

THE EFFECTS OF CUSTOMER ENGAGEMENT IN CSR ON BEHAVIORAL INTENTIONS IN THE HOTEL INDUSTRY

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Abstract

Introduction. Corporate social responsibility (CSR) has become increasingly significant in tourism and hospitality studies due to its influence on business innovation, community development, and the environmental concerns of tourism destinations. While previous research has focused on customers' perceptions of sustainable practices, very few studies have demonstrated how customer engagement in CSR activities impacts customers' responses. Therefore, this study aims to assess the influence of customer engagement in CSR activities on behavioral intentions based on customers' experiences in hotels in Poland's holiday destinations. **Material and methods.** This study surveyed 560 respondents from Poland, and SmartPLS 3.9 was employed for statistical analysis. **Results.** The findings indicate that customer engagement in CSR activities positively influences revisit and recommendation intention, and revisit intention has a positive influence on recommendation intention. Additionally, revisit intention mediates the effect of customer engagement in CSR activities on recommendation intention. **Conclusions.** The study demonstrates that customer engagement in CSR activities enhances revisit and recommendation intentions, with the revisit intention serving as a mediator in this relationship, providing both theoretical and practical insights and innovative solutions.

Key words: CSR, customer engagement, behavioral intentions, tourism and hospitality

Introduction

The Travel and Tourism (T&T) sector is one of the major contributors to the world economy, making a significant share in GDP and employment. However, COVID-19 seriously damaged its share of global GDP, which decreased from 10.3% in 2019 to 5.3% in 2020, with a loss of 62 million jobs in tourism-related employment. Despite these challenges, T&T is expected to grow at a moderate rate of 5.8% per year from 2022 to 2032 and be higher than global economic growth [1]. The growth needs to be sustainable as this has emerged as a key trend in the industry, for communities, ecosystems, and cultural heritage [2]. In this regard, consumers are becoming more aware of the social and environmental impacts of their travel choices, thus demanding more sustainable travel options [3]. Sustainable tourism product development requires a socially responsible approach, strategy, and activities focused on environmental and social issues, known, in a broader sense, as CSR. In recent years, interest in CSR has gained importance in tourism and hospitality due to its impact on business and innovative performance, community development, and the environment. As CSR is linked to stakeholder theory [4, 5, 6], the main emphasis in research studies has been on CSR's effects on stakeholders, including consumers.

Specifically in the hotel industry context, extensive studies have been conducted on CSR and consumer behavior, while many studies have focused on CSR's influence on customer satisfaction, loyalty, and brand image [7, 8, 9]. Nonetheless, the impact of customer engagement in CSR activities on behavioral intentions, such as revisit and recommendation intentions,

remains unexplored. Although the effects of customer engagement in CSR on brand relationship quality and customer loyalty have been investigated concerning customers' experiences in two hotels [10], the generalizability of the findings is limited. Thus, there is not much evidence of the impact of customer engagement in CSR activities on behavioral intentions, such as revisit intentions and recommendation intentions. In addition, the mediating effect of customer engagement in CSR on recommendation intention via revisit intention has not yet been indicated in the given context.

Moreover, the research on CSR in Poland with respect to hotels has been primarily focused on socially responsible activities, while very little attention has been paid to CSR effects on stakeholders. For instance, the explored topics include CSR practices [11, 12, 13] and CSR effects on employee satisfaction and commitment [14]. More recently, perceptions of pro-environmental activities on hotel guests' perceptions have been investigated [15, 16]; however, research on consumer behavioral intentions towards CSR has not been yet conducted.

Based on the above discussion, the following questions arise:

RQ1: What is the effect of customer engagement in CSR on hotel revisit intention?

RQ2: What is the effect of customer engagement in CSR on hotel recommendation intention?

RQ3: What is the effect of customer engagement in CSR on hotel recommendation intention through a mediating role of revisit intention?

The present research explores how CSR influences customers' behavioral intentions within the hotel industry, specifically in Poland. The paper develops a new theoretical model with direct and indirect relationships between customer engagement in CSR activities, revisit intention, and recommendation intention. Furthermore, the study provides context-specific insights that further develop the understanding of social and environmental aspects of CSR which may be applicable in the international context. This study is also the first investigation of CSR effects on customers in hotels located in various tourist destinations in Poland, and provides important theoretical and practical implications.

Material and methods

The research adopted an online survey methodology to examine customers' perceptions regarding hotels with CSR orientation in Poland. The questionnaire was developed in English, and then was translated into Polish. The questionnaire comprised three sections, including questions relating to the socio-demographic profile of respondents, classifying questions, and questions concerning customers' perceptions of hotels. The classifying questions were necessary to purposively select respondents who spent one-week or longer holidays in hotels with CSR orientation in Poland in 2023. Customers' responses were measured on a 7-point Likert scale (from 1- strongly disagree to 7 - strongly agree). The questions regarding customer engagement in CSR activities were derived from previous research [10] and enhanced by a focus group discussion, semi-structured interviews with industry experts, and unstructured interviews with tourists on a coach tour in Poland in 2023. Questions assessing revisit and recommendation intention were adopted from a prior study [8].

