DALAT UNIVERSITY JOURNAL OF SCIENCE Volume 16, Issue 1, 2026 73–99

# THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CUSTOMER LOYALTY AND THE MODERATING ROLE OF CUSTOMER INCOME: A CASE STUDY OF THE HOSPITALITY INDUSTRY IN PHU QUOC CITY, VIETNAM

**Pham Dinh Han[a*], Le Nhut Pil[b], Dao Duy Huan[a]**

[a]*Faculty of Business Administration, Tay Do University, Can Tho City, Vietnam*
[b]*Faculty of Business Administration, Ho Chi Minh University of Banking, Ho Chi Minh City, Vietnam*
[*]*Corresponding author: Email: pdhan@tdu.edu.vn*

**Article history**
Received: October 10th, 2024
Received in revised form: January 3rd, 2025 | Accepted: February 24th, 2025
Available online: September 23rd, 2025

## Abstract

*This study explores the impact of corporate social responsibility (CSR) on tourists' satisfaction and loyalty, focusing on factors related to corporate social and economic outcomes. It also examines how consumer income moderates the relationship of CSR on customer loyalty, customer satisfaction, and corporate reputation. A mixed-methods approach was employed, starting with expert interviews and followed by a questionnaire survey targeting Vietnamese tourists aged 18 and above staying at 4- and 5-star hotels in Phu Quoc City, Vietnam. A random sampling technique yielded 271 valid questionnaires for analysis, and partial least squares structural equation modeling was employed to evaluate the model and test hypotheses. The results show that CSR positively influences customer loyalty, customer satisfaction, service quality, and corporate reputation. Both service quality and corporate reputation were found to positively affect customer satisfaction and loyalty, with customer satisfaction having the strongest influence on customer loyalty. Importantly, consumer income was shown to positively moderate the impact of CSR on perceived corporate reputation. These results provide valuable insights for identifying CSR factors that can improve customer satisfaction and loyalty. Additionally, they highlight service quality and corporate reputation as key areas for enhancing customer satisfaction and loyalty. The study also sheds light on the moderating role of income, a topic that has been relatively underexplored in hospitality management research. The managerial implications discussed offer practical guidance for hotel businesses seeking to develop strategies to attract and retain customers.*

**Keywords:** Corporate reputation; CSR; Hospitality; Loyalty; Satisfaction; Service quality.

DOI: http://doi.org/10.37569/DalatUniversity.16.1.1400(2026)

Article type: (peer-reviewed) Full-length research article

## 1. INTRODUCTION

The intensifying competition in the hospitality industry makes customer retention vital for hotels seeking a sustainable competitive advantage. As a result, the industry continually explores strategies to enhance brand image and foster customer loyalty (LOY). One such approach is the integration of corporate social responsibility (CSR) by hospitality leaders to achieve these goals. Nevertheless, the relationship between CSR and LOY remains ambiguous. While CSR initiatives often generate positive responses, they do not always translate into increased LOY, as consumers may prioritize other core factors over CSR (Ailawadi et al., 2014).

In a competitive business environment, service quality (SQ) is a key factor in building long-term customer relationships (Mittal et al., 2015), whereas CSR primarily addresses societal issues and reflects the company's values and character (Latif et al., 2020; Luo & Bhattacharya, 2006). Brown and Dacin (1997) identify two major corporate dimensions: SQ and CSR. They argue that consumers weigh the trade-offs between a company's involvement in CSR and its SQ. Purchases are often made not just for societal benefits but also for personal reasons. Despite the growing emphasis on ethical standards, Coelho and Henseler (2012) suggest that business leaders prioritize SQ over CSR due to its more direct impact on profitability and performance.

Given that corporate reputation (CR) is a vital asset, businesses must align with stakeholder expectations and focus on building a strong consumer reputation to succeed in a competitive market (Fombrun & Shanley, 1990). Research by Su et al. (2016) indicates that CSR and CR are intangible assets that offer competitive advantages for hotels. CR connects both CSR and SQ (Brown & Dacin, 1997; Latif et al., 2020). There is a positive relationship between CR and CSR, and SQ is also closely related to CR (Wirtz et al., 2000). Moreover, cultivating long-term relationships with valued customers hinges on maintaining high levels of customer satisfaction (SAT), which act as mediators in shaping customer behavior (Walsh & Bartikowski, 2013). Lee et al. (2012) further explored how SAT influences behavioral outcomes such as LOY.

Although prior studies (e.g., Brown & Dacin, 1997; Luo & Bhattacharya, 2006) have explored the relationship between CSR, SQ, and consumer behavior, their findings often lack consensus, particularly within the hospitality industry. Additionally, while demographic factors such as gender and education have been investigated, the moderating role of income remains underexplored. This study bridges this gap by examining how income moderates the influence of CSR on SAT, CR, and LOY, particularly in the under-researched context of emerging economies such as Vietnam.

Leaders in hotels often face challenges related to negative consumer perceptions and weak LOY (Swimberghe & Wooldridge, 2014). Despite the increasing interest in CSR within the hospitality industry, there remains a limited understanding of CSR and the role of SQ in the industry (Park & Levy, 2014). While research by Kim and Han (2008) and Kim and Kim (2016) have demonstrated the impact of SAT on LOY in the restaurant sector, the relationship between these elements and CR in the hospitality industry requires further exploration due to inconsistent findings. While demographic

characteristics such as gender, age, and education are widely regarded as pivotal factors influencing consumer behavior, there is a lack of studies investigating the moderating effect of income on the relationship between CSR, SAT, and LOY (Su et al., 2017). Consequently, this study examines the impact of CSR, SQ, and CR on SAT and LOY, and it also explores whether the impact of CSR remains consistent across different consumer income groups.

This research aims to provide a deeper understanding of the interplay between CSR, SQ, CR, SAT, and LOY within the hospitality sector. By focusing on Phu Quoc City, Vietnam, and considering the moderating role of income, this study offers novel insights into how hotels can strategically utilize CSR to enhance customer retention and competitive advantage. The study consists of several main sections. First, we present the conceptual framework, hypotheses, and research model. Next, we describe the research design, followed by an analysis of the results. Finally, we discuss the findings and managerial implications. The findings of this study are expected to advance theoretical understanding by integrating the moderating effect of income into CSR research and demonstrating its practical relevance for the hospitality industry. Specifically, this study provides actionable strategies for hoteliers to design targeted CSR initiatives that align with varying consumer income levels, thereby optimizing SAT and LOY.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Theoretical background

This study examines the relationships among CSR, SAT, SQ, CR, and LOY, using several foundational theories to link these constructs. The key theories explored include stakeholder theory (Freeman, 2010), which emphasizes that businesses should consider the interests of all stakeholders, including customers. CSR initiatives that align with stakeholder interests enhance SAT, LOY, SQ, and CR, as they demonstrate the company's commitment to the welfare of its stakeholders. Expectancy disconfirmation theory (Oliver, 1980) suggests that SAT arises when the perceived SQ exceeds expectations. Higher SQ increases SAT, leading to stronger LOY. Satisfied customers are more likely to remain loyal to a company, particularly when SQ meets or exceeds their expectations. Corporate reputation theory (Fombrun, 1996) asserts that a company's reputation–shaped by trust, reliability, and credibility–plays a crucial role in customer perceptions and behaviors. A strong reputation fosters trust and SAT, enhancing LOY. Customers who view a company as reputable are more likely to be loyal and satisfied.

### 2.2. Customer loyalty

In a highly competitive business landscape, LOY has become a key element for organizations to thrive (Dick & Basu, 1994). It plays a pivotal role in ensuring long-term profitability and enhancing a company's competitive edge (Latif et al., 2020; Lemon et al., 2002; Reichheld, 1996). LOY is the psychological tendency of customers to develop trust in a company's products, services, and brand, resulting in repeated purchases once they are satisfied, even in the face of varying circumstances and marketing campaigns

designed to promote switching (Oliver, 1999). From the consumer's perspective, numerous brand associations are interpreted as indicators of LOY (Xie & Heung, 2012). Loyal customers are generally less responsive to competing offers. At the very least, they help stabilize the current market, reduce marketing expenses, boost core competitiveness, and enhance the business's long-term performance.

## 2.3. Customer satisfaction

Today, researchers widely discuss the concept of total satisfaction, particularly in the context of SQ. SAT is critical; a dissatisfied customer is unlikely to return or repurchase. All efforts to improve SQ become futile if a customer leaves unsatisfied. The challenge of meeting consumers' expectations is greater than ever before (Ali et al., 2021). Proponents emphasize the importance of meeting specifications, fulfilling requirements, and delivering desirable SQ (Anwar & Abd Zebari, 2015). In the hospitality industry, consumers play an active role in the consumption process and often have preconceived expectations of service and quality. Today's customers are more sophisticated, time-constrained, and demanding (Anwar, 2017). Before implementing management strategies to improve SQ, it is crucial to understand the expectations of these customers. As noted by Grisaffe and Nguyen (2011), brand satisfaction is defined as the cumulative satisfaction derived from a consumer's overall evaluation, which is derived from their overall purchases and interactions with a product or service brand. SAT is linked to the comparison between the perceived performance of the product or service and the consumer's expectations (Latif et al., 2020).

