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Master Thesis	**The contribution of corporate social responsibility to perceived service quality as indicator of customer satisfaction. Evidence from the hotel industry.**
Deposed by	Angeline Duschène
	Date of birth: 23.08.1992
	Student number: 12-217-048
	Mail address: angeline.duschene@unifr.ch
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Abstract

The aim of this study is to contribute to the literature by analysing customers' perception of corporate social responsibility (CSR) activities and their effect on perceived service quality as an indicator of customer satisfaction in order to better understand the relationship between these variables.

The descriptive part of the study includes a literature review and the quantitative part of the study includes an online survey.

The empirical results show that the relationship between perceived CSR activities of a hotel and customer satisfaction is rather strong. Furthermore, the results show that the importance customers place on CSR activities moderates the relationship between perceived CSR activities and customer satisfaction.

Finally, implications, limitations of the study as well as possible future research approaches are discussed.

Key words: hotel industry, corporate social responsibility, perceived service quality, customer satisfaction

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1 Introduction

The accommodation sector or hotel industry is strongly service-based and thereby influenced by service quality (Tsang & Qu, 2000; Ladhari, 2009). Customer satisfaction is considered to be one of the major aspects influencing success within this branch (Su, 2004). Therefore, providing and maintaining this satisfaction is considered to be one of the major challenges of the industry. For this reason, customer satisfaction and the related service quality have received increasing scientific and practical attention.

Different studies (e.g., Akbaba, 2006; Wilkins, Merrilees, & Herington, 2007) exploring the most significant service quality characteristics that lead to a better customer satisfaction in the hotel industry describe a wide range of service quality dimensions – from personnel friendliness to food quality, embracement of local culture and tangible characteristics – that provide a positive effect on customer satisfaction, loyalty, and brand recognition (Akbaba, 2006).

Lately, interest towards corporate social responsibility (CSR), as one of service quality dimensions, is calling for researchers' interest (Kucukusta, Mak, & Chan, 2013; Lee & Heo, 2009). This fact is explained by the growing popularity of CSR, not just as an academic concept but also as an important management tool of many businesses, including the hotel industry (Levy & Park, 2011). The decision of hotels to incorporate CSR practices is dictated by various considerations, such as an increase of profitability, reputational and ethical considerations, societal and governmental pressure (Levy & Park, 2011). It is no surprise that many researchers (e.g., Lee & Heo, 2009) started to consider CSR as an element of quality service in hotels and try to assess the actual contribution of CSR in hotels to customer satisfaction.

Despite numerous existing studies examining both service quality and customer satisfaction (Akbaba, 2006), as well as CSR (Kucukusta et al., 2013; Lee & Heo, 2009), there can still be a confusion observed regarding all three concepts.

Thus, while service quality and customer satisfaction are agreed to be closely related, albeit being different concepts, the nature of their relationship is still being debated (Bitner, 1990; Cronyn & Taylor, 1992; Woodside, Frey & Daly, 1989). At the same time, the understanding of service quality can vary from one industry to another (Brochado, Rita, & Gameiro, 2015).

Similarly, within the hotel industry researchers point out the importance of differentiation between different types of hotels, as it implies the focus on different service quality dimensions for achieving customer satisfaction (Akbaba, 2006). Thus, the comparison of service quality dimensions within one or similar industries can provide a more reasonable understanding of factors leading to customer satisfaction.

Understanding of CSR's role in a customer satisfaction process in hotels requires, at first, a general definitional clarification of this contested concept and, second, it's meaning and role particularly for an accommodation sector.

The objective of the current study is to assess how significant is the role of CSR, as one of service quality elements, for customer satisfaction in the hotel industry. The influence of the importance that customers put on CSR activities will be analysed.

Associated research questions are:

RQ1: How does the perception of hotels' CSR activities by the customers affect the customer satisfaction and perceived service quality?

RQ2: How is this relationship moderated by sociodemographic factors and the importance of CSR to customers?

The present study thereby aims to combine ideas and frameworks from two different schools of thought – CSR-related ones and those stemming from aspects relevant to the hotel industry. Comparatively little is known about the importance of CSR in regard to the choice of accommodation. For this reason, the present study tries to foster the understanding about the relationship of different CSR-related activities and customer satisfaction. Hence, the study is based on subjective measures of both of these aspects and should help practitioners understand how their CSR activities can help them achieve more satisfied customers.

This goes in alignment with scientific work on CSR that points out that CSR activities are more than just corporate philanthropy and therefore can also be seen as a business case. CSR activities can influence, for example, the relationship of a company and its stakeholders. Among the main stakeholders of the hotel industry are the hotel guests – who are at the very centre of this thesis.

2   Literature Review and relevant concepts

2.1   Customer Satisfaction

The most widely acknowledged concept of customer satisfaction – the expectancy disconfirmation theory – was developed by Oliver (1980). The essence of Oliver's (1980) theory in the words of Hansemark and Albinson (2004) can be described as "an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfilment of some needs, goals or desire" (p. 2).

According to the theory, in case customer's actual experience with goods or services is in alignment or exceeds their expectations, then customer satisfaction will be encouraged (positive disconfirmation). Similarly, when the actual experience is worse than expected, customer satisfaction will be discouraged (negative disconfirmation) (Oliver, 1980). As it was noted by Gray and Boshoff (2004), customer satisfaction is not directly related to characteristics of certain products or services, but rather demonstrates customers' perception of particular product/service characteristics.

This aspect implies that customer satisfaction is a highly personalized dimension of assessment, which can significantly vary from one customer to another even in relation to the same product/service. While the expectancy disconfirmation model is considered to be one of the most used in measurement of customer satisfaction, it is, nonetheless not the only one. Among other models measuring customer satisfaction are the service quality versus service satisfaction approach, the attribute importance approach, the performance-only approach and the technical and functional dichotomy approaches (Yüksel & Rimmington, 1998). It is generally agreed that, since customer satisfaction is a complex phenomenon, which incorporates both functional and psychological aspects, its measurement becomes more accurate when using a multi-items scale, rather than only one dimension (Gilbert & Veloutsou, 2006).

