-0.25	0.16	0.01	0.08	-0.19	0.10
TD 10, 10	0.03	-0.01	-0.05	-0.05	-0.03	0.05
TD 11, 11	0.06	-0.01	-0.10	-0.10	-0.05	0.10
TD 12, 12	0.03	-0.01	-0.06	-0.06	-0.03	0.06
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.01
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.01

Correlation Matrix of Parameter Estimates

	GA 3, 5	PH 2, 1	PH 3, 1	PH 3, 2	PH 4, 1	PH 4, 2
	-----	-----	-----	-----	-----	-----
GA 3, 5	1.00					
PH 2, 1	-0.01	1.00				
PH 3, 1	0.00	0.48	1.00			
PH 3, 2	-0.01	0.22	0.39	1.00		
PH 4, 1	-0.07	0.55	0.61	0.16	1.00	
PH 4, 2	-0.10	0.21	0.14	0.42	0.27	1.00
PH 4, 3	-0.12	0.05	0.25	0.45	0.07	-0.09
PH 5, 1	-0.04	0.44	0.41	0.17	0.46	0.15
PH 5, 2	-0.03	0.17	0.16	0.26	0.15	0.28
PH 5, 3	0.00	0.14	0.23	0.36	0.13	0.12
PH 5, 4	-0.34	0.14	0.14	0.15	0.13	0.19
PS 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
PS 2, 2	-0.42	0.00	-0.01	-0.01	0.04	0.08
PS 3, 3	0.62	0.00	0.01	0.01	-0.05	-0.13
TE 1, 1	0.01	0.00	0.00	0.00	0.00	0.00
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.05	0.04	0.00	0.05	0.00
TD 2, 2	0.00	0.07	0.05	0.00	0.07	0.00
TD 3, 3	0.00	0.06	0.04	0.00	0.05	0.00
TD 4, 4	0.00	0.02	0.00	0.03	0.00	0.04
TD 5, 5	0.00	0.03	0.00	0.04	0.00	0.06
TD 6, 6	0.00	0.03	0.00	0.04	0.00	0.06
TD 7, 7	0.00	0.03	0.00	0.03	0.00	0.05
TD 8, 8	0.00	0.00	0.03	0.06	0.00	-0.02
TD 9, 9	0.01	0.00	0.13	0.24	-0.02	-0.07
TD 10, 10	-0.05	0.00	-0.01	-0.01	0.03	0.04
TD 11, 11	-0.10	0.00	-0.03	-0.02	0.07	0.08
TD 12, 12	-0.06	0.00	-0.02	-0.01	0.04	0.05
TD 13, 13	-0.03	0.00	0.00	0.00	0.00	0.00
TD 14, 14	-0.03	0.00	0.00	0.00	0.00	0.00

Correlation Matrix of Parameter Estimates

	PH 4, 3	PH 5, 1	PH 5, 2	PH 5, 3	PH 5, 4	PS 1, 1
	-----	-----	-----	-----	-----	-----
PH 4, 3	1.00					
PH 5, 1	0.07	1.00				
PH 5, 2	0.07	0.48	1.00			
PH 5, 3	0.33	0.39	0.49	1.00		
PH 5, 4	-0.03	0.42	0.64	0.75	1.00	
PS 1, 1	0.00	0.00	0.00	0.00	0.00	1.00
PS 2, 2	0.09	0.00	0.00	-0.02	0.08	0.00
PS 3, 3	-0.16	0.00	0.00	0.01	-0.10	0.00
TE 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TE 2, 2	0.00	0.00	0.00	0.00	0.00	0.00
TE 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TE 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TE 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TE 6, 6	0.00	0.00	0.00	0.00	0.00	-0.19
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.01
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.03
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.04
TD 1, 1	-0.01	0.03	0.00	0.00	0.00	0.00
TD 2, 2	-0.01	0.04	0.00	0.00	0.01	0.00
TD 3, 3	-0.01	0.03	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.02	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.03	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.03	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.02	0.00	0.00	0.00
TD 8, 8	0.09	0.00	0.00	0.04	-0.01	0.00
TD 9, 9	0.35	0.00	0.00	0.15	-0.02	0.00
TD 10, 10	-0.02	0.00	0.00	0.00	0.02	0.00
TD 11, 11	-0.04	0.00	0.00	-0.01	0.03	0.00
TD 12, 12	-0.02	0.00	0.00	-0.01	0.02	0.00
TD 13, 13	0.00	0.04	0.08	0.07	0.10	-0.01
TD 14, 14	0.00	0.04	0.07	0.07	0.09	0.00