The data were collected by a reputable research agency through their online nationwide research panel. First, a pilot study was carried out on a sample of 40 respondents. After making some minor changes in the questionnaire based on the pilot study results, the questionnaire was sent to 20,000 randomly selected participants. Of those 20,000 respondents, 2411 participated in the survey, and 560 met the eligibility criteria, yielding a maximum statistical error of 4%. This design combined random sampling (to reduce bias) with purposive screening (to ensure thematic relevance). Anonymity was strictly maintained, with no personal data collected. Responses were collated to a metric-only database, and eligibility was determined through self-reported responses, avoiding pre-identification. Among survey participants, men represented 59.6%, and women 40.4% of the sample. Considering the age groups, 10% of respondents were up to 24, 33.7% were between 25 and 34, 29.6% were between 35 and 44, and those who were older than 45 constituted 26.3% of the sample. The study was carried out in accordance with ethical standards established by the SGH Warsaw School of Economics and followed the principles of the Declaration of Helsinki. No identifying information was collected, and all responses were kept confidential. Data collection was conducted by BioStat® Research & Development Centre, Poland, which oversaw questionnaire administration, participant recruitment, and data quality assurance.

Partial Least Squares Structural Equation Modeling (PLS-SEM), a data analysis approach commonly used in consumer research, was employed for statistical analysis. Regression analysis, Covariance-Based Structural Equation Modeling (CB-SEM), and PLS-SEM represent three of the most popular data analysis approaches, each offering unique advantages concern-

ing specific study objectives. Regression analysis is applicable for studying simple linear relationships between variables but is not efficient for complex models that involve multiple latent variables [17]. CB-SEM focuses on the concept of theory and model validation; it requires a large sample size and assumes normal data distribution [18]. CB-SEM is less appropriate for exploratory research. The PLS-SEM was suitable for this research because it focused on three direct relationships: customer engagement in CSR, revisit intention and recommendation intention, and the mediating role of revisit intention between customer engagement in CSR and recommendation intention. PLS-SEM can deal with complex models involving many constructs efficiently, especially when sample sizes are small, or data distributions are non-normal, enhancing their applicability to real-world contexts [19]. PLS-SEM allows mediation analysis through its comprehensive methods to assess direct and indirect effects [20]. Therefore, we utilized PLS-SEM for data analysis. Both methodologies adhered to the measurement and structural model procedures [21]. While PLS-SEM mainly focuses on predictive analysis instead of confirmatory analysis, this may limit the generalizability of findings and cause issues in establishing the validity of theoretical models. Nonetheless, due to the exploratory nature of our research, we utilized PLS-SEM while acknowledging this limitation.

Results

Measurement model analysis

We assessed the internal consistency reliability using Cronbach's alpha, ρ_A , and composite reliability; all three are above the threshold of 0.70 indicating the reliability of this study [21, 22]. The discriminant validity, with a validated method, the square root of AVE, should be higher than the correlations among the constructs of interest [23]. In modern PLS-SEM techniques, the Heterotrait-Monotrait (HTMT) ratio criterion has become more significant than the Fornell-Larcker criterion for evaluating discriminant validity [24]. The VIF values in PLS-SEM were utilized to assess multicollinearity concerns and common method bias (CMB) issues. All the values have to remain below the level of 5 per threshold, and the more conservative threshold is 3 [22]. Because all the required values come out to be below the predetermined threshold level, it indicates no problems of multicollinearity issues and problems related to common method bias. All values in this study come out to be less than the threshold levels (See Tab. 1 and 2).

Structural model analysis

The current study utilized the coefficient of determination (R^2), effect size (f^2), and predictive analytics (Q^2) to evaluate model explanatory power. The threshold for (f^2) is (0.02), (0.15), and (0.35), respectively small, medium, and large [25]. R^2 measures the variation in each endogenous variable [26]. The criterion for R^2 is 0.75, 0.50, and 0.25 – good, normal, and weak, respectively [27]. The Q^2 shares values with R^2 . In this study analysis, all values met the threshold.