Thus, importance of customer satisfaction for a company's long-term success has been numerously highlighted in different fields of research (Jackson, 2001; Susnienė & Vanagas, 2007; Wheeler & Sillanpa, 1998). In a contemporary highly competitive business environment customer satisfaction becomes an important tool of companies' differentiation and customer retention strategies (Deng, Lu, Wei, & Zhang, 2009).

Outcomes of customer satisfaction lead to an increased brand loyalty, recurring purchases and an increase of the customer base. (Angelova & Zekiri, 2011). By investing in customer satisfaction, companies invest in their long-term success, as satisfied customers tend to be more price tolerant and tend to stay with a particular company even in a highly competitive environment (Martínez & del Bosque, 2013). As observed by Anderson, Fornell and Mazvancheryl (2004), companies with poor customer satisfaction tend to lose customers, market share, and investors faster than competitors that manage to better satisfy their customer needs.

In their research, Hanif, Hafeez, and Riaz (2010) examine factors affecting customer satisfaction among users of telecommunication services in Pakistan. They found that in case a brand fulfils its promises, it automatically triggers customer's satisfaction (Hanif et al., 2010). Once the primary needs of a customer are fulfilled – which in case of telecommunication services included coverage quality, fulfilment of communication needs, and an overall customer experience – customer satisfaction is created. Price and price fairness were also considered as significant contributors to customer satisfaction.

Another important customer-satisfaction contributing aspect, revealed by Hanif et al. (2010), is the feeling that a customer is valued by the company, not only in the process of a product/service encounter, but also during subsequent periods and interactions (e.g., ability of a company to handle complaints with respect and in a timely manner). Thus, the authors conclude that price fairness and quality of provided services are two important triggers of customer satisfaction (Hanif et al., 2010).

In their research Anderson, Fornell & Lehmann (1994) distinguish between transaction-specific and cumulative types of customer satisfaction. Transaction-specific customer satisfaction is related to an assessment of a service or product by a specific individual, which is based on a comparison between expectations and an actual experience. Within a transaction specific customer satisfaction research, the focus has been done on the role of emotions and perceived service quality for a customer satisfaction (Johnson, Gustafsson, Andreassen, Lervik, & Cha, 2001).

On the contrary, cumulative customer satisfaction is based not on an individual, but on the overall assessment of a product or service by a whole range of customers over a period of time (Anderson et al., 1994). While the first type of customer satisfaction provides an outlook for particular customer experiences, the second type of customer satisfaction characterizes general company's performance (Johnson et al., 2001). It is considered that cumulative

approach to customer satisfaction can better predict economic performance and customers' behaviour than transaction-specific approach (Anderson et al., 1994).

It is explained by the fact that repurchase decisions are made on the basis of aggregated customer experiences with similar products and services and not on the one-time encounter episode (Johnson et al., 2001). It has been observed, that the time of product/service evaluation by customer affects accuracy of customer satisfaction – the closer in time an evaluation is to the moment of the actual customer experience, the more accurate an assessment (Gilbert & Veloutsou, 2006). Similarly, those attributes of a product/service, which a customer experienced closer to the time of assessment, will affect an overall assessment more that those attributes experienced at the earlier stages (Gilbert & Veloutsou, 2006).

There is a growing body of literature that investigates the relationships between customer satisfaction and financial performance of a company (Anderson, Fornell, & Rust, 1997; Chi & Gursoy, 2009; Saeidi, Sofian, Saeidi, Saeidi, & Saaeidi, 2015; Yeung & Ennew, 2000). As was mentioned, high customer satisfaction increases customers' loyalty, supports customer retention and increases price tolerance while at the same time decreasing costs for customer's attraction and creates additional sources of advertisement (such as word of mouth). The combination of these effects leads to an increased financial performance of a company (Anderson et al., 2004).

Researchers emphasise different specificities of customer satisfaction in case of products and services consumption (Johnson & Fornell, 1991). One of the main service specificities is constituted by the fact that the production and consumption of a service, in comparison to a product, almost always happens at the same time (Johnson, Herrmann & Gustafsson, 2002). This immediate time factor implies that in case of services many more factors influence customer satisfaction, such as customer's mood, physical feeling, biases in customer's perception of a seller and a place of service provision, etc.

This implies a higher risk of customer dissatisfaction for a large number of subjective reasons (Johnson et al., 2002). At the same time an immediate time factor in service providing provides higher opportunities for flexibility and service customization (Johnson et al., 2002).

Johnson and Nilsson (2003) conducted research of customer satisfaction experiences across 188 firms from 30 different industries. The results of their research show that inconveniencies associated with service provision are more pronounced than opportunities provided by their

customisation, which proves a generally lower customer satisfaction with services than with products (Johnson & Nilsson, 2003). Another service-associated disadvantage in comparison to products is the intangible nature of services. While customer satisfaction to a big extent depends on a customer's ability to assess the quality of a product by visually observing or touching it, services are initially deprived from this type of assessment (Johnson et al., 2002). Due to the intangible nature of many banking and financial services, many customers find it difficult to assess the quality of programs provided by these types of organisations. It makes it harder to choose between competitors, which in turn leads to harder access to superior services and, thus, to more obstacles in getting customer satisfaction (Johnson et al., 2002).

Lately, a growing interest towards measuring customer satisfaction across industries and countries can be observed (Johnson et al., 2002; Walsh & Bartikowski, 2013; Yüksel & Yüksel, 2003), which also explain attempts to analyse the effectiveness of national customer satisfaction indexes (CSI).

According to the CSI model, customer satisfaction is caused by a combination of a perceived quality, perceived value, customers' expectations and a firm image, which altogether are considered as antecedents of overall customer satisfaction (Türkyılmaz & Özkan, 2007). Considering that each of the CSI model constructs is a latent construct, antecedents of customer satisfaction in CSI models are measured by numerous measurable indicators (Türkyılmaz & Özkan, 2007).