Correlation Matrix of Parameter Estimates

	PS 2, 2	PS 3, 3	TE 1, 1	TE 2, 2	TE 3, 3	TE 4, 4
	-----	-----	-----	-----	-----	-----
PS 2, 2	1.00					
PS 3, 3	-0.62	1.00				
TE 1, 1	0.00	-0.09	1.00			
TE 2, 2	0.00	-0.07	-0.03	1.00		
TE 3, 3	0.00	-0.05	-0.02	-0.02	1.00	
TE 4, 4	-0.22	0.00	0.00	0.00	0.00	1.00
TE 5, 5	-0.37	0.00	0.00	0.00	0.00	0.08
TE 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TE 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TE 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TE 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 1, 1	0.00	0.00	0.00	0.00	0.00	0.00
TD 2, 2	-0.01	0.00	0.00	0.00	0.00	0.00

TD 3, 3	0.00	0.00	0.00	0.00	0.00	0.00
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	-0.02	0.01	0.00	0.00	0.00	0.00
TD 10, 10	0.04	-0.06	0.00	0.00	0.00	0.00
TD 11, 11	0.08	-0.12	0.00	0.00	0.00	0.00
TD 12, 12	0.05	-0.07	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Correlation Matrix of Parameter Estimates

	TE 5, 5	TE 6, 6	TE 7, 7	TE 8, 8	TE 9, 9	TD 1, 1
	-----	-----	-----	-----	-----	-----
TE 5, 5	1.00					
TE 6, 6	0.00	1.00				
TE 7, 7	0.00	-0.02	1.00			
TE 8, 8	0.00	-0.07	-0.04	1.00		
TE 9, 9	0.00	-0.10	-0.06	-0.22	1.00	
TD 1, 1	0.00	0.00	0.00	0.00	0.00	1.00
TD 2, 2	0.00	0.00	0.00	0.00	0.00	-0.07
TD 3, 3	0.00	0.00	0.00	0.00	0.00	-0.06
TD 4, 4	0.00	0.00	0.00	0.00	0.00	0.00
TD 5, 5	0.00	0.00	0.00	0.00	0.00	0.00
TD 6, 6	0.00	0.00	0.00	0.00	0.00	0.00
TD 7, 7	0.00	0.00	0.00	0.00	0.00	0.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00
TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Correlation Matrix of Parameter Estimates

	TD 2, 2	TD 3, 3	TD 4, 4	TD 5, 5	TD 6, 6	TD 7, 7
	-----	-----	-----	-----	-----	-----
TD 2, 2	1.00					
TD 3, 3	-0.08	1.00				
TD 4, 4	0.00	0.00	1.00			
TD 5, 5	0.00	0.00	-0.04	1.00		
TD 6, 6	0.00	0.00	-0.04	-0.06	1.00	
TD 7, 7	0.00	0.00	-0.03	-0.05	-0.05	1.00
TD 8, 8	0.00	0.00	0.00	0.00	0.00	0.00
TD 9, 9	0.00	0.00	0.00	0.00	0.00	0.00
TD 10, 10	0.00	0.00	0.00	0.00	0.00	0.00
TD 11, 11	0.00	0.00	0.00	0.00	0.00	0.00

TD 12, 12	0.00	0.00	0.00	0.00	0.00	0.00
TD 13, 13	0.00	0.00	0.00	0.00	0.00	0.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	0.00

Correlation Matrix of Parameter Estimates

	TD 8, 8	TD 9, 9	TD 10, 10	TD 11, 11	TD 12, 12	TD 13, 13
TD 8, 8	1.00					
TD 9, 9	-0.12	1.00				
TD 10, 10	-0.01	-0.03	1.00			
TD 11, 11	-0.02	-0.07	0.01	1.00		
TD 12, 12	-0.01	-0.04	0.01	0.01	1.00	
TD 13, 13	0.00	0.00	0.00	0.00	0.00	1.00
TD 14, 14	0.00	0.00	0.00	0.00	0.00	-0.42