## 2.4. Relationship between customer satisfaction and customer loyalty, and between service quality, corporate reputation, and customer satisfaction and loyalty

In the highly competitive hospitality industry, owners must focus on innovative strategies to attract new customers and retain existing ones. Innovation plays a key role in improving current products and services (Ouedraogo & Koffi, 2018), fostering SAT, and introducing new offerings to appeal to both new and returning customers (Latif et al., 2020). According to Mustafa (2019), service innovations are particularly effective in attracting new customers and satisfying current ones. As product-based innovations are easily replicated by competitors, service innovations are becoming increasingly important. Companies can achieve success by delivering superior value compared to competitors, which is possible through competitive pricing, exceptional quality, and personalization (Kiani et al., 2019). Providing high-quality services ultimately leads to better SAT.

SAT naturally drives LOY, increasing the likelihood of repeat purchases and positive word-of-mouth recommendations (Tran, 2022; Wolfinbarger & Gilly, 2003). LOY hinges on satisfying the right customers by delivering top-quality services and thus encouraging repeat business (Boshoff, 2007; Cuesta-Valiño et al., 2024). The link between SQ and SAT has a direct impact on LOY (Nauman et al., 2010).

Research suggests that SAT often stems from a positive CR (Keh & Xie, 2009), while some studies view CR as a result of SAT and other factors (Latif et al., 2020; Walsh et al., 2009). CR plays a crucial role in building strong customer relationships (Wu et al.,

2012). CR is associated with important marketing outcomes such as SAT and LOY (Roberts & Dowling, 2002). Previous studies have shown that CR can directly influence SAT, ultimately leading to increased LOY (Loureiro & Kastenholz, 2011). SAT fully mediates the relationship between CR and LOY (Loureiro & Kastenholz, 2011). When hotel guests perceive a hotel's reputation positively, their likelihood of demonstrating positive behavioral intentions and loyalty to the brand grows. Based on this discussion, the following hypotheses are developed:

H1: Customer satisfaction has a positive influence on customer loyalty.

H2: Service quality has a positive influence on customer loyalty.

H3: Service quality has a positive influence on customer satisfaction.

H4: Corporate reputation has a positive influence on customer loyalty.

H5: Corporate reputation has a positive influence on customer satisfaction.

### 2.5. Relationships between CSR and service quality, corporate reputation, customer satisfaction, and customer loyalty

While the definitions of CSR may vary, there is a widely recognized understanding that corporate activities carry responsibilities extending beyond just the owners to include stakeholders such as employees, customers, the government, and the broader community (Carroll & Shabana, 2010). In the hospitality industry, various CSR practices have become standard, including initiatives such as green building, reducing waste and pollution, enhancing employee development, and fostering community relations, especially by offering assistance during critical times (Holcomb et al., 2007).

The relational approach proposes that a company engaging in CSR can foster positive relationships with its customers, thereby enhancing its reputation (Porter & Kramer, 2006). Numerous studies provide empirical evidence supporting the positive impact of CSR on CR (Ali et al., 2023; Stanaland et al., 2011; Yoon et al., 2006). Similarly, according to signaling theory (Spence, 2002), CSR positively impacts a company's reputation. When a company engages in socially responsible behavior, consumers' perceptions of the company improve, contributing to a stronger reputation (Fombrun & Shanley, 1990). As a company's reputation reflects public opinion, which is based on meeting stakeholder expectations, CSR practices signal that the company aligns with those expectations (Brammer & Pavelin, 2006), thereby enhancing its reputation (Galbreath & Shum, 2012).

CSR has been integrated into models of LOY in the hotel industry (García de Leaniz & Rodríguez Del Bosque Rodríguez, 2015), but some studies have explored its direct impact on LOY (Choi & La, 2013; Tran, 2022). Although there is empirical evidence supporting the effects of CSR on consumer behavior, researchers frequently argue that CSR's influence on customer behavior is often mediated by critical product or

service assessments (Tingchi Liu et al., 2014). This perspective is consistent with the hierarchy of effects model, which posits that human behavior progresses through three stages: thoughts/beliefs (cognitive), emotions (affective), and intentions/actions (conative) (Pérez & Rodríguez del Bosque, 2015). Vaaland et al. (2008) suggested that existing research shows no significant link between CSR and customer actions or behaviors. Additionally, the study by Jiddi (2023) also found that the relationship between CSR and SAT is not statistically significant. In contrast, Bello et al. (2021), Cuesta-Valiño et al. (2024), and Shah and Jan (2021) argued that CSR strongly influences SAT. However, further investigation is needed to clarify whether CSR directly influences LOY in the hospitality industry. Additionally, related studies call for more research to explore the mediating factors between CSR and LOY in the sector (Rhou & Singal, 2020). This study examines the role of three key factors, SQ, CR, and SAT, as mediators between perceived CSR and LOY. Based on this discussion, the following hypotheses are developed:

H6: CSR has a positive influence on customer loyalty.

H7: CSR has a positive influence on customer satisfaction.

H8: CSR has a positive influence on service quality.

H9: CSR has a positive influence on corporate reputation.

## 2.6. Moderating influence of customer income

Previous studies indicate that individuals with different demographic traits may react differently to CSR initiatives. Tian et al. (2011) show that consumer demographics influence how consumers react to a company's CSR efforts, although these relationships may not always be linear. Similarly, Sharma et al. (2012) suggest that consumer attributes can moderate the relationships in service assessments. Socially conscious consumers often have higher incomes and hold prestigious job positions (Roberts, 1996). Specifically, high-income consumers tend to show greater support for CSR initiatives (Youn & Kim, 2008). Cai and Aguilar (2013) conducted a study of the U.S. and Chinese wood products industry, revealing that respondents with higher levels of education and income showed a greater preference for purchasing from companies that have higher CSR ratings. Cheah et al. (2011) discovered that investor demographics influence perceptions of CSR, with wealthier investors being more inclined to believe that companies should take responsibility for safeguarding society's long-term well-being. Additionally, Su et al. (2017) noted that the positive influence of CSR on CR is particularly pronounced among individuals with higher income levels. While the positive relationship between income and support for CSR is well-documented, it is likely that income similarly affects consumer responses to CSR activities. Based on this discussion, the following hypotheses are developed:

H10: Income positively moderates the relationship between CSR and customer loyalty.

H11: Income positively moderates the relationship between CSR and customer satisfaction.

H12: Income positively moderates the relationship between CSR and corporate reputation.

Figure 1 illustrates a causal and integrated model that outlines the expected relationships among the variables. It encompasses the connections between CSR, SQ, and CR, along with the influence of SAT on LOY. Additionally, the model incorporates the moderating effect of income level on the impact of CSR on CR, SAT, and LOY within the context of the hotel industry.

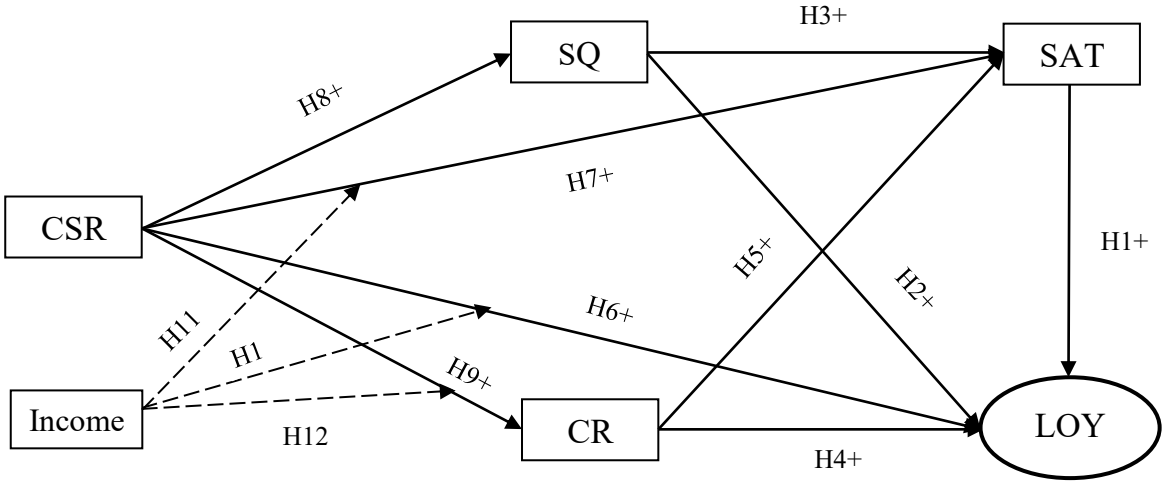


**Figure 1. Conceptual framework**

Notes: CSR: Corporate social responsibility; LOY: Customer loyalty; SAT: Customer satisfaction; CR: Corporate reputation; SQ: Service quality. The dashed lines indicate moderating effects.

## 3. DATA AND METHODS

This study employed a mixed-methods approach, combining both qualitative and quantitative research techniques. In the initial phase, expert interviews were conducted to modify the items identified in the previous study (Arnold & Reynolds, 2003; Brown & Dacin, 1997; Maxham & Netemeyer, 2002; Su et al., 2017; Walsh & Bartikowski, 2013). The next phase involved administering a general questionnaire survey to the research population. In the final stages, the hypothetical model was tested, and the overall research objectives were addressed using partial least squares structural equation modeling (PLS-SEM). The SEM process included evaluating both the measurement and structural models. The following sections detail the steps undertaken during the research process.