Sweden was the first country that in 1989 introduced a national index for measuring customer satisfaction – the Swedish Customer Satisfaction Barometer (SCSB). The SCSC included 130 companies from the 32 largest Swedish industries. In 1994, the SCSC was taken as a basis for the development of an American Customer Satisfaction Index (ACSI), which in turn became a basis for national indexes of New Zealand, Taiwan and EU countries (Johnson et al., 2001).

Some researchers consider the creation of customer satisfaction measurement that would be usable across various industries, challenging due to the fact that dimensions assessed by customers in regard to different products and services can vary significantly. Thus, it would be hard to make comparisons by applying same indicators (Wilson, 2002). Others, on the other hand, claim that the development of such universal indicators is useful (Yüksel & Yüksel, 2003). These universally applicable scales are important for companies willing to scale their performance against their competitors in order to advance their customer services processes, if needed (Yüksel & Yüksel, 2003).

2.2 The role of service quality for customer satisfaction

Service quality is a multi-dimensional concept, which is thus hard to assess. The main complication with an assessment is related to the high level of subjectivity and personality involvement in the process of service quality evaluation by a customer (González, Comesaña & Brea, 2007).

As was noted by Brady & Cronin (2001), in spite of the fact that there are many proposals on how to measure perceived service quality, most of the existing debates are related to the aspect *what to measure* in regard to perceived service quality, which, again, points to the multi-dimensionality of the concept. Contemporary literature on service quality can be split between two perspectives. The Nordic perspective proposes to measure service quality based on functional and technical characteristics (Brady & Cronin, 2001) while the American perspective calls for more experience-related characteristics, such as reliability, responsiveness or empathy (Brady & Cronin, 2001). Although the American perspective seems to be more dominant in relation to perceived service quality, it is still too early to talk about an achieved consensus in this regard. While both functional and emotional aspects of perceived service quality are highlighted, the integrated model for assessing of perceived service quality is required (Brady & Cronin, 2001).

One of the most widely accepted service quality assessment models is the SERVQUAL model, introduced by Parasuraman, Zeithaml and Berry (1985; 1988), which assesses the perception gap between an expected and an actually received quality of service. While the original SERVQUAL model assessed ten dimensions (reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the consumer and tangibles), it was later reduced to five (reliability, responsiveness, empathy, assurances and tangibles). Despite becoming the most dominant scale in the area of service quality and being applied to various dimensions, the SERVQUAL model received, nonetheless, some criticisms (Cronin & Taylor, 1992; Kang & James, 2004).

Thus, some researchers doubt the reliability of service quality assessment on the basis of expectations vs. reality gap, arguing that the model assesses satisfaction rather than service quality (Robledo, 2001). Cronin and Taylor (1992) consider that the performance-based model provides more reliable service quality assessment than the SERVQUAL, while Kang & James (2004) argue that the model captures the process of service delivery rather than its outcomes, such as, for example, technical aspects. Up until 2007, in spite of the growing

interest towards the concept of perceived service quality, the concept still remains rather contested (González et al., 2007).

As coined by Taylor and Baker (1994) "service quality and customer satisfaction are separate constructs that share close relationship" (p. 164). While both customer satisfaction and perceived service quality share the idea that customers compare performance of a service/ quality with some standard or ideal, the two concepts are based on different comparative standards (Spreng & Mackoy, 1996). While customer satisfaction is based on a predictive expectation, or, in other words, what a customer believes will happen, perceived service quality is a result of comparison between actual company's performance and customer's understanding of what service he or she should be provided with. Thus, service quality is based on the disconfirmation of ideals, while customer satisfaction is based on the disconfirmation of predictive expectations (Spreng & Mackoy, 1996).

Rust and Oliver (1993) proposed the following differentiation between service quality and customer satisfaction:

- While quality-related characteristics that define related judgements about the products/service are rather specific, customer satisfaction can be based on many other, often product-unrelated characteristics.

- While quality-related expectations arise from a customer's understanding of excellence (which includes some particular features), customer satisfaction can be based on non-quality-related factors, often of psychological nature.

- The understanding of quality does not necessary require experience with the service provider, while customer satisfaction does.

- There are fewer conceptual antecedents regarding quality than satisfaction.

The differentiation proposed by Rust and Oliver (1993) implies that customer satisfaction and perceived service quality are two different concepts with their own characteristics. Nonetheless, as findings from the literature review suggest, the nature of the relationship between these two concepts and their role for consumer purchasing behaviour is still not clearly defined (Bitner, 1990; Cronyn & Taylor, 1992; Woodside et al., 1989).

2.2.1   The role of service quality and customer satisfaction in the hotel industry

Interest towards service quality within the hotel industry has lately been expressed by academics from various fields, including management (Tsang & Qu, 2000), economic, social and behavioural sciences (Ladhari, 2009). While the interrelation of service quality and customer satisfaction has been highlighted by several researchers, these concepts are even more interwoven in the hotel industry. As it was pointed out by Shi and Su (2007), "For the hotel industry, as its service has a high interaction with customers, customer satisfaction is formed in the service process" (p. 2). At the same time service quality in hotels differs from a service quality in many other industries due to a usually more prolonged time of provided services (Brochado et al., 2015).

Analyses of different service quality-related studies in a hotel industry demonstrates that dimensions of service quality can vary significantly for different types of hotels (Akbaba, 2006).

Studies examining the role and attributes of service quality in a hotel industry have been conducted across various countries and explore the service quality perception of tourists of various socio-cultural backgrounds, with different travel purposes, and of different ages and gender (Berezan, Millar, & Raab, 2014; Choi & Chu, 2001; Ramsaran-Fowdar, 2007; Tsang & Qu, 2000). Such a broad sample distribution explains the existing variety in the outcomes of studies.

Thus, a study by Wuest, Tas, and Emenheiser (1996) based on the SERVAQUAL model concludes that for older tourists factors such as assurance, expressed by the courtesy and qualification of the employees and their reliability – the ability of a hotel to perform a service confidently and accurately – played a major role in a process of customer satisfaction.