Correlation Matrix of Parameter Estimates

	TD 14, 14
TD 14, 14	1.00

EC was written to file C:\LISREL\test2.ecs

TI Research Model

Factor Scores Regressions

ETA

	HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
pi	0.01	0.01	0.01	0.00	0.01	0.16
satisfac	0.12	0.10	0.09	0.13	0.24	0.00
expertis	0.18	0.15	0.13	0.06	0.11	0.01

ETA

	SACRIFIC	CHOOSEFO	RECOMMEN	SAFESERV	VALUE	ETHICS
pi	0.10	0.24	0.28	0.00	0.00	0.00
satisfac	0.00	0.01	0.01	0.04	0.04	0.04
expertis	0.00	0.01	0.01	0.03	0.04	0.03

ETA

	ENVIRONM	RECYCLE	ENERGY	GREENPRO	EMPLOYEE	TRAINING
pi	0.00	0.00	0.00	0.00	0.00	0.00
satisfac	0.01	0.01	0.01	0.01	-0.01	-0.02
expertis	0.00	0.00	0.00	0.00	0.01	0.01

ETA

	JOBOPPOR	CHARITY	CULTURE	CSRHEARI	FAMILIAR
pi	0.00	0.00	0.00	0.01	0.01
satisfac	0.02	0.03	0.02	0.03	0.03
expertis	0.04	0.06	0.04	0.00	0.00

RM was written to file C:\LISREL\test2.rms

KSI

	HIGHQUAL	ROOMS	PROFESSI	EXPECTAT	OVERALLJ	CSRPROGR
customer	0.05	0.04	0.04	0.03	0.05	0.00
environm	0.00	0.00	0.00	0.01	0.01	0.00
employee	0.01	0.01	0.01	-0.01	-0.01	0.00
communit	0.08	0.07	0.06	0.02	0.04	0.00
publicit	0.00	0.00	0.00	0.02	0.03	0.01

KSI

	SACRIFIC	CHOOSEFO	RECOMMEN	SAFESERV	VALUE	ETHICS
customer	0.00	0.00	0.00	0.19	0.22	0.20
environm	0.00	0.00	0.00	0.02	0.02	0.02
employee	0.00	0.00	0.00	0.01	0.01	0.01
communit	0.00	0.01	0.01	-0.01	-0.01	-0.01
publicit	0.01	0.01	0.02	-0.01	-0.01	-0.01

KSI

	ENVIRONM	RECYCLE	ENERGY	GREENPRO	EMPLOYEE	TRAINING
customer	0.02	0.02	0.02	0.02	0.01	0.02
environm	0.13	0.15	0.16	0.13	0.02	0.03
employee	0.02	0.02	0.02	0.02	0.20	0.32
communit	0.04	0.04	0.04	0.04	0.10	0.17
publicit	0.01	0.02	0.02	0.01	0.01	0.02

KSI

	JOBOPPOR	CHARITY	CULTURE	CSRHEARI	FAMILIAR
customer	-0.01	-0.01	-0.01	-0.01	-0.01
environm	0.03	0.04	0.03	0.02	0.02
employee	0.07	0.10	0.07	0.02	0.02
communit	0.06	0.09	0.06	0.03	0.04
publicit	0.02	0.03	0.02	0.27	0.29

RM was written to file C:\LISREL\test2.rms

TI Research Model

Standardized Solution

LAMBDA-Y

	pi	satisfac	expertis
	-----	-----	-----
HIGHQUAL	--	--	1.17
ROOMS	--	--	1.17
PROFESSI	--	--	1.07
EXPECTAT	--	1.08	--
OVERALLJ	--	1.03	--
CSRPROGR	1.00	--	--
SACRIFIC	1.04	--	--
CHOOSEFO	1.11	--	--
RECOMMEN	1.10	--	--

LAMBDA-X

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
SAFESERV	0.95	--	--	--	--
VALUE	1.04	--	--	--	--
ETHICS	0.98	--	--	--	--
ENVIRONM	--	1.08	--	--	--
RECYCLE	--	1.26	--	--	--
ENERGY	--	1.19	--	--	--
GREENPRO	--	1.26	--	--	--
EMPLOYEE	--	--	0.92	--	--
TRAINING	--	--	1.11	--	--
JOBOPPOR	--	--	--	0.87	--
CHARITY	--	--	--	1.07	--
CULTURE	--	--	--	1.03	--
CSRHEARI	--	--	--	--	1.26
FAMILIAR	--	--	--	--	1.18