### 3.1. Expert interviews

Participants in the expert interviews consisted of eight managers from 4- and 5-star hotels on Phu Quoc City, Vietnam. These participants were chosen through purposive

and convenience sampling methods. During the interviews, the experts were asked to evaluate CSR, SQ, CR, SAT, and LOY indicators from the literature, focusing on the factors they considered most critical to LOY. The semi-structured format allowed for a maximum interview length of 45 minutes, aimed at gathering relevant data efficiently. Expert interviews were chosen for their ability to collect a substantial amount of data within time and resource constraints. Expert interviews are known for quickly producing valuable insights, particularly when the interviewer and interviewee have a similar background (Bogner et al., 2009). The expert interview data were analyzed using thematic analysis, following the six-step process outlined by Braun and Clarke (2006), which includes familiarization, coding, identifying patterns, reviewing themes, naming themes, and reporting. The interviews were instrumental in refining the indicators, ensuring their clarity and relevance to the study's context. A summary of the refined indicators derived from the thematic analysis is provided in Table 1.

**Table 1. Final list of indicators after expert interviews**

| Code | Measure | Update sources |
|---|---|---|
| Corporate social responsibility (CSR) | | |
| *CSR1* | The hotel appears to be making an effort to generate new job opportunities. | (Brown & Dacin, 1997; Su et al., 2017; Walsh & Bartikowski, 2013) |
| *CSR2* | The hotel would be willing to sacrifice some profits to maintain a clean environment. | |
| *CSR3* | The hotel demonstrates a commitment to environmental responsibility. | |
| *CSR4* | The hotel seems like a desirable place to work. | |
| *CSR5* | The hotel appears to treat its employees well. | |
| Service quality (SQ) | | |
| *SQ1* | This is a socially responsible product. | (Brown & Dacin, 1997; Fombrun et al., 2000) |
| *SQ2* | This product is more beneficial to society's welfare than other products. | |
| *SQ3* | This product contributes something to society. | |
| Corporate reputation (CR) | | |
| *CR1* | The hotel is highly regarded. | (Fombrun et al., 2000; Weiss et al., 1999) |
| *CR2* | The hotel is successful. | |
| *CR3* | The hotel is well-established. | |
| Customer satisfaction (SAT) | | |
| *SAT1* | As a whole, I am satisfied with the hotel. | (Maxham III & Netemeyer, 2002; Walsh & Bartikowski, 2013) |
| *SAT2* | I am satisfied with the service that the hotel provides me. | |
| *SAT3* | I am satisfied with my overall experience with this hotel. | |
| Customer loyalty (LOY) | | |
| *LOY1* | I am a loyal customer of this hotel. | (Arnold & Reynolds, 2003; Walsh & Bartikowski, 2013) |
| *LOY2* | I have developed a good relationship with this hotel. | |
| *LOY3* | I intend to remain a customer of this hotel. | |

### 3.2. Measures and questionnaire development

Each item was assessed using a five-point Likert scale, where responses ranged from "strongly disagree" (1) to "strongly agree" (5), and all items were adapted from previous research. To verify the reliability of the scales, a pilot study was performed with a convenience sample of 45 business students who had all stayed at a full-service hotel within the month prior to the study. The Cronbach's alpha values for all scales were above the recommended threshold of 0.70, and the corrected item-total correlations were all above 0.5 (see Table 2), indicating acceptable reliability. Based on the pilot results, minor adjustments were made to the wording of some questions.

Subsequently, the questionnaire was reviewed by four managers from full-service hotels and three academic experts knowledgeable about the topic. Revisions were made based on their feedback. The initial draft of the questionnaire was created in English and translated into Vietnamese by a bilingual translator. A second translator then performed a back-translation of the Vietnamese version into English. The two English versions were compared, and any discrepancies were addressed by a third party fluent in both languages.

**Table 2. Results of the quantitative pilot study analysis of 45 respondents**

| Construct | Number of items | Cronbach's alpha | Minimum value of corrected item-total correlation |
|---|---|---|---|
| Customer loyalty | 3 | 0.818 | 0.580 |
| Customer satisfaction | 3 | 0.879 | 0.733 |
| Corporate social responsibility | 5 | 0.874 | 0.656 |
| Corporate reputation | 3 | 0.835 | 0.673 |
| Service quality | 3 | 0.731 | 0.535 |

### 3.3. Data collection

The survey participants were selected from tourists staying at one of several 4- and 5-star hotels at Phu Quoc City, Vietnam, a popular tourist destination. The survey was conducted at five hotels, located in an area where the local government has heavily invested in infrastructure development with a focus on environmental conservation. In alignment with the government's initiatives, three of the hotels actively participated in various CSR activities, such as initiatives aimed at preserving the region's natural and cultural heritage. Additionally, these hotels supported the local economy by employing residents and generating job opportunities in the area.

On the day of the survey, hotel staff approached tourists during checkout and asked if they were familiar with the hotel. To ensure that participants had sufficient familiarity with the hotel's services and CSR activities, they were first asked whether they were familiar with the hotel. Only those who confirmed their familiarity were invited to participate in the survey. This step ensured that the respondents' feedback was informed and relevant to the study objectives. A total of 400 questionnaires were distributed, and

317 responses were returned, yielding a response rate of 79.25%. However, 46 questionnaires were incomplete, leaving 271 fully completed surveys for analysis.

Respondent demographics are presented in Table 3. There were no significant differences in terms of gender or age across the groups. The majority of respondents had a bachelor's degree or higher, with 48.3% having a college degree and 20.3% having a postgraduate degree. Most respondents indicated a monthly income exceeding VND 30 million, reflecting a middle-class income level or above in Vietnam. Based on the results, it can be concluded that the respondents are appropriate for the context of this study.

**Table 3. Sample demographic characteristics**

| *n* = 271 | | Frequency | Percent |
|---|---|---|---|
| Gender | Male | 134 | 49.4 |
| | Female | 137 | 50.6 |
| Age | Under 25 years old | 84 | 31.0 |
| | 25–35 years old | 73 | 26.9 |
| | 36–45 years old | 51 | 18.8 |
| | Over 45 years old | 63 | 23.2 |
| Education | Less than high school | 38 | 14.0 |
| | High school | 47 | 17.3 |
| | College degree | 131 | 48.3 |
| | Postgraduate degree | 55 | 20.3 |
| Income | Under VND 20 million | 33 | 12.2 |
| | VND 20–30 million | 75 | 27.7 |
| | VND 30–40 million | 80 | 29.5 |
| | Over VND 40 million | 83 | 30.6 |

This research involving human participants was conducted in accordance with institutional and national ethical guidelines. Prior to data collection, all participants were fully informed about the objectives of the study, their rights, and the voluntary nature of their participation. Informed consent was obtained verbally from all participants. Confidentiality and anonymity were strictly maintained throughout the research process. The study did not involve any vulnerable populations or interventions that would require formal clinical approval.

## 4. RESULTS AND DISCUSSION

We employed PLS-SEM to test the conceptual framework, a method commonly used in social science research due to its suitability for data that are not normally distributed and its ability to handle both small sample sizes and complex sampling designs (Hair et al., 2021). SmartPLS 4.0 software was used for the primary data analysis, following the PLS-SEM procedure to explore and evaluate the relationships between constructs (Hair et al., 2021). The capability of PLS-SEM to handle higher-order

reflective-formative constructs (Sarstedt et al., 2021), moderator analysis (Becker et al., 2023), and sequential mediation (Nitzl et al., 2016) within a single model made it an appropriate choice for this study. The decision to use PLS-SEM was based on the primary objectives of the research: predicting key constructs and developing a robust research model. The process involves two key steps: first, evaluating the measurement model, and second, assessing the structural model (Hair et al., 2021).

### 4.1. Testing the endogeneity issue in the model

The endogeneity issue in the model was evaluated using the Gaussian copula approach, which is recommended for non-normally distributed data in PLS-SEM analysis (Hult et al., 2018). This method introduces a copula term for each independent variable to detect any hidden correlation in the error terms of the structural model. The results showed that the copula terms for all independent variables were statistically insignificant ($p$-values > 0.05). This finding indicates that there is no significant endogeneity issue in the model, confirming that the estimated path coefficients are unbiased and reliable. Therefore, the relationships between the constructs in this study can be interpreted with confidence because they are not influenced by potential endogeneity concerns.

### 4.2. Assessment of the measurement model

Hair et al. (2019) emphasize the importance of assessing both discriminant and convergent validity in the measurement model. To evaluate discriminant validity, we considered indicator loadings and average variance extracted (AVE). To evaluate convergence, we applied Cronbach's alpha, Dijkstra–Henseler's rho (Pa), and composite reliability (Pc).