Another study of service quality provided by business hotels in Turkey on the basis of the SERVQUAL model showed that business travellers had the highest expectations for hotel dimensions such as convenience, followed by assurance, tangibles, adequacy in service supply, and understanding and caring (Akbaba, 2006). Another study of the most important hotel attributes for business travellers in Turkey provides a more specific classification of preferred hotel attributes: service, price and value, security, extra amenities, technology, room comfort, food and beverage, complimentary goods, parking, location, health sensitivity, and single sensitivity (Cobanoglu, Corbaci, Moreo, & Ekinci, 2003).

Most frequently mentioned hotel attributes that seem to be included in most related studies include price/value, image and reputation, provided services, and tangibles (Berezan et al., 2014). Thus, in the study conducted among four- and five-star hotels in Turkey the main criteria for service quality for guests was the courtesy and competence of the hotel personnel (Akbaba, 2006). At the same time, visitors of Australian hotels considered the employees, tangibles, and the reliability of the hotel as the most important service quality dimensions (Akbaba, 2006).

Considering different hotel markets and cultural specifics, various service quality assessment models adapted to specific environments have been created. Most of these models are based on the SERVQUAL model and haven then been adapted in accordance with specific hotel market and requirements (Oberoi & Hales, 1990; Patton, Stevens, & Knutson, 1994). The individual approach to service quality in a hotel industry which takes into consideration the type of hotel clientele and their requirements and cultural specifics is considered decisive for the quality of provided services and customer satisfaction (Akbaba, 2006).

2.3 The CSR concept and related definitional constraints

Since its introduction almost 70 years ago, the concept of CSR has been growing in popularity both as a management instrument of and as a research subject in the business community (Moir, 2001). Growth of interest towards CSR concept is supported by exponentially growing number of articles on the topic: thus in 1990 there were less than ten CSR-related articles, while in 2000 this figure was already thousand (Okoye, 2012).

Although the CSR concept is far from being new, there is still no unified definition of the term (Sarkar & Searcy, 2016). At the same time, the lack of a clear definition could not prevent CSR from a wide proliferation – the concept is more and more becoming a part of operational activity of various businesses (Remišová & Lašáková, 2014). Despite using different terminology and wording, all definitions of CSR refer to three dimensions – social, ecological, and economic – also known as a *triple bottom line* concept (Baden & Harwood, 2013).

The concept of the *triple bottom line* was initially proposed by the environmentalist John Elkington as a fundamental principle of operational activities for companies. The triple bottom line concept implies that the profit or economic aspect of a business should be complemented by actions aimed at environmental protection and care for the people (Elkington, 1998). Since the concept was introduced in 1997, it has become a widely used

instrument for a complex performance evaluation for numerous companies in the profit and non-profit sector and governmental organisations (Slaper & Hall, 2011). The triple bottom line concept creates an overlap between CSR and sustainable development, both of which are based on the interconnection of economic, social, and environmental aspects.

Sustainable development was defined in the Our Common Future report (also known as Brundtland report) as the "development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs" (Brundtland Commission, 1987, p. 43). Emerged as a part of political agenda concerned during in the UN Earth Summit in Rio de Janeiro in 1992, sustainable development is primary concerned with environmental protection and should be taken as a global guiding principle for humanity (Loew, Ankele, Braun, & Clausen, 2004).

In contrast, the CSR concept was brought up by a business community and is guided by an idea of care and support, provided by a business to its stakeholders. Thus, while being closely related CSR and sustainable development still have a different connotation as well as level of application (Loew et al., 2004). Despite this fact, most of the existing studies mix these two concepts, considering them equal in their reference to a triple bottom line (Loew et al., 2004). For this reason and in spite of the fact that current research examines primarily a concept of CSR, the concepts of CSR, sustainability, and sustainable development will be used interchangeably throughout this work.

From an academic perspective, CSR, despite being defined in different ways, is a clear concept: One of the main aims of a business, beside financial considerations, is taking care of all stakeholders (Baden & Harwood, 2013). For businesses which do not just require a concept, but rather an operational management tool, CSR is much more complicated (Dahlsrud, 2008).

In relation to a business, most CSR definitions share a similar idea: the requirement to consider not only the financial but also the ecological and social dimension in its operations and while doing so to go beyond existing regulations (Dahlsrud, 2008). Nonetheless, none of the definitions provide a clear description of what exactly companies have to do in order to be considered *socially responsible* – instead they just provide references to stakeholders' interests. (Elms, 2006). Considering the fact that the interests of various stakeholders can vary significantly and even contradict each other, this reference still does not provide companies with any specific guidelines (Baden & Harwood, 2013).

Thus, based on the results of his definitional analyses, Dahlsrud (2008) concludes that none of CSR definitions *actually define* CSR, but rather describe it as a phenomenon − which is clearly not substantial enough for business. Van Marrewijk (2003), thus, concludes that CSR strategy has to be individually constructed for each company and considers particular stakeholders and company's specific operational context. While considering CSR merely as a concept, existing definitions with a reference to a triple bottom line do serve their purpose. However, when CSR is used as a business management tool, lacking-clarity definitions are not sufficient enough (Margolis & Walsh, 2003). It is important to embrace that in a contemporary global environment, affected by globalisation, multi-cultural developments and involving various legislative aspects, an operational definition of CSR becomes vital for the development of a successful business strategy (Dahlsrud, 2008).

2.3.1. Stakeholder theory

A stakeholder is "any group or individual who can affect or is affected by the achievement of the firm's objectives" (Freeman, 1994, p. 49). Following this definition proposed by Freeman (1994), stakeholder theory explores the relations between an organisation and its stakeholders (Fernando & Lawrence, 2014).

Within various streams of literature, various classifications of stakeholders can be found. Despite the existing variety of proposed stakeholder groups, the idea behind the classification is the same: to define a level of importance to the stakeholder for the company and their role in corporate governance (Fernando & Lawrence, 2014). The most popular and widely accepted business classifications of stakeholders are: primary and secondary (Clarkson, 1995) and external and internal stakeholders (Pearce, 1982). Besides, less frequently used categories can be observed, such as: voluntary and involuntary stakeholders (Clarkson, 1994), latent, expectant, and definitive stakeholders (Mitchell, Agle, & Wood, 1997).