BETA

	pi	satisfac	expertis
	-----	-----	-----
pi	--	--	0.31
satisfac	--	--	--
expertis	--	--	--

GAMMA

customer	environm	employee	communit	publicit
-----	-----	-----	-----	-----

pi	--	--	--	--	0.29
satisfac	0.45	-0.38	-0.99	1.79	--
expertis	0.40	-0.51	-1.05	2.18	-0.16

Correlation Matrix of ETA and KSI

	pi	satisfac	expertis	customer	environm	employee
pi	1.00					
satisfac	0.49	1.00				
expertis	0.50	0.95	1.00			
customer	0.41	0.82	0.83	1.00		
environm	0.44	0.75	0.76	0.73	1.00	
employee	0.43	0.70	0.76	0.65	0.79	1.00
communit	0.50	0.85	0.90	0.72	0.88	0.95
publicit	0.49	0.68	0.65	0.54	0.70	0.68

Correlation Matrix of ETA and KSI

	communit	publicit
communit	1.00	
publicit	0.77	1.00

PSI

Note: This matrix is diagonal.

	pi	satisfac	expertis
	0.70	0.09	0.00

Regression Matrix ETA on KSI (Standardized)

	customer	environm	employee	communit	publicit
pi	0.13	-0.16	-0.33	0.68	0.23
satisfac	0.45	-0.38	-0.99	1.79	--
expertis	0.40	-0.51	-1.05	2.18	-0.16

TI Research Model

Total and Indirect Effects

Total Effects of KSI on ETA

	customer	environm	employee	communit	publicit
pi	0.13	-0.16	-0.33	0.68	0.23
	(0.03)	(0.05)	(0.10)	(0.16)	(0.06)
	3.76	-3.02	-3.42	4.30	3.87

satisfac	0.47 (0.08) 5.60	-0.39 (0.13) -3.10	-1.02 (0.20) -5.11	1.86 (0.25) 7.28	--
expertis	0.41 (0.09) 4.66	-0.51 (0.15) -3.43	-1.06 (0.26) -4.06	2.19 (0.38) 5.84	-0.16 (0.06) -2.53

Indirect Effects of KSI on ETA

	customer -----	environm -----	employee -----	communit -----	publicit -----
pi	0.13 (0.03) 3.76	-0.16 (0.05) -3.02	-0.33 (0.10) -3.42	0.68 (0.16) 4.30	-0.05 (0.02) -2.38
satisfac	--	--	--	--	--
expertis	--	--	--	--	--

Total Effects of ETA on ETA

	pi -----	satisfac -----	expertis -----
pi	--	--	0.31 (0.05) 6.18
satisfac	--	--	--
expertis	--	--	--

Largest Eigenvalue of B*B' (Stability Index) is 0.097

Total Effects of ETA on Y

	pi -----	satisfac -----	expertis -----
HIGHQUAL	--	--	1.16
ROOMS	--	--	1.16 (0.04) 31.67
PROFESSI	--	--	1.07 (0.04) 29.87

EXPECTAT	--	1.04	--
OVERALLJ	--	1.00 (0.04) 24.70	--
CSRPROGR	1.00	--	0.31 (0.05) 6.18
SACRIFIC	1.04 (0.05) 18.96	--	0.32 (0.05) 6.11
CHOOSEFO	1.11 (0.05) 23.41	--	0.35 (0.06) 6.23
RECOMMEN	1.10 (0.05) 23.80	--	0.34 (0.06) 6.24

Indirect Effects of ETA on Y

	pi	satisfac	expertis
	-----	-----	-----
HIGHQUAL	--	--	--
ROOMS	--	--	--
PROFESSI	--	--	--
EXPECTAT	--	--	--
OVERALLJ	--	--	--
CSRPROGR	--	--	0.31 (0.05) 6.18
SACRIFIC	--	--	0.32 (0.05) 6.11
CHOOSEFO	--	--	0.35 (0.06) 6.23