**Table 4. Summary of the PLS-SEM model coefficients**

| Construct | Indicator | Convergent validity | | | Internal consistency reliability | | | VIF |
|---|---|---|---|---|---|---|---|---|
| | | Outer Loading | Indicator reliability | AVE | CA | Pa | Pc | |
| Customer loyalty (LOY) | *LOY1* | 0.842 | 0.709 | 0.735 | 0.880 | 0.880 | 0.917 | 2.070 |
| | *LOY2* | 0.874 | 0.764 | | | | | 2.420 |
| | *LOY3* | 0.872 | 0.760 | | | | | 2.436 |
| | *LOY4* | 0.840 | 0.706 | | | | | 2.028 |
| Corporate reputation (CR) | *CR1* | 0.900 | 0.810 | 0.773 | 0.853 | 0.855 | 0.911 | 2.361 |
| | *CR2* | 0.880 | 0.774 | | | | | 2.150 |
| | *CR3* | 0.857 | 0.734 | | | | | 1.928 |
| Corporate social responsibility (CSR) | *CSR1* | 0.771 | 0.594 | 0.606 | 0.837 | 0.838 | 0.885 | 1.831 |
| | *CSR2* | 0.741 | 0.549 | | | | | 1.685 |
| | *CSR3* | 0.811 | 0.658 | | | | | 2.000 |
| | *CSR4* | 0.777 | 0.604 | | | | | 1.895 |
| | *CSR5* | 0.789 | 0.623 | | | | | 1.787 |

**Table 4. Summary of the PLS-SEM model coefficients (cont.)**

| Construct | Indicator | Convergent validity | | | Internal consistency reliability | | | VIF |
|---|---|---|---|---|---|---|---|---|
| | | Outer Loading | Indicator reliability | AVE | CA | Pa | Pc | |
| Customer satisfaction (SAT) | *SAT1* | 0.871 | 0.759 | 0.762 | 0.844 | 0.845 | 0.906 | 1.962 |
| | *SAT2* | 0.860 | 0.740 | | | | | 1.957 |
| | *SAT3* | 0.888 | 0.789 | | | | | 2.174 |
| Service quality (SQ) | *SQ1* | 0.856 | 0.733 | 0.750 | 0.834 | 0.840 | 0.900 | 1.918 |
| | *SQ2* | 0.882 | 0.778 | | | | | 1.955 |
| | *SQ3* | 0.860 | 0.740 | | | | | 1.923 |

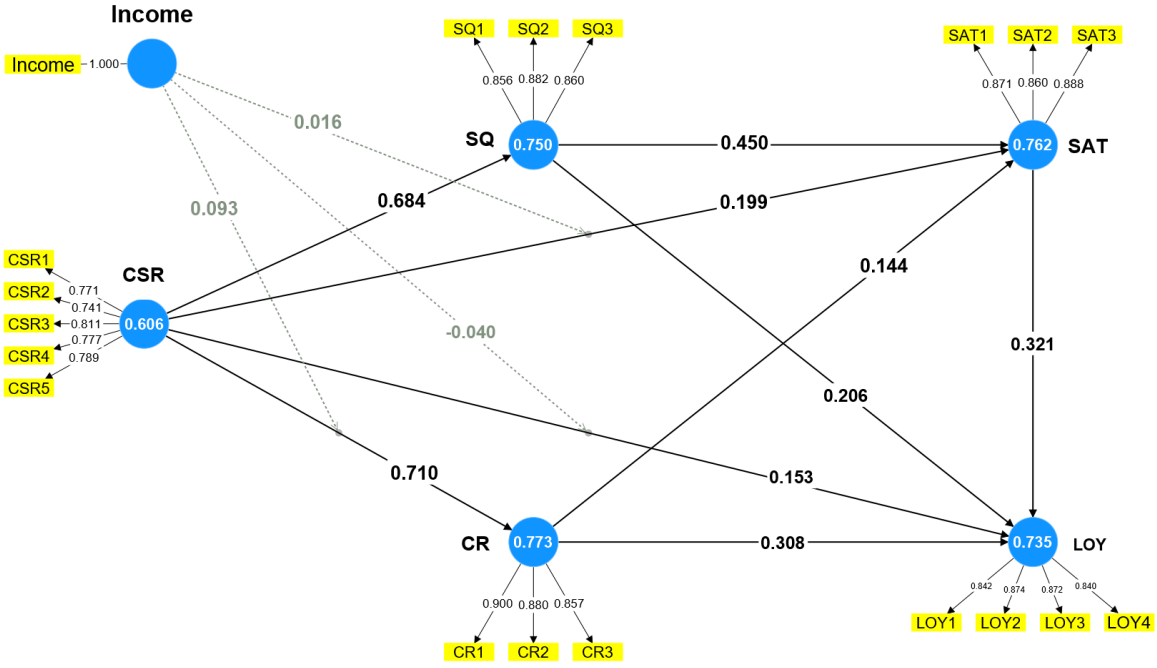


**Figure 2. Measurement model showing indicator loads and average variance extracted**

Notes: CSR: Corporate social responsibility; LOY: Customer loyalty; SAT: Customer satisfaction; CR: Corporate reputation; SQ: Service quality. Outer arrows: Factor loadings of measurement items; Inner arrows: Standardized path coefficients between latent constructs; Circles: Latent constructs; Numbers inside circles indicate AVE.

As shown in Table 4 and Figure 2, the values of internal consistency reliability are all above 0.70 but below 0.95 and thus fall within the acceptable range (Hair et al., 2022). Additionally, most indicator loadings exceed 0.70, and the AVE values are greater than 0.50, meeting the recommended thresholds. Given that the internal consistency measures (Cronbach's alpha, Pa, Pc, and AVE) meet the required standards, as presented in Table 4, and that the indicator loadings in Figure 2 are satisfactory, the convergent validity of the measurement model is confirmed. Regarding discriminant validity, we thoroughly evaluated both the heterotrait-monotrait ratio (HTMT) correlations and the Fornell-Larcker criterion (Henseler et al., 2015).

Notably, the results from the PLS-SEM analysis indicate that both discriminant validity criteria are satisfied, as shown in Table 5. This study primarily relies on the HTMT ratio to assess discriminant validity, which supports the conclusion that the constructs are conceptually distinct. This reliance on HTMT is crucial, as some researchers have pointed out that the Fornell-Larcker criterion and cross-loadings are limited in their ability to reveal discriminant validity issues (Henseler et al., 2015).

**Table 5. Discriminant validity (HTMT and Fornell-Larcker criterion)**

| | LOY | CR | CSR | Income | SAT | SQ |
|---|---|---|---|---|---|---|
| Heterotrait-monotrait ratio (HTMT) | | | | | | |
| Customer loyalty (LOY) | | | | | | |
| Corporate reputation (CR) | 0.848 | | | | | |
| Corporate social responsibility (CSR) | 0.823 | 0.839 | | | | |
| Income | 0.074 | 0.138 | 0.09 | | | |
| Customer satisfaction (SAT) | 0.847 | 0.697 | 0.727 | 0.165 | | |
| Service quality (SQ) | 0.849 | 0.783 | 0.815 | 0.138 | 0.815 | |
| Income × CSR | 0.048 | 0.048 | 0.065 | 0.033 | 0.033 | 0.052 |
| Fornell-Larcker criterion | | | | | | |
| Customer loyalty (LOY) | 0.857 | | | | | |
| Corporate reputation (CR) | 0.734 | 0.879 | | | | |
| Corporate social responsibility (CSR) | 0.707 | 0.710 | 0.778 | | | |
| Income | -0.070 | -0.126 | -0.082 | 1.000 | | |
| Customer satisfaction (SAT) | 0.731 | 0.592 | 0.613 | -0.151 | 0.873 | |
| Service quality (SQ) | 0.730 | 0.663 | 0.684 | -0.128 | 0.688 | 0.866 |

Notes: The square roots of AVE for the reflective constructs, shown on the main diagonal, are larger than the correlations in the off-diagonal values, thus satisfying the Fornell-Larcker criterion. Additionally, for HTMT, the lower and upper confidence intervals must not include the value of 1 to ensure validity (Kline, 2011).

## 4.3. Evaluating the structural model

Given the satisfactory results of the measurement model, we then assessed the structural model to test the study's hypotheses. According to Hair et al. (2019), it is crucial to examine the path coefficients and $R^2$ values to evaluate the model's predictive capabilities. The analysis results (Table 6) reveal $R^2$ values of 0.717 (LOY), 0.517 (CR), 0.526 (SAT), and 0.467 (SQ), which are considered substantial (Chin, 1998). However, relying solely on $R^2$ is not sufficiently robust, so we also assessed the predictive relevance using $Q^2$, following the Stone (1974) blindfolding method. Hair et al. (2022) state that a $Q^2$ value greater than 0 signifies that the exogenous latent variables possess predictive relevance for the endogenous latent variables. The $Q^2$ values obtained (Table 6) were 0.486 for LOY, 0.505 for CR, 0.371 for SAT, and 0.461 for SQ, confirming that these endogenous variables demonstrate strong predictive relevance. Additionally, an analysis

of the inner variance inflation factor (VIF) showed no collinearity issues (Table 4), indicating that the predictor variables did not compromise the model (Kock & Lynn, 2012).

**Table 6. Results of the global fit measure (GoF) and $Q^2$ predict**

| Construct | Average variance extracted (AVE) | $R^2$ | $Q^2$ predict |
|---|---|---|---|
| Customer loyalty (LOY) | 0.735 | 0.717 | 0.486 |
| Customer satisfaction (SAT) | 0.762 | 0.526 | 0.371 |
| Corporate reputation (CR) | 0.773 | 0.517 | 0.505 |
| Corporate social responsibility (CSR) | 0.606 | | |
| Service quality (SQ) | 0.750 | 0.467 | 0.461 |
| Average AVE | 0.725 | | |
| Average $R^2$ | 0.557 | | |
| GoF = √(Average AVE×Average $R^2$) | 0.635 | | |

The structural model analysis results (Table 7) supported 10 of the 12 proposed hypotheses. Hypotheses H1, H2, H3, H4, H5, H6, H7, H8, H9, and H12 were all supported, as the *t*-statistic values exceeded 1.96 and the *p*-values were below 0.05 in a two-tailed test. However, H10 and H11, which examined the moderating effect of income level on the relationship of CSR with SAT and LOY, were not supported, with *t*-statistic values below 1.96 and *p*-values over 0.05. Figure 3 provides a visual representation of the structural model, displaying the path coefficients and *p*-values associated with each construct.