Within bigger groups, stakeholders can also be defined according to their meaning for the company: employees, shareholders, customers, suppliers, etc. (Preston & Sapienza, 1990).

According to Mitchell et al. (1997), the relations between a company and its stakeholders are regulated by three factors, namely power, legitimacy, and urgency. Power represents the ability of a stakeholder to influence the company and its decisions, legitimacy represents the degree to which stakeholders' claims are shared and accepted within a society, while urgency is the speed with which a company reacts to its stakeholders' claims. While referring to very different aspects of the stakeholder/company relationship, all three elements have to be

considered together in order to properly assess the role of a stakeholder for a company. For example, a stakeholder possessing low power but a high level of legitimacy should be monitored by a company. If the level of power increases, this stakeholder might become of high importance for the company's prosperity. At the same time, a high level of power in combination with high urgency is a sign for a company to having to closely look at its relationship with a current stakeholder (Mitchell et al., 1997).

Nonetheless, according to stakeholder theory all stakeholders have a right to be treated equally and respectfully, regardless of their potential to influence a company's prosperity. At the same time, a company should organise its business in a way that considers the interests of all its stakeholders (Elms, 2006). This approach, thus, proposes that a business should not prioritise profit-orientation, but rather caring about its stakeholders' interests as a central element of a business development strategy (Gangone & Gănescu, 2014). It must be noted that this approach is equally supported and criticised by researchers.

Thus, according to Friedman (2007, p. 178), "there is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud."

McWilliams and Siegel (2001), on the contrary, argue that the obligation of corporations should go beyond and above the goals prescribed in their mission statements and allocate parts of their resources to a wider range of societal matters. In the last years, a proliferation of the Creating Shared Value concept (CSV), proposed by Porter and Kramer (2011), could be observed and can be considered as a logic alternative to both views on business/CSR construct. Thus, CSV proposes to consider CSR as more than just *doing good*, i.e. as a source of additional competitive advantage for companies, which can help businesses to advance their financial status while at the same time contributing to the prosperity of society (Porter & Kramer, 2011).

By specifying stakeholder groups that are relevant for an organisation's prosperity and for whom an organisation is responsible, Carroll (1999) made a connection between CSR and stakeholder theory. Boone and Kurtz (1992) proposed to consider stakeholders within the CSR concept part of a company's operational strategy that, by considering interests of various groups, make a positive contribution to the economic and social prosperity of both company and society.

Both company and society can benefit if acting according to stakeholder theory (Jamali, 2008). For example, reporting initiative on a company's CSR activities can benefit a company's shareholders from a managerial perspective and other stakeholders, such as suppliers and customers, from an ethical perspective. In return, a company can increase its customer loyalty, improve its reputation, and attract new investors (Jamali, 2008).

Elms (2006) points out that CSR should be considered neither by a company, nor by its stakeholders as a one-way initiative but the opposite: It should be considered as a mutual responsibility and benefit for all stakeholders. "If stakeholders' value responsibility, corporations will too" (Elms, 2006, p. 206).

Therefore, it is important to stimulate and promote a desire for an ethical business model within the society (Elms, 2006). In case employees, suppliers, and customers start prioritising ethical business practices and favouring collaboration with companies pursuing these practices, then organisations, seeing high societal demand for CSR, will be more willing to implement responsible business practices, as for them it will also mean benefits such as an increase in customer loyalty, employee retention, and share prices as well as more favourable conditions from suppliers etc. Thus, by seeing a high societal demand for CSR practices and understanding the needs of its stakeholders, a company can turn CSR into an effectively working management tool (Gangone & Gănescu, 2014).

Primary importance of customers as a stakeholder group for business prosperity has been numerously highlighted within different streams of literature (Susnienė & Vanagas, 2007; Jackson, 2001; Wheeler & Sillanpa, 1998). The influence of CSR on customers' loyalty, behaviour and attitude, perceived service quality and satisfaction has lately been growing as a topic of interest (Arıkan & Güner, 2013).

It has been proved, for example, that customers are more willingly associate themselves with socially responsible companies, as it strengthens their self-esteem and self-perception as socially responsible citizens (Martínez & del Bosque, 2013). A concept of customer-company identification plays, thus, an important role in explaining how CSR practices can trigger customer satisfaction and loyalty to a company. When customers can identify an overlap between their own interests and values and the values of a company, they tend to build up tighter bonds with this company, expressed in higher loyalty, more purchases, and increased general satisfaction (Martínez & del Bosque, 2013). It is considered that loyalty is a natural consequence of customer/company identification, which appears as a result of psychological attachment to a company and self-identification with its values and image (Ferrell, 2004).

Besides, while customer/company satisfaction goes beyond particular products and services, but rather manifests itself in the identification with the overall image of a company, customers' loyalty, as noted by Martínez and del Bosque (2013), "is likely to be invulnerable to minor modifications in product (or service) development and extend to all the products and services provided by the company" (p. 91).

In his research, Ferrell (2004) provides an example of Walmart as a case of how the prioritisation of interests of one group of stakeholders may endanger the relations with other groups. Thus, by prioritising customers as their most important stakeholders, Walmart managed to keep prices low by "squeezing" its suppliers and implementing employee-unfavourable policies (p. 128). While helping its customers to save over 100 million dollars, Walmart has been legally and publicly accused of underpaying its staff, discriminating women and minorities, and making employees work off-the-clock hours. While, on the one hand, this strategy can be considered as customer-centric, it, on the other hand, might scare away those customers who are not be willing to identify themselves with a retailer accused of unethical treatment of its employees and suppliers (Ferrell, 2004).

At the same time, the ethical practices of companies are still far from being a dominant aspect in customers' purchasing decisions. Attributes such as price, quality, and brand are still the most important criteria in customers' decision-making processes (Arıkan & Güner, 2013). While customers have the potential to influence companies' profitability, image, and reputation, except some rare cases customers rarely speak as a group against unethical business practices (Ferrell, 2004). This supports the idea that customers often value those CSR attributes that go in alignment with their own convenience and even more proves the fact that companies will be more engaged in CSR activities in case there is enough pressure from the stakeholders demanding those activities (Elms, 2006). As Fernell (2004) further points out, a CSR-reluctant attitude of customers can lead to the situation where decision mechanisms regarding companies' CSR practices get concentrated in the hands of other stakeholders, such as shareholders, that are driven by far-from-being-ethical motivations.