RECOMMEN	--	--	0.34 (0.06) 6.24
----------	----	----	------------------------

Total Effects of KSI on Y

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
HIGHQUAL	0.47 (0.10) 4.66	-0.59 (0.17) -3.43	-1.23 (0.30) -4.06	2.54 (0.44) 5.84	-0.19 (0.08) -2.53
ROOMS	0.47 (0.10) 4.66	-0.59 (0.17) -3.43	-1.23 (0.30) -4.06	2.55 (0.44) 5.83	-0.19 (0.08) -2.53
PROFESSI	0.43 (0.09) 4.65	-0.54 (0.16) -3.42	-1.13 (0.28) -4.05	2.33 (0.40) 5.82	-0.17 (0.07) -2.53
EXPECTAT	0.48 (0.09) 5.60	-0.41 (0.13) -3.10	-1.06 (0.21) -5.11	1.93 (0.26) 7.28	--
OVERALLJ	0.46 (0.08) 5.64	-0.39 (0.13) -3.11	-1.02 (0.20) -5.14	1.85 (0.25) 7.37	--
CSRPROGR	0.13 (0.03) 3.76	-0.16 (0.05) -3.02	-0.33 (0.10) -3.42	0.68 (0.16) 4.30	0.23 (0.06) 3.87
SACRIFIC	0.13 (0.04) 3.74	-0.17 (0.05) -3.01	-0.34 (0.10) -3.41	0.71 (0.17) 4.28	0.24 (0.06) 3.85
CHOOSEFO	0.14 (0.04) 3.77	-0.18 (0.06) -3.02	-0.36 (0.11) -3.43	0.76 (0.18) 4.32	0.26 (0.07) 3.88
RECOMMEN	0.14 (0.04) 3.77	-0.18 (0.06) -3.03	-0.36 (0.11) -3.43	0.75 (0.17) 4.32	0.26 (0.07) 3.88

TI Research Model

Standardized Total and Indirect Effects

Standardized Total Effects of KSI on ETA

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
pi	0.13	-0.16	-0.33	0.68	0.23
satisfac	0.45	-0.38	-0.99	1.79	- -
expertis	0.40	-0.51	-1.05	2.18	-0.16

Standardized Indirect Effects of KSI on ETA

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
pi	0.13	-0.16	-0.33	0.68	-0.05
satisfac	- -	- -	- -	- -	- -
expertis	- -	- -	- -	- -	- -

Standardized Total Effects of ETA on ETA

	pi	satisfac	expertis
	-----	-----	-----
pi	- -	- -	0.31
satisfac	- -	- -	- -
expertis	- -	- -	- -

Standardized Total Effects of ETA on Y

	pi	satisfac	expertis
	-----	-----	-----
HIGHQUAL	- -	- -	1.17
ROOMS	- -	- -	1.17
PROFESSI	- -	- -	1.07
EXPECTAT	- -	1.08	- -
OVERALLJ	- -	1.03	- -
CSRPROGR	1.00	- -	0.31
SACRIFIC	1.04	- -	0.33
CHOOSEFO	1.11	- -	0.35
RECOMMEN	1.10	- -	0.35

Standardized Indirect Effects of ETA on Y

	pi	satisfac	expertis
	-----	-----	-----
HIGHQUAL	- -	- -	- -
ROOMS	- -	- -	- -
PROFESSI	- -	- -	- -
EXPECTAT	- -	- -	- -
OVERALLJ	- -	- -	- -
CSRPROGR	- -	- -	0.31
SACRIFIC	- -	- -	0.33
CHOOSEFO	- -	- -	0.35
RECOMMEN	- -	- -	0.35

Standardized Total Effects of KSI on Y

	customer	environm	employee	communit	publicit
	-----	-----	-----	-----	-----
HIGHQUAL	0.47	-0.59	-1.23	2.54	-0.19
ROOMS	0.47	-0.59	-1.23	2.55	-0.19
PROFESSI	0.43	-0.54	-1.13	2.33	-0.17
EXPECTAT	0.48	-0.41	-1.06	1.93	- -
OVERALLJ	0.46	-0.39	-1.02	1.85	- -
CSRPROGR	0.13	-0.16	-0.33	0.68	0.23
SACRIFIC	0.13	-0.17	-0.34	0.71	0.24
CHOOSEFO	0.14	-0.18	-0.36	0.76	0.26
RECOMMEN	0.14	-0.18	-0.36	0.75	0.26

Time used: 0.094 Seconds