Hypothesis testing

The statistical significance of path coefficient values was utilized to test the hypothesis. According to the results presented in Table 3, CEICSR positively influences REVI and RECI. Thus, H1 and H2 are accepted ($\beta = 0.788$, $t = 42.693$, $p = 0.000$; $\beta = 0.250$, $t = 3.998$, $p = 0.000$). The result showed that REVI positively influences RECI, accepting H3 ($\beta = 0.613$, $t = 10.110$, $p = 0.000$). Moreover, REVI positively mediates the links between CEICSR

Table 1. Reliabilities, validities & variance inflation factors of the research

Constructs	FL	α	rho_A	CR	AVE
Customer Engagement in CSR (CEICSR)		0.91	0.92	0.93	0.70
This hotel organizes entertainment related to local culture, e.g. cooking, dance, handicraft workshops.	0.88				
This hotel encourages guests to explore local culture by offering brochures, guides, tours, etc.	0.78				
This hotel offers local products, e.g. pastries, cheese, and preserves.	0.85				
This hotel offers activities aimed at experiencing nature, e.g. nature walks and observing animals.	0.88				
This hotel involves guests in the care of nature, e.g. sorting trash and reducing energy and water use.	0.83				
This hotel communicates its nature conservation practices to guests.	0.79				
Revisit Intention (REVI)		0.89	0.90	0.95	0.90
I would stay/visit the hotel in the future.	0.91				
I would consider the hotel to be my first choice to stay at/visit in this city.	0.83				
Whenever I got the chance, I would continue to stay at the hotel.	0.90				
Recommendation Intention (RECI)		0.86	0.87	0.91	0.78
I would say positive things about the hotel to other people.	0.95				
I would encourage friends and relatives to stay at/visit the hotel.	0.95				

Note: FL = Factor Loadings; α = Cronbach Alpha; CR = Composite Reliability; AVE = Average Variance Extracted.

Table 2. Discriminant validity of research

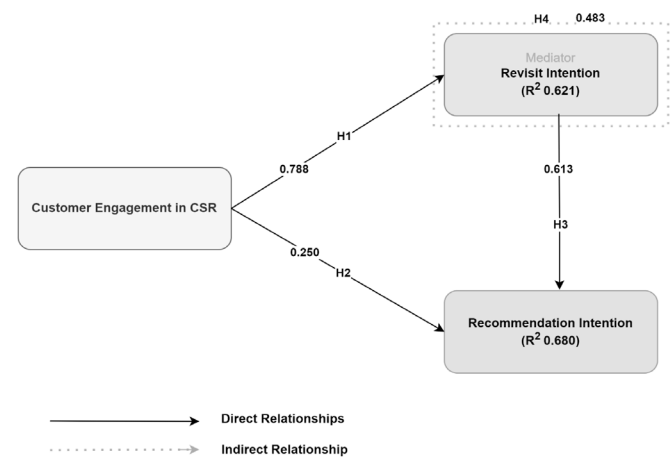
Constructs	CEICSR	RECI	REVI
Heterotrait-Monotrait (HTMT method)			
CEICSR			
RECI	0.792		
REVI	0.853	0.878	
(Fornell and Larcker method)			
CEICSR	0.839		
RECI	0.733	0.953	
REVI	0.788	0.810	0.887

Note: CEICSR = Customer Engagement in CSR; REVI = Revisit Intention; RECI = Recommendation Intention.

and RECI, accepting H4 ($\beta = 0.483$, $t = 10215$, $p = 0.000$) (See Tab. 3 and Fig. 1).

Table 3. Path coefficient results of the research

Hypothesis	Variables	Beta (β)	T Statistics	p Value	Decision
Direct effects of constructs					
H1	Customer engagement in CSR positively influences revisit intention.				
	CEICSR $\rightarrow$ REVI	0.788	42.693	0.000	Supported
H2	Customer engagement in CSR positively influences recommendation intention.				
	CEICSR $\rightarrow$ RECI	0.250	3.998	0.000	Supported
H3	Revisit intention positively influences recommendation intention.				
	REVI $\rightarrow$ RECI	0.613	10.110	0.000	Supported
Mediation analysis (Indirect effects)					
H4	Customer engagement in CSR positively influences recommendation intention through a mediating role of revisit intention.				
	CEICSR $\rightarrow$ REVI $\rightarrow$ RECI	0.483	10.215	0.000	Supported

**Figure 1.** The conceptual model with values

Discussion

CSR has been widely discussed by scholars, practitioners, and policymakers in tourism and hospitality due to its impact on the firm's results [28, 29] and sustainable development [30, 31, 32, 33]. Sustainability has become a key trend in the hotel industry and numerous hotels have implemented CSR strategies and programs considering its various benefits. In addition, consumers have become more focused on sustainable holiday experience after the pandemic and the demand for sustainable tourism products is expected to grow [3]. CSR seeks to reduce the company's environmental footprint and support the development of local communities by actively engaging with stakeholders [34]. Importantly, investing in CSR contributes to strengthening relations with stakeholders and achieving better financial performance [28]. Thus, various approaches to CSR can be observed, yet the stakeholders' perspective predominates. Although CSR research is well established in tourism and hospitality, and numerous studies were concerned with the influence of CSR on stakeholders, many areas still remain unexplored, including the CSR effects on consumers.