2.3.2. CSR in the hotel industry

The growing importance of CSR in the hotel industry has been highlighted by numerous researchers (Bohdanowicz & Zientara, 2009; Casado-Díaz, Nicolau, Ruiz-Moreno, & Sellers, 2014; Gao & Mattila, 2014). The impact of hotels on the surrounding communities and environment is considered to be more substantial in comparison to other types of buildings of

a similar size due to the specifics of hotels' extensive operational activity (Bohdanowicz, 2006). Due to this consideration, as well as growing public awareness and governmental pressure, many hotels have started to consider CSR practices in their operational activity more and more (Zhang, Joglekar, & Verma, 2010).

Author	Research Target	Outcomes: Main Issues/Drivers	Best Practice	Standards/Verification
Holcomb et al. (2007)	Top Ten Hotel Groups	Communities Workforce (Diversity), Less reported: Vision + values, environment	Hilton, Accor, Marriott	CSR audit (Hilton) UN Global Compact principles (Accor)
Bohdanowisz & Zientara (2008)	13 global hotel brands	Donations to charities, local communication, purchase of fair-trade goods	Scandic-CSR influences all decisions	n/a
Chung & Parket (2010)	Singapore hospitality industry	Employing local people, consuming energy, water, food, paper, pollution	n/a	Triple Bottom Line (only framework)
Levy & Park (2011)	US lodging industry (41 GM of hotels)	Priority are cost saving through energy, water, and waste management	n/a	n/a
Sheldon & park (2011)	50 global hotel groups	46% report environmental initiatives: energy management and environmental education most frequent	Wyndham, IHG, Accor, Whitbread, Hyattm, Rezidor	Mostly internal audits, 13 companies show awards United Nations' Global
Hsieh (2012)	50 global hotel groups	46% report environmental initiatives: energy management and environmental education most frequent	Wyndham, IHG Accor, Whitbread, Hyatt, Rezidor, Sol Melia, TUI Scandic	Mostly internal audits, 13 companies show awards, United Nations' Global Compact most relevant
Tsai et al. (2012)	Hotel employees' perceptions on CSR in Hong Kong	Low awareness and importance of environmental issues and community but showing commitments very important	n/a	n/a

Table 1: Literature overview: CSR practices reported in the hospitality industry

(Source: Cherapanukorn & Focken, 2014, p. 201)

Beside an external factor that pushes the accommodation sector towards the embracement of CSR practices, hoteliers are realising that the implementation of CSR in hotels' operational activities can boost its profitability, increase customer loyalty, contribute to the overall image, and can help to comply with governmental regulations (Levy & Park, 2011).

At the same time, several studies report that CSR initiatives aimed at hotels' stakeholders, including clients, employees, and representatives of local communities, can benefit hotels in the long term (Berezan et al., 2014). There is also a branch of research that examines the positive effect of CSR on employee satisfaction and retention. It is considered that CSR positively affects employee satisfaction, increase morale, and productivity and helps to hire specialists with better qualifications (Bader, 2005; Bohdanowicz & Zientara, 2008).

Nonetheless, and in spite of obvious benefits provided by implementation of CSR in the hotel industry, hotels often face the same problem of CSR ambiguity as other industries (Levy & Park, 2011). Embracing the interests of all stakeholders, such as clients, employees, shareholders, and local citizens, represents quite a contradictory task for many hotels.

Besides, as was observed by several researchers, many hotels tend to communicate their social and environmental impacts under the term of *sustainable hospitality*, which creates even bigger confusion due to CSR overlapping with the concept of sustainability (Levy & Park, 2011). Considering the fact that for many the understanding of sustainability is mostly associated with *going green* and being environmentally responsible, in the hotel industry it creates a shift of hoteliers' efforts from a triple bottom line approach towards just one ecological aspect. The shift towards hotels' *ecologisation* is also explained by easier financialisation and measurement of ecological advancement in comparison with efforts in a social dimension (Sharma & Ruud, 2003). Thus, towels and linen reuse or use of fair-trade products are initiatives that are visible to a customer and contribute to a hotel's positive image, while the implementation of water and light management systems and the use of solar energy reduce hotels' operational costs (Bohdanowicz, 2006). At the same time, the social aspects of CSR are much harder to demonstrate and financialise (Berezan et al., 2014).

Main CSR-related practices of hotels include the purchase of fair-trade products, charity, and working with local communities (Cherapanukorn & Focken, 2014). Thus, most hotels continue to focus their CSR efforts on the environmental component, with European hoteliers being the most pronounced in this regard, followed by North America and China (Cherapanukorn & Focken, 2014). It should be generally noticed that CSR practices, and especially the extent of their implementation by companies including hotels, varies significantly depending on the geographical region (Matten & Moon, 2008).

Thus, Western European hotels are rather advanced in terms of their CSR understanding and implementation, while accommodation facilities located in the countries of former Eastern bloc and China are still behind in regard to the value they place on CSR (Chapple & Moon, 2007; Koleva, Rodet-Kroichvili, David, & Marasova, 2010). Many CSR-related initiatives in the countries outside of the OECD region emerge as a response to governmental pressure and existing regulations (Kolk, Hong, & Van Dolen, 2010).

2.3.3. CSR as an element of customer satisfaction in hotels

As has been observed by several researchers in the last decades (e.g., Bender, 2013), travellers have become more aware of sustainability challenges and are, thus, more sustainability-conscious when it comes to choosing their accommodation. As a lifestyle webpage stated, two-thirds of the 1300 travellers who filled out a questionnaire by TripAdvisor always consider the environment when booking a hotel room (Bender, 2013). Growing CSR and sustainability awareness of hotel guests in turn results in more hotels incorporating CSR practices in their operations (Bohdanowicz, 2006).