**Table 7. Path coefficient results and *t*-statistics (hypothesis testing)**

| Hypo-thesis | Path | Original sample (O) | Standard deviation (STDEV) | *t*-statistic (\|O/STDEV\|) | *p*-value | $f^2$ | Significance ($p < 0.05$) |
|---|---|---|---|---|---|---|---|
| H1 | SAT → LOY | 0.321 | 0.044 | 7.245 | 0.000 | 0.173 | Yes |
| H2 | SQ → LOY | 0.206 | 0.055 | 3.758 | 0.000 | 0.058 | Yes |
| H3 | SQ → SAT | 0.450 | 0.067 | 6.717 | 0.000 | 0.199 | Yes |
| H4 | CR → LOY | 0.308 | 0.052 | 5.901 | 0.000 | 0.140 | Yes |
| H5 | CR → SAT | 0.144 | 0.057 | 2.551 | 0.011 | 0.019 | Yes |
| H6 | CSR → LOY | 0.153 | 0.050 | 3.032 | 0.002 | 0.033 | Yes |
| H7 | CSR → SAT | 0.199 | 0.067 | 2.955 | 0.003 | 0.034 | Yes |
| H8 | CSR → SQ | 0.684 | 0.036 | 19.248 | 0.000 | 0.877 | Yes |
| H9 | CSR → CR | 0.710 | 0.034 | 21.088 | 0.000 | 1.031 | Yes |
| H10 | Income × CSR → LOY | -0.040 | 0.033 | 1.192 | 0.233 | 0.005 | No |
| H11 | Income × CSR → SAT | 0.016 | 0.047 | 0.346 | 0.729 | 0.000 | No |
| H12 | Income × CSR → CR | 0.093 | 0.040 | 2.301 | 0.021 | 0.016 | Yes |

Notes: CSR: Corporate social responsibility; LOY: Customer loyalty; SAT: Customer satisfaction; CR: Corporate reputation; SQ: Service quality.

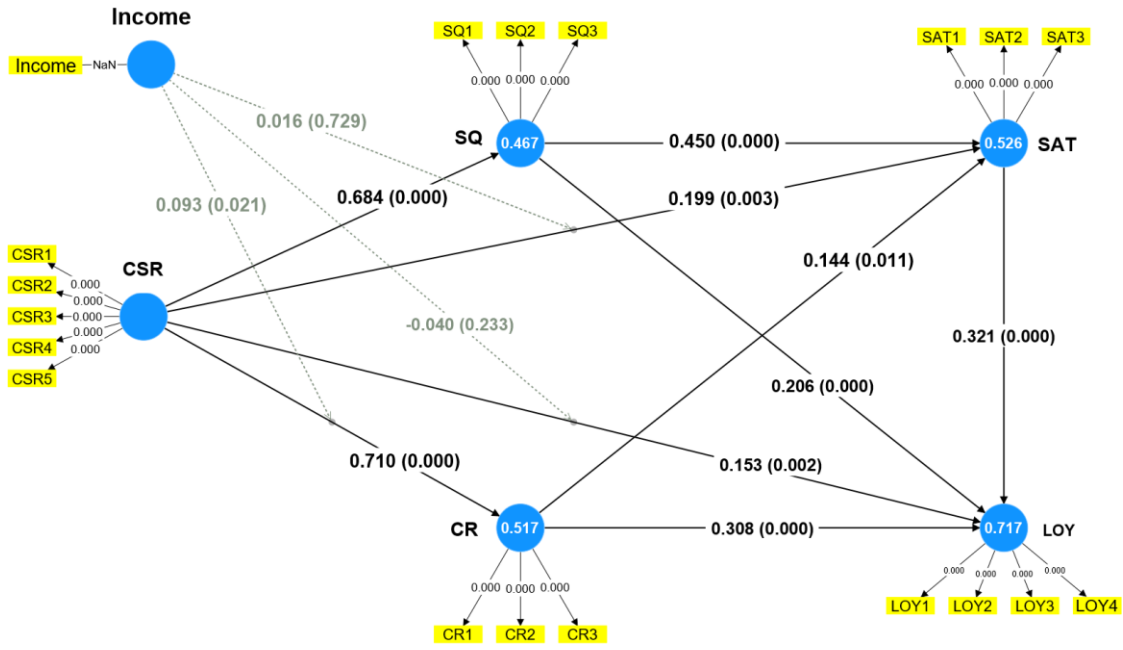


**Figure 3. Structural model showing path coefficients and *p*-values**

Notes: CSR: Corporate social responsibility; LOY: Customer loyalty; SAT: Customer satisfaction; CR: Corporate reputation; SQ: Service quality.

To further assess the validity of the conceptual framework globally, we performed a global fit measure (GoF) evaluation for the PLS path modeling. Using the method described by Tenenhaus et al. (2005), we computed the geometric mean of the average communality and the average $R^2$ for the endogenous constructs. The resulting GoF value of 0.635 (with average $R^2 = 0.557$ and average AVE = 0.725) surpassed the threshold of 0.36, which signifies a large effect size (Henseler et al., 2016) (GoF-small = 0.1, GoF-medium = 0.25, GoF-large = 0.36). Based on the strong results from both the measurement and structural models, we conclude that the proposed model offers significant predictive relevance and considerable explanatory power.

## 5. DISCUSSION AND IMPLICATIONS

### 5.1. Discussion of the results

This study aims to explore whether CSR influences SQ, CR, SAT, and LOY within the hotel sector. Additionally, it seeks to investigate the connections between SQ, CR, and both SAT and LOY, along with the link between SAT and LOY. A further objective is to examine whether income levels moderate the impact of CSR on CR, SAT, and LOY in the hospitality industry context.

In this analysis, the result of Hypothesis 1 is accepted, similar to previous studies (Su et al., 2016; Wolfinbarger & Gilly, 2003). SAT exerts a greater influence on consumers' behavioral responses (LOY) compared to CSR, SQ, and CR. This observation may be specific to the tourism industry, where consumption typically occurs away from

consumers' homes. Tourists tend to prioritize their leisure experiences, prioritizing maximizing their vacation experience over building long-term relationships with service providers, such as hotels. As a result, ensuring a satisfactory experience becomes a primary motivation for tourists (Kim & Kim, 2016; Latif et al., 2020; Su et al., 2016). In essence, a tourist's satisfaction with a service provider is a critical precursor to their behavioral results. Additionally, travelers may have limited opportunities to develop a strong commitment to a hotel due to the relatively brief nature of their interactions. As a result, enhancing SAT may be more effective for improving future LOY than other factors.

In relation to Hypotheses 2 and 3, our findings revealed a direct relationship between SQ with SAT and LOY. The data suggest that enhancing SQ significantly boosts both SAT and LOY. This aligns with previous studies (Latif et al., 2020; Orel & Kara, 2014; Su et al., 2016), which also identified SQ as a key determinant of these outcomes. SQ plays a critical role in shaping customers' overall perceptions of their experiences, especially in the hospitality industry. When customers perceive that a company is providing high-quality service, they are more likely to feel satisfied and to develop a sense of loyalty toward the brand. This is crucial because satisfied customers are more likely to engage in repeat business and recommend the service to others, helping companies build a solid customer base. Furthermore, the positive relationship between SQ and LOY highlights the importance of continuous improvement in service delivery. It suggests that investing in staff training, improving operational processes, and paying attention to customer feedback can be effective strategies to increase both SAT and LOY. Overall, this study reinforces the significance of SQ as a vital component in maintaining long-term customer relationships and competitive advantage.

Our study emphasizes the significance of CR within the hospitality sector (Hypotheses 4 and 5). Building a positive CR can enhance SAT, which in turn increases the likelihood of LOY. Latif et al. (2020) and Walsh et al. (2009) identified a relationship between CR and LOY. Based on signaling theory, corporate reputation, understood as the collective evaluation of a company by consumers, can act as a predictor of future behavioral intentions, sending crucial signals to the market (Keh & Xie, 2009). According to Keh and Xie (2009) and Raithel and Schwaiger (2015), consumers tend to gravitate toward companies with a strong reputation, viewing them as competent, trustworthy, and honest in their practices. Moreover, these companies are perceived as being mindful of the interests of all stakeholders involved. The importance of CR in fostering relationships is particularly pronounced in the hotel industry, where companies offer experiential, intangible products that are challenging to evaluate before consumption. Our findings indicate that CSR contributes to higher SAT and commitment by enhancing a company's reputation.

Romani et al. (2013) note that despite the abundance of CSR studies, there is a lack of investigation into the theoretical mechanisms behind consumers' responses to corporate CSR practices. This study offers insights into the processes by which CSR influences customers' attitudes and behaviors. In terms of Hypotheses 6, 7, 8, and 9, like existing studies (Latif et al., 2020; Rhou & Singal, 2020; Stanaland et al., 2011; Su et al., 2016), our findings indicated that CSR has directly influenced SQ, CR, SAT, and LOY.

Previous research has shown that CSR can enhance consumer perceptions by improving a company's image, increasing its trustworthiness, and boosting SAT (Kim & Kim, 2016; Su et al., 2016). The results suggest that CSR initiatives can help businesses cultivate strong relationships with their customers by enhancing SQ and SAT, which subsequently leads to positive behavioral outcomes, such as loyalty. Furthermore, companies that demonstrate social responsibility can bolster their reputations as caring and engaged entities, thereby fostering greater SAT and LOY. Our results largely validate the conceptual framework depicted in Figure 1 and contribute to the existing body of CSR literature.