Prior studies concerning CSR in consumer research with respect to the hotel industry focused mostly on examining customers' responses to hotels' social and environmental activities, yet the effects of customer engagement in such activities have

been hardly investigated. It is already recognized that CSR may bring numerous positive effects, including customer satisfaction, corporate reputation, and customer loyalty [7, 8, 9]. In addition, in our study, we found that customer engagement in CSR is positively related to both revisit intention and recommendation intention. This result is consistent with previous findings, which show the positive effect of customer engagement in CSR on customer loyalty through brand relationship quality [10]. However, our findings are contradictory to other study results, indicating that CSR does not directly affect revisit intention, although the indirect positive influence through trust and commitment was identified [35]. Furthermore, the positive influence of CSR on customer loyalty has been confirmed in several other studies [7, 8, 9]. Thus, our results strengthen previous findings and give new light on the issue of customer engagement in CSR and its influence on behavioral intentions.

Our study also indicates the positive effect of revisit intention on recommendation intention, which confirms the previous results with respect to tourism and hospitality [36]; however, the prior findings were not directly related to the hotel industry. Thus, our findings show recommendation intention as a consequence of revisit intention with respect to hotels. Moreover, our study depicts the mediating effect of customer engagement in CSR on recommendation intention via revisit intention, which additionally enhances the role of engaging customers in CSR activities. Taking also into account prior findings regarding the mediating role of brand relationship quality between customer engagement in CSR and loyalty and future engagement in CSR [10], it can be stated that customer engagement in CSR needs to be an important part of CSR strategy and programs in the hotel industry strengthening relationships with customers and stimulating their revisit and recommendation intention.

Besides, our study extends the findings of the studies conducted earlier in the hotel context in Poland. In light of previous findings revealing the positive impact of hotels' pro-environmental activities on customers' service quality perception [16], and findings showing customers' positive attitudes towards such activities [15], the importance of engaging customers in CSR activities seems to be important. By engaging customers in socially responsible activities, it is possible to increase their awareness of the hotels' impact on the environment, which was evidenced to be low [16]. In addition, the positive influence of customer engagement on behavioral intentions indicated in our study, along with other above-mentioned findings, may stimulate more interest in the implementation of CSR strategy and programs in the hotel industry in Poland.

Although our research was conducted in Poland, our findings may be applicable to other international contexts. Considering the positive impact of customer engagement in CSR on behavioral intentions, hotels located in various tourist destinations could develop original and innovative sustainable activities involving customers based on their unique natural, social, and cultural resources. Hotels' CSR programs need to be expanded to include activities engaging customers, which would differentiate their offerings, enhance customer experience, and increase customer loyalty, contributing at the same time to regional sustainability.

Conclusions

The present study highlights the positive impact of customer engagement in CSR on revisit and recommendation intention, as an important means in the development of customer loyalty within the hotel industry in Poland. By engaging customers

through participation in socially responsible activities, hotels may enhance customer consciousness and behavioral intentions, which promote sustainable behavior and improve business performance. These findings extend the stakeholder theory by showing the strategic significance of involving customers in CSR initiatives, which enhances mutual relationships and loyalty in the hotel context.

This research has important implications for the hotel industry. Hotels should enhance their CSR programs by developing interactive CSR initiatives based on the regional environmental and socio-cultural resources that are hard to imitate, like workshops on environmentally friendly activities, nature walks, observing animals, entertainment related to local culture, e.g. cooking, dance, handicrafts workshops, community-support programs, or gamified challenges to sustainability, which would engage customers in socially responsible activities initiated by hotels. It is crucial to stimulate interest in local culture by providing brochures, guides, and tours, serving local dishes, and offering local products. It is also important to communicate nature conservation practices and involve customers in caring for nature, e.g., sorting trash and linen change on request. These initiatives may enhance customer loyalty and promote a deep understanding of sustainability issues. In addition, integrating CSR initiatives with business strategy and marketing plans could enable the positioning of hotels as leaders in sustainability among consumers.

Despite its contribution, this study has some limitations. First, engaging customers in CSR has been evidenced to have an impact on behavioral intentions; however, the actual behavior has not been examined. Second, the study uses PLS-SEM for data analysis, which emphasizes predictive rather than confirmatory analysis, thus limiting the generalization of results. Future studies may validate the results using other methodologies, such as CB-SEM, to strengthen the robustness of the findings. Third, this study focused on the hotel industry in Poland, thus limiting the cross-cultural perspective. Future studies should explore customer engagement in CSR in various cultural settings and tourism and hospitality contexts. Longitudinal research could further assess the long-term impact of CSR activities on behavioral intentions.

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