In spite of the fact that many hotels today consider CSR practices as an element that contributes to overall customer satisfaction, many hotels have started incorporating social and environmental practices without initial research on how specific CSR attributes might influence a customer's hotel selection and satisfaction (Millar & Baloglu, 2008).

In their research, Berezan et al. (2014) examine which sustainable practices of hotels lead to better customer satisfaction and to which extent the choice of sustainable accommodation is influenced by customers' socio-cultural background. The authors revealed that while American tourists were paying the most attention to functional aspects of hotels' sustainable practices, such as reusable towels and linen, for Mexican tourists' emotional aspects of sustainable practices, such as associated stress relief, health, and peacefulness were in first place. The authors also found that hotels' recycling policies were most important for both American and Mexican customers' satisfaction. This might, according to Berezan et al. (2014) be explained by the fact that towel reuse policies are in place in most American hotels and thus considered by guests as a basic requirement. Regarding the socio-cultural background of the respondents, the authors found no differences between the level of satisfaction and age, gender, or nationality of the customer. This finding contradicts some earlier results, saying that women are more environmentally conscious than men or that people with the highest level of education are usually the most environmentally conscious ones (Diamantopoulos, Schlegelmilch, Sinkovics, & Bohlen, 2003). At the same time, despite considering sustainable practices important and desirable for hotels, most customers are not ready to pay a premium for these services (Berezan et al., 2014). "At the same time there is a growing body of literature on the attitudinal and behavioural dimensions of sustainable tourism and hospitality, including with respect to accommodation and lodging, that observed a gap between consumers' intentions to stay at green hotel and their actions to do so" (Hall et al., 2016, p. 2).

This finding is in alignment with other findings that report on an existing discrepancy between the eco-social intentions of tourists and their actual behaviour. Thus, while about 70–80 % of tourists said that they are concerned with CSR practices, only 10 % stated that they actually consider them while travelling (Budeanu, 2007). This phenomenon is known as social desirability bias – a tendency of people to answer differently regarding socially sensitive subjects, such as attitudes towards socially responsible CSR practices.

At the same time, many questionnaires are designed in a way that makes avoiding a bias complicated (Budeanu, 2007). As observed by Leggett, Kleckner, Boyle, Dufield, and Mitchell (2003), methods such as ex post investigations or previous acts that help to avoid biased answers are largely missing in the whole tourist industry. For example, a case study of the Hotel Real de Minas San Miguel de Allende and Rosewood Artesana Hotel (Mexico) revealed an interest of the hotel managers and owners in knowing how their sustainable practices are perceived by their guests and which practices to add to the existing ones in order to increase customer satisfaction (Berezan et al., 2014).

Dolliver (2008) suggests that hotels' decisions on the implementation of sustainable initiatives should have a more solid research background, as without a clear understanding of what their customers want, many useful "green" initiatives do not increase the quality of provided services and do not lead to an increase in customer satisfaction. The latter is proved by the Deloitte Consumer Survey (2019), which found that there is often a discrepancy between what travellers expect of hotels and the green initiatives that hotels ultimately undertake.

According to Millar and Baloglu (2008), many hotels that are *going green* lack the initial research on how specific green attributes might influence a customer's hotel selection. This observation is shared by Levy and Park (2011) who notice that the evaluation of a hotel's CSR practices by guests is done mainly according to "guest experience", rather than actuals efforts of a hotel aimed at the minimisation of harmful externalities (p. 148). Based on the results of surveys conducted with guests in hotels in China and Malaysia, the authors found that guest-centred experiences such as "sufficient sunlight, fresh air, clean drinking water, green plants, ... friendliness of hotel staff and promotion of local culture and cuisine" were much more valued by foreign and local tourists than responsible hiring practices and efforts aimed at environmental conservation and the promotion of sustainably responsible image (Levy & Park, 2011, p. 148).

This observation is important when considering CSR as an element of service quality and customer satisfaction in the hotel industry and calls for approaching CSR on two different levels. While one part of hotels' CSR-related practices might be aimed at an actual reduction of the consequences of hotels' operational activity (e.g., water and light management systems implementation, recycled and reuse policies in place, equal opportunities hiring practices etc.), another part of their efforts should be aimed at the promotion of more visual CSR and sustainability attributes (Bohdanowicz, 2006). Considering that customer satisfaction is perception-related, rather than factual-related. Thus, when implementing CSR practices it is important to promote those aspects of hospitality that bring up positive feelings associated with ecological and social consciousness in customers (Berezan et al., 2014). It should be mentioned that while the first part of CSR efforts is more tangible and implies changes in factual systems of a hotel, the second, perception-based aspect of CSR is rather intangible and service-related (Levy & Park, 2011).

The results of the study conducted by Lee, Hsu, Han, and Kim (2010), aimed at revealing interconnections between customers' behavioural intentions and hotels' green attributes, showed that customers' emotions and cognition are involved in forming customers' opinions of an overall green hotel image. Thus, the incorporation of both functional and emotional aspects of sustainability into daily hotel operations is crucial for shaping an overall green hotel image (Berezan et al., 2014).

3   Theoretical framework

Based on the reviewed literature, two research questions are posed:

RQ1: How does the perception of hotels' CSR activities by the customers affect the customer satisfaction and perceived service quality?

RQ2: How is this relationship moderated by sociodemographic factors and the importance of CSR to customers?

For the purpose of this work, it is hypothesised that a positive perception of CSR activities (measured in terms of CSR performance in regards to the environment, the society, and the stakeholders; Liu, Wong, Shi, Chu, & Brock, 2014) leads to higher customer satisfaction: If customers perceive the CSR activities of the hotel as positive, they should be more satisfied with the overall impression of the hotel.

This is based on the assumption that one of CSR's main advantages is to build a stronger relationship with stakeholders (Luo & Bhattacharya, 2006). Stakeholders in the hotel industry are – among others – the guests. By means of appropriate CSR activities, it is possible for companies to strengthen the relationship between a company and its customers and to build trust. This in turn leads to more loyal and more satisfied customers who are more likely to return to the according company, thus directly benefitting business outcomes (Martinez & del Bosque, 2013). Thereby, it is even argued, that CSR activities can provide a long-term benefit for companies, as the effects of strengthened customer satisfaction also lead to a better reputation of the company itself (Saeidi et al., 2015).