In particular, the study examined various customer demographic characteristics, including gender, age, education level, and income, and found empirical evidence that consumer income moderates the relationship between CSR and CR (Hypothesis 11). This supports the notion that customer demographics influence the formation of CSR perceptions (Tian et al., 2011; Youn & Kim, 2008). The multigroup analysis revealed that the positive effects of CSR on CR were stronger among higher-income consumers, who may be more attuned to a company's CSR efforts, compared to less affluent consumers. These initiatives may significantly enhance a company's reputation among wealthier clientele (Roberts, 1996; Su et al., 2017). The broader implications of CSR for reputation management warrant consideration, as they are often overlooked in practice.

## 5.2. Managerial implications

Given the rapid expansion of Vietnam's tourism sector, the influx of numerous new hotels into the market has significantly intensified competition within this industry. To gain a competitive edge, managers must cultivate unique resources. Fu et al. (2014) suggested that a company's long-term competitive advantage relies more on its intangible resources than on its physical or financial assets. This study posits that CSR actions can enhance SQ and CR and foster SAT–three critical factors that contribute to competitive advantages.

In this context, hotel managers should prioritize resource allocation toward CSR initiatives, as these efforts have been shown to enhance SAT and LOY. Additionally, it is crucial for companies to effectively communicate their CSR initiatives to stakeholders. For example, managers can utilize social media platforms such as Twitter, Facebook, and Zalo to increase the visibility and trustworthiness of their CSR efforts, setting them apart from competitors.

Pérez and Rodríguez del Bosque (2015) suggested that the cultivation of customer relationships has gained increasing attention from researchers and industry professionals. This heightened interest in customer relationship management arises from the belief that fostering sustainable relationships with customers leads to enhanced LOY, positive word-of-mouth, and better brand reputation. Companies aim to build SAT and commitment as key components of high-quality relationships. Findings from this study indicate that SAT has a notably stronger impact on LOY compared to other factors, making it a crucial element for marketers to focus on. Additionally, CSR significantly enhances SAT, suggesting that businesses should actively promote their CSR initiatives. When designing

marketing strategies, firms should prioritize both exceptional customer value and the effective communication of CSR efforts. By doing so, companies can strengthen LOY and improve their sustainable competitive advantage in the marketplace.

This study emphasizes the importance of reputation management for hospitality firms. Although efforts to build a positive image may involve short-term costs, the long-term benefits are substantial. Managers should implement reputation management strategies and consider hiring specialists to oversee and maintain corporate reputation. Setting clear objectives, effectively communicating them to stakeholders, and carrying out well-planned reputation management activities are crucial for achieving success. Various tools and services, such as Google Alerts, TrustYou, and Zalo, are available to monitor CR over time. These help managers identify changes in brand sentiment and understand the underlying causes, such as public relations or marketing.

The escalating competition compels hotel executives to improve SQ (Gray et al., 2000), which is essential for achieving market differentiation, as customer-perceived SQ directly influences SAT. Thus, hospitality managers must consistently invest in improving and maintaining SQ to achieve long-term competitive advantages. When staff are well-trained and possess strong communication and professional skills, they play a crucial role in fostering LOY to the hotel brand.

While previous studies on CSR have largely concentrated on developed economies, considerable evidence shows that CSR plays a significant role in influencing consumer choices and evaluations. Our research highlights the positive connections between a company's CSR efforts and consumers' attitudes and behaviors, indicating that these findings are relevant in the context of a developing economy, particularly one influenced by Eastern cultural values. Additionally, we explore the mechanisms that drive consumer responses to CSR initiatives, providing practical managerial implications for Vietnam's cultural environment. Specifically, our results demonstrate that effective CSR strategies enhance customer patronage behaviors by improving SAT levels, SQ, and CR. This emphasizes the strategic importance of CSR as a means for businesses to foster loyalty and trust among their customers in emerging markets, thereby reinforcing its value as a key driver of consumer engagement and brand loyalty.

The influence of Confucianism and Buddhism is an integral part of the Vietnamese business environment, where good interpersonal relationships and mutual trust are important cultural features. This underscores the need for companies to maintain close relationships with key stakeholders (Pérez & Rodríguez del Bosque, 2015) and to protect their dignity in social interactions (Buckley et al., 2006). This study demonstrates that SAT is influenced both directly and indirectly by CSR, which is in turn directly affected by SQ and CR. Customers are more likely to foster interpersonal relationships with hotels that engage in CSR, thereby enhancing their brand perception. In particular, a reputable hotel enables customers to uphold their status, providing them with a sense of respect and value in society.

## 6. CONCLUSIONS, LIMITATIONS, AND SUGGESTIONS FOR FUTURE RESEARCH

### 6.1. Conclusions

Our research holds significant theoretical and practical implications for the field. While CSR has been widely studied theoretically, our work offers important insights by extending the existing model proposed by Brown and Dacin (1997) to incorporate CR and the moderating role of income. This investigation adds to the literature by exploring the mediating variables–specifically, CR, SQ, and SAT–that connect CSR to LOY. The model we present enhances our understanding of how CR plays a vital role in relationship building. Consequently, our proposed framework not only outlines the antecedents of LOY but also illustrates the interrelationships among these constructs, facilitating a deeper understanding of how customers develop loyalty to a brand.

Our findings, particularly in the context of hotels in Vietnam, reveal that CSR, SQ, and CR are positively correlated with SAT and LOY. Notably, SAT exerts the strongest positive influence on LOY. Furthermore, income serves as a positive moderator in the relationship between CSR and CR. This research is poised to enrich both academic discussions and practical management strategies.

### 6.2. Limitations and suggestions for future research

This study has several limitations. Firstly, the data were collected from a limited geographic area, specifically Phu Quoc City, Vietnam. Future research should aim to gather data from a wider range of tourist destinations to enhance the generalizability of the findings. The data for this study were collected exclusively from high-end hotels, which limits the applicability of the results to the luxury hospitality sector. Customers at luxury hotels often have different socioeconomic backgrounds and behaviors than the general population. Future research should test the model on different hotel segments. Additionally, other factors that should also be considered in the research model include corporate transparency, consumer trust, and subjective understanding of CSR, as these may influence the impact of CSR on consumer attitudes and behaviors. Future studies can incorporate these variables to assess their effects in different research contexts.

## ACKNOWLEDGMENTS

The authors express their gratitude to the anonymous scientists for their valuable suggestions and comments. We also thank the reviewers for helping to improve the study. Furthermore, we acknowledge the support of the hotel managers who facilitated our access to potential respondents and the respondents who contributed by completing the questionnaire.

## ETHICAL STATEMENT

This study adhered to ethical principles for research involving human participants. Although formal ethics committee approval was not required under the policies of the

researchers' institution for minimal-risk, non-invasive social science research, the study was carried out in full compliance with national and institutional ethical standards. Informed consent was obtained from all participants prior to participation. No personally identifiable information was collected, and all responses were kept anonymous and used solely for academic research purposes.

## REFERENCES

Ailawadi, K. L., Neslin, S. A., Luan, Y. J., & Taylor, G. A. (2014). Does retailer CSR enhance behavioral loyalty? A case for benefit segmentation. *International Journal of Research in Marketing*, *31*(2), 156–167. https://doi.org/https://doi.org/10.1016/j.ijresmar.2013.09.003

Ali, B. J., Gardi, B., Othman, B. J., Ahmed, S. A., Ismael, N. B., Hamza, P. A., Aziz, H. M., Sabir, B. Y., & Anwar, G. (2021). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. *International Journal of Engineering, Business and Management*, *5*(3), 14–28. https://ssrn.com/abstract=3851330

Ali, H., Yin, J., Manzoor, F., & An, M. (2023). The impact of corporate social responsibility on firm reputation and organizational citizenship behavior: The mediation of organic organizational cultures. *Frontiers in Psychology*, *13*, 1100448. https://doi.org/10.3389/fpsyg.2022.1100448

Anwar, G., & Abd Zebari, B. (2015). The relationship between employee engagement and corporate social responsibility: A case study of car dealership in Erbil, Kurdistan. *International Journal of Social Sciences & Educational Studies*, *2*(2), 45–50. https://www.proquest.com/scholarly-journals/relationship-between-employee-engagement/docview/2394987069/se-2

Anwar, K. (2017). Analyzing the conceptual model of service quality and its relationship with guests satisfaction: A study of hotels in Erbil. *The International Journal of Accounting and Business Society*, *25*(2), 1–16. https://doi.org/10.21776/ub.ijabs.2017.25.2.01

Arnold, M. J., & Reynolds, K. E. (2003). Hedonic shopping motivations. *Journal of Retailing*, *79*(2), 77–95. https://doi.org/10.1016/S0022-4359(03)00007-1

Becker, J.-M., Cheah, J.-H., Gholamzade, R., Ringle, C. M., & Sarstedt, M. (2023). PLS-SEM's most wanted guidance. *International Journal of Contemporary Hospitality Management*, *35*(1), 321–346. https://doi.org/10.1108/IJCHM-04-2022-0474

Bello, K. B., Jusoh, A., & Md Nor, K. (2021). Relationships and impacts of perceived CSR, service quality, customer satisfaction and consumer rights awareness. *Social Responsibility Journal*, *17*(8), 1116–1130. https://doi.org/10.1108/SRJ-01-2020-0010

Bogner, A., Littig, B., & Menz, W. (2009). Introduction: Expert interviews–An introduction to a new methodological debate. In A. Bogner, B. Littig, & W. Menz (Eds.), *Interviewing experts – Research methods series* (pp. 1–13). Palgrave Macmillan. https://doi.org/10.1057/9780230244276_1

Boshoff, C. (2007). A psychometric assessment of ES-QUAL: A scale to measure electronic service quality. *Journal of Electronic Commerce Research*, *8*(1), 101–114. http://www.jecr.org/node/169

Brammer, S. J., & Pavelin, S. (2006). Corporate reputation and social performance: The importance of fit. *Journal of Management Studies*, *43*(3), 435–455. https://doi.org/10.1111/j.1467-6486.2006.00597.x

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

Brown, T. J., & Dacin, P. A. (1997). The company and the product: Corporate associations and consumer product responses. *Journal of Marketing*, *61*(1), 68–84. https://doi.org/10.1177/002224299706100106

Buckley, P. J., Clegg, J., & Tan, H. (2006). Cultural awareness in knowledge transfer to China–The role of guanxi and mianzi. *Journal of World Business*, *41*(3), 275–288. https://doi.org/10.1016/j.jwb.2006.01.008

Cai, Z., & Aguilar, F. X. (2013). Consumer stated purchasing preferences and corporate social responsibility in the wood products industry: A conjoint analysis in the US and China. *Ecological Economics*, *95*, 118–127. https://doi.org/10.1016/j.ecolecon.2013.08.017

Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International Journal of Management Reviews*, *12*(1), 85–105. https://doi.org/10.1111/j.1468-2370.2009.00275.x

Cheah, E.-T., Jamali, D., Johnson, J. E. V., & Sung, M.-C. (2011). Drivers of corporate social responsibility attitudes: The demography of socially responsible investors. *British Journal of Management*, *22*(2), 305–323. https://doi.org/10.1111/j.1467-8551.2011.00744.x

Chin, W. W. (1998). The partial least squares approach for structural equation modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295–336). Lawrence Erlbaum Associates Publishers.

Choi, B., & La, S. (2013). The impact of corporate social responsibility (CSR) and customer trust on the restoration of loyalty after service failure and recovery. *Journal of Services Marketing*, *27*(3), 223–233. https://doi.org/10.1108/08876041311330717

Coelho, P. S., & Henseler, J. (2012). Creating customer loyalty through service customization. *European Journal of Marketing*, *46*(3/4), 331–356. https://doi.org/10.1108/03090561211202503

Cuesta-Valiño, P., Kazakov, S., Penelas-Leguía, A., & Gutiérrez-Rodríguez, P. (2024). The impact of corporate social responsibility on customer loyalty in hospitality business. *Quality & Quantity*, *58*, 2163–2181. https://doi.org/10.1007/s11135-023-01749-x

Dick, A. S., & Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, *22*, 99–113. https://doi.org/10.1177/0092070394222001

Fombrun, C., & Shanley, M. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal*, *33*(2), 233–258. https://doi.org/10.2307/256324

Fombrun, C. J. (1996). *Realizing value from the corporate image*. Harvard Business School Press. https://www.scirp.org/reference/referencespapers?referenceid=1899745

Fombrun, C. J., Gardberg, N. A., & Sever, J. M. (2000). The reputation quotient$^{SM}$: A multi-stakeholder measure of corporate reputation. *Journal of Brand Management*, *7*, 241–255. https://doi.org/10.1057/bm.2000.10

Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge University Press. https://doi.org/10.1017/CBO9781139192675

Fu, H., Ye, B. H., & Law, R. (2014). You do well and I do well? The behavioral consequences of corporate social responsibility. *International Journal of Hospitality Management*, *40*, 62–70. https://doi.org/10.1016/j.ijhm.2014.03.004

Galbreath, J., & Shum, P. (2012). Do customer satisfaction and reputation mediate the CSR–FP link? Evidence from Australia. *Australian Journal of Management*, *37*(2), 211–229. https://doi.org/10.1177/0312896211432941

García de Leaniz, P. M., & Rodríguez Del Bosque Rodríguez, I. (2015). Exploring the antecedents of hotel customer loyalty: A social identity perspective. *Journal of Hospitality Marketing & Management*, *24*(1), 1–23. https://doi.org/10.1080/19368623.2014.891961

Gray, B. J., Matear, S. M., & Matheson, P. K. (2000). Improving the performance of hospitality firms. *International Journal of Contemporary Hospitality Management*, *12*(3), 149–155. https://doi.org/10.1108/09596110010320643

Grisaffe, D. B., & Nguyen, H. P. (2011). Antecedents of emotional attachment to brands. *Journal of Business Research*, *64*(10), 1052–1059. https://doi.org/10.1016/j.jbusres.2010.11.002

Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). SAGE. https://eli.johogo.com/Class/CCU/SEM/_A%20Primer%20on%20Partial%20Least%20Squares%20Structural%20Equation%20Modeling_Hair.pdf

Hair, J. F., Jr., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook*. Springer. https://doi.org/10.1007/978-3-030-80519-7

Hair, J. F., Jr., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, *116*(1), 2–20. https://doi.org/10.1108/IMDS-09-2015-0382

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*, 115–135. https://doi.org/10.1007/s11747-014-0403-8

Holcomb, J. L., Upchurch, R. S., & Okumus, F. (2007). Corporate social responsibility: What are top hotel companies reporting? *International Journal of Contemporary Hospitality Management*, *19*(6), 461–475. https://doi.org/10.1108/09596110710775129

Hult, G. T. M., Hair, J. F., Jr., Proksch, D., Sarstedt, M., Pinkwart, A., & Ringle, C. M. (2018). Addressing endogeneity in international marketing applications of partial least squares structural equation modeling. *Journal of International Marketing*, *26*(3), 1–21. https://doi.org/10.1509/jim.17.0151

Jiddi, F. E. (2023). Does corporate social responsibility result in better hotel guest attitudinal and behavioral loyalty? *Heliyon*, *9*(8), e18669. https://doi.org/10.1016/j.heliyon.2023.e18669

Keh, H. T., & Xie, Y. (2009). Corporate reputation and customer behavioral intentions: The roles of trust, identification and commitment. *Industrial Marketing Management*, *38*(7), 732–742. https://doi.org/10.1016/j.indmarman.2008.02.005

Kiani, M. N., Mustafa, S. H., & Ahmad, M. (2019). Does innovation capabilities affect the new service innovation success among Pakistani cellular companies? *Asia Pacific Journal of Innovation and Entrepreneurship*, *13*(1), 2–16. https://doi.org/10.1108/APJIE-10-2018-0058

Kim, S.-B., & Kim, D.-Y. (2016). The impacts of corporate social responsibility, service quality, and transparency on relationship quality and customer loyalty in the hotel industry. *Asian Journal of Sustainability and Social Responsibility*, *1*, 39–55. https://doi.org/10.1186/s41180-016-0004-1

Kim, W., & Han, H. (2008). Determinants of restaurant customers' loyalty intentions: A mediating effect of relationship quality. *Journal of Quality Assurance in Hospitality & Tourism*, *9*(3), 219–239. https://doi.org/10.1080/15280080802412727

Kline, R. B. (2011). Convergence of structural equation modeling and multilevel modeling. In M. Williams, & W. Paul Vogt (Eds.), *The SAGE handbook of innovation in social research methods* (pp. 562–589). SAGE. https://doi.org/10.4135/9781446268261.n31

Kock, N., & Lynn, G. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration and recommendations. *Journal of the Association for Information Systems*, *13*(7), 546–580. https://doi.org/10.17705/1jais.00302

Latif, K. F., Pérez, A., & Sahibzada, U. F. (2020). Corporate social responsibility (CSR) and customer loyalty in the hotel industry: A cross-country study. *International Journal of Hospitality Management*, *89*, 102565. https://doi.org/10.1016/j.ijhm.2020.102565

Lee, Y.-K., Lee, K. H., & Li, D.-x. (2012). The impact of CSR on relationship quality and relationship outcomes: A perspective of service employees. *International Journal of Hospitality Management*, *31*(3), 745–756. https://doi.org/10.1016/j.ijhm.2011.09.011

Lemon, K. N., White, T. B., & Winer, R. S. (2002). Dynamic customer relationship management: Incorporating future considerations into the service retention decision. *Journal of Marketing*, *66*(1), 1–14. https://doi.org/10.1509/jmkg.66.1.1.18447

Loureiro, S. M. C., & Kastenholz, E. (2011). Corporate reputation, satisfaction, delight, and loyalty towards rural lodging units in Portugal. *International Journal of Hospitality Management*, *30*(3), 575–583. https://doi.org/10.1016/j.ijhm.2010.10.007

Luo, X., & Bhattacharya, C. B. (2006). Corporate social responsibility, customer satisfaction, and market value. *Journal of Marketing*, *70*(4), 1–18. https://doi.org/10.1509/jmkg.70.4.001

Maxham, J. G., III, & Netemeyer, R. G. (2002). A longitudinal study of complaining customers' evaluations of multiple service failures and recovery efforts. *Journal of Marketing*, *66*(4), 57–71. https://doi.org/10.1509/jmkg.66.4.57.18512

Mittal, S., Gera, R., & Batra, D. K. (2015). An evaluation of an integrated perspective of perceived service quality for retail banking services in India. *International Journal of Bank Marketing*, *33*(3), 330–350. https://doi.org/10.1108/IJBM-02-2014-0020

Mustafa, A. M. M. (2019). Contribution of tourism and foreign direct investment to gross domestic product: Econometric analysis in the case of Sri Lanka. *Journal of Asian Finance, Economics and Business*, *6*(4), 109–114. http://ir.lib.seu.ac.lk/handle/123456789/3969

Nauman, S., Khan, A. M., & Ehsan, N. (2010). Patterns of empowerment and leadership style in project environment. *International Journal of Project Management*, *28*(7), 638–649. https://doi.org/10.1016/j.ijproman.2009.11.013

Nitzl, C., Roldan, J. L., & Cepeda, G. (2016). Mediation analysis in partial least squares path modeling: Helping researchers discuss more sophisticated models. *Industrial Management & Data Systems*, *116*(9), 1849–1864. https://doi.org/10.1108/IMDS-07-2015-0302

Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, *17*(4), 460–469. https://doi.org/10.1177/002224378001700405

Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing*, *63*(4_suppl1), 33–44. https://doi.org/10.1177/00222429990634s105

Orel, F. D., & Kara, A. (2014). Supermarket self-checkout service quality, customer satisfaction, and loyalty: Empirical evidence from an emerging market. *Journal of Retailing and Consumer Services*, *21*(2), 118–129. https://doi.org/10.1016/j.jretconser.2013.07.002

Ouedraogo, A., & Koffi, V. (2018). Managing creativity and innovation in the cultural industries: Evidence from three cultural organizations in Canada. *Management Review: An International Journal*, *13*(2), 34–60.

Park, S.-Y., & Levy, S. E. (2014). Corporate social responsibility: Perspectives of hotel frontline employees. *International Journal of Contemporary Hospitality Management*, *26*(3), 332–348. https://doi.org/10.1108/IJCHM-01-2013-0034

Pérez, A., & Rodríguez del Bosque, I. (2015). Corporate social responsibility and customer loyalty: Exploring the role of identification, satisfaction and type of company. *Journal of Services Marketing*, *29*(1), 15–25. https://doi.org/10.1108/JSM-10-2013-0272

Porter, M. E., & Kramer, M. R. (2006). *Strategy and society: The link between competitive advantage and corporate social responsibility*. Harvard Bussiness Review. https://hbr.org/2006/12/strategy-and-society-the-link-between-competitive-advantage-and-corporate-social-responsibility

Raithel, S., & Schwaiger, M. (2015). The effects of corporate reputation perceptions of the general public on shareholder value. *Strategic Management Journal*, *36*(6), 945–956. https://doi.org/10.1002/smj.2248

Reichheld, F. F. (1996). *Learning from customer defections*. Harvard Business Review. https://hbr.org/1996/03/learning-from-customer-defections

Rhou, Y., & Singal, M. (2020). A review of the business case for CSR in the hospitality industry. *International Journal of Hospitality Management*, *84*, 102330. https://doi.org/10.1016/j.ijhm.2019.102330

Roberts, J. A. (1996). Will the real socially responsible consumer please step forward? *Business Horizons*, *39*(1), 79–84. https://doi.org/10.1016/S0007-6813(96)90087-7

Roberts, P. W., & Dowling, G. R. (2002). Corporate reputation and sustained superior financial performance. *Strategic Management Journal*, *23*(12), 1077–1093. https://doi.org/10.1002/smj.274

Romani, S., Grappi, S., & Bagozzi, R. P. (2013). Explaining consumer reactions to corporate social responsibility: The role of gratitude and altruistic values. *Journal of Business Ethics*, *114*, 193–206. https://doi.org/10.1007/s10551-012-1337-z

Sarstedt, M., Ringle, C. M., & Hair, J. F., Jr. (2021). Partial least squares structural equation modeling. In C. Homburg, M., Klarmann, & A. E. Vomberg (Eds.), *Handbook of market research* (pp. 1–47). Springer. https://doi.org/10.1007/978-3-319-05542-8_15-2

Shah, M. U., & Jan, M. F. (2021). Connecting corporate social responsibility (CSR) to customer loyalty: A mediation analysis in hoteling industry of Pakistan. *Sage Open*, *11*(4), 21582440211067233. https://doi.org/10.1177/21582440211067233

Sharma, P., Chen, I. S., & Luk, S. T. (2012). Gender and age as moderators in the service evaluation process. *Journal of Services Marketing*, *26*(2), 102–114. https://doi.org/10.1108/08876041211215266

Spence, M. (2002). Signaling in retrospect and the informational structure of markets. *American Economic Review*, *92*(3), 434–459. https://doi.org/10.1257/000282802 60136200

Stanaland, A. J., Lwin, M. O., & Murphy, P. E. (2011). Consumer perceptions of the antecedents and consequences of corporate social responsibility. *Journal of Business Ethics*, *102*, 47–55. https://doi.org/10.1007/s10551-011-0904-z

Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions. *Journal of the Royal Statistical Society: Series B (Methodological)*, *36*(2), 111–133. https://doi.org/10.1111/j.2517-6161.1974.tb00994.x

Su, L., Pan, Y., & Chen, X. (2017). Corporate social responsibility: Findings from the Chinese hospitality industry. *Journal of Retailing and Consumer Services*, *34*, 240–247. https://doi.org/10.1016/j.jretconser.2016.10.013

Su, L., Swanson, S. R., & Chen, X. (2016). The effects of perceived service quality on repurchase intentions and subjective well-being of Chinese tourists: The mediating role of relationship quality. *Tourism Management*, *52*, 82–95. https://doi.org/10.1016/j.tourman.2015.06.012

Swimberghe, K. R., & Wooldridge, B. R. (2014). Drivers of customer relationships in quick-service restaurants: The role of corporate social responsibility. *Cornell Hospitality Quarterly*, *55*(4), 354–364. https://doi.org/10.1177/1938965513519008

Tenenhaus, M., Vinzi, V. E., Chatelin, Y.-M., & Lauro, C. (2005). PLS path modeling. *Computational Statistics & Data Analysis*, *48*(1), 159–205. https://doi.org/10.10 16/j.csda.2004.03.005

Tian, Z., Wang, R., & Yang, W. (2011). Consumer responses to corporate social responsibility (CSR) in China. *Journal of Business Ethics*, *101*, 197–212. https://doi.org/10.1007/s10551-010-0716-6

Tingchi Liu, M., Anthony Wong, I., Shi, G., Chu, R., & L. Brock, J. (2014). The impact of corporate social responsibility (CSR) performance and perceived brand quality on customer-based brand preference. *Journal of Services Marketing*, *28*(3), 181–194. https://doi.org/10.1108/JSM-09-2012-0171

Tran, N. T. (2022). Impact of corporate social responsibility on customer loyalty: Evidence from the Vietnamese jewellery industry. *Cogent Business & Management*, *9*(1), 2025675. https://doi.org/10.1080/23311975.2022.2025675

Vaaland, T. I., Heide, M., & Grønhaug, K. (2008). Corporate social responsibility: investigating theory and research in the marketing context. *European Journal of Marketing*, *42*(9/10), 927–953. https://doi.org/10.1108/03090560810891082

Walsh, G., & Bartikowski, B. (2013). Exploring corporate ability and social responsibility associations as antecedents of customer satisfaction cross-culturally. *Journal of Business Research*, *66*(8), 989–995. https://doi.org/10.1016/j.jbusres.2011.12.022

Walsh, G., Mitchell, V. W., Jackson, P. R., & Beatty, S. E. (2009). Examining the antecedents and consequences of corporate reputation: A customer perspective. *British Journal of Management*, *20*(2), 187–203. https://doi.org/10.1111/j.1467-8551.2007.00557.x

Weiss, A. M., Anderson, E., & Maclnnis, D. J. (1999). Reputation management as a motivation for sales structure decisions. *Journal of Marketing*, *63*(4), 74–89. https://doi.org/10.1177/002224299906300407

Wirtz, J., Kum, D., & Sheang Lee, K. (2000). Should a firm with a reputation for outstanding service quality offer a service guarantee? *Journal of Services Marketing*, *14*(6), 502–512. https://doi.org/10.1108/08876040010347615

Wolfinbarger, M., & Gilly, M. C. (2003). eTailQ: Dimensionalizing, measuring and predicting etail quality. *Journal of Retailing*, *79*(3), 183–198. https://doi.org/10.1016/S0022-4359(03)00034-4

Wu, C. H.-J., Liao, H.-C., Hung, K.-P., & Ho, Y.-H. (2012). Service guarantees in the hotel industry: Their effects on consumer risk and service quality perceptions. *International Journal of Hospitality Management*, *31*(3), 757–763. https://doi.org/10.1016/j.ijhm.2011.09.012

Xie, D., & Heung, V. C. (2012). The effects of brand relationship quality on responses to service failure of hotel consumers. *International Journal of Hospitality Management*, *31*(3), 735–744. https://doi.org/10.1016/j.ijhm.2011.09.010

Yoon, Y., Gürhan-Canli, Z., & Schwarz, N. (2006). The effect of corporate social responsibility (CSR) activities on companies with bad reputations. *Journal of Consumer Psychology*, *16*(4), 377–390. https://doi.org/10.1207/s15327663jcp1604_9

Youn, S., & Kim, H. (2008). Antecedents of consumer attitudes toward cause-related marketing. *Journal of Advertising Research*, *48*(1), 123–137. https://doi.org/10.2501/S0021849908080136