It is furthermore hypothesised that the positive effect of the perceived CSR activities on customer satisfaction is moderated by the importance customers place on CSR activities: The more important CSR activities are to a customer, the stronger the connection between perceived CSR activities and satisfaction.

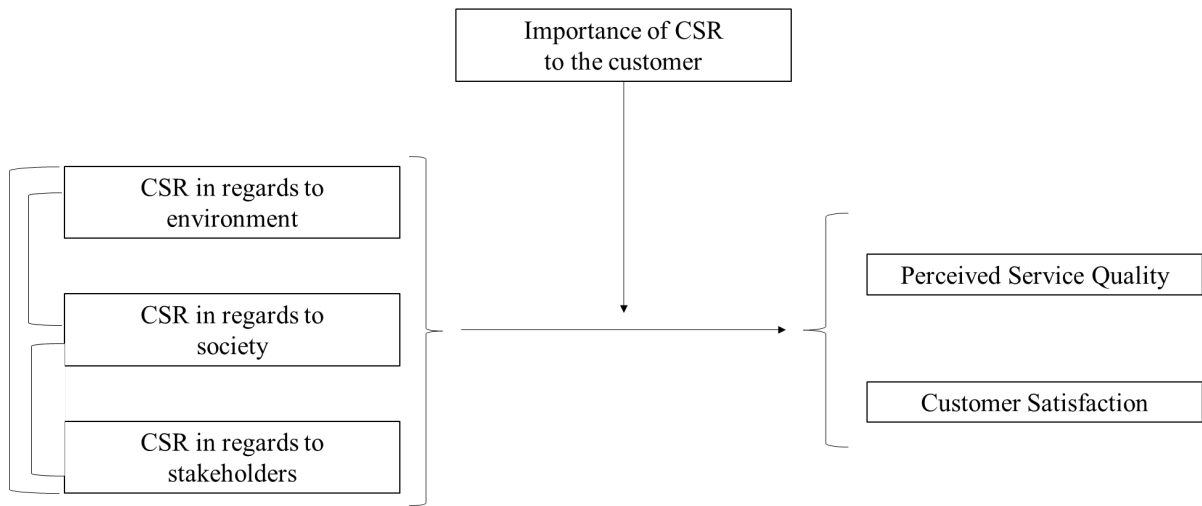This expected relationships between the relevant variables is shown in Figure 1.

Figure 1: Expected relationships between the variables of the study

4 Methodology

4.1 Sample selection

The sample used for the study was collected via social media with special focus on travel websites, online communities like TripAdvisor, or newsgroups that relate to travel. Special consideration was put on not specifically advertising the study in circles centred around CSR or sustainability, assuming this could skew the results. The limitation of reaching mostly younger people who are present and active on social media is acknowledged and seen as easier to manage than problems that would occur with other forms of sample acquisition. Acquiring samples live and face-to-face at hotels or other areas of leisure would require confirmation by the management of said places and also limit the sample selection to a few selected hotels. By sampling online, the lack of age-related diversity is counteracted by stronger geographical diversity.

A total sample size of $n = 150$ was aimed for, as this allows for meaningful statistical analyses and lays well beyond the minimum requirements for the proposed analyses, as described by Cohen (1992).

The data collection period lasted a total of 14 days, during which a sample of $n = 157$ participants could be gathered, thereby surpassing the initial aim of $n = 150$ participants minimum. Out of these 157 participants, 85 were female and 72 were male. 37 participants reported to be single at the time of the data collection and the remaining participants in a relationship – including 58 married participants. 53 of the participants furthermore reported to have children and 30 to have an educational degree equalling the completion of vocational training, while 37 said to have finished secondary school. The remaining participants reported to have finished academic education ranging from a bachelor to a doctoral degree. A total of 13 participants were part of a sustainability organisation or a comparative group. This question was posed in order to work as a control variable, as this sign for a very active involvement with the topic might influence the results.

4.2 Data collection

Data was collected using an online survey tool. Google Forms was chosen for this purpose due to its strength in the field of user experience: It is easy to handle for participants and requires neither special skills, nor special soft- or hardware. Google Forms is optimised for

desktop and mobile applications, thus having no limitation in this regard. All necessary types of questions, mostly single-choice items, are supported by this online survey tool.

Each item was marked as compulsory. This gave participants no option to either willingly or by accident skip questions and thus provided a complete data set without any missing data. While this was arranged by the software itself, during the course of the analysis, the data was again checked for missing data – none were found.

4.3   Questionnaire design and variables of the study

The instruments used in the study were deducted from the literature (see Appendix 8.1 for the entire translated version of the questionnaire). Sociodemographic variables – age, gender, education, socioeconomic background, and others – were collected using single items.

For assessing the perception of hotels' CSR activities, a translated version of the questionnaire developed by Liu et al. (2014) was used. Their questionnaire assesses the perception of CSR performance regarding the environment, society, and the stakeholders and, thus, to the three aspects of CSR described by Mohr, Webb, and Harris (2001) as relevant. The questionnaire used by Liu et al. (2014) furthermore includes a subset of questions related to perceived brand quality and preference. As those two can be interpreted as indicators of customer satisfaction, they were also included within this survey. For the purpose of the study, all instructions focused on customers' previous hotel experience and their perceptions. Participants expressed their point of view on a seven point Likert-scale consisting of the following levels: [1] strongly disagree, [2] disagree, [3] somewhat disagree, [4] neither agree nor disagree, [5] somewhat agree, [6] agree, [7] strongly agree.

Furthermore, items regarding the importance of CSR and sustainability in daily life – as indicators of the importance based on those – were presented (Prud'homme & Raymond, 2013). Customers' general attitude and awareness was measured in accordance to a study by Pomering and Dolnicar (2009), which asked participants whether they were aware of any CSR activities within the relevant branch. Accordingly, the present study asked participants about their knowledge of CSR activities within the hotel industry. This was used as an indicator of participants' awareness of CSR. Respondents were asked to express their behaviour on a seven point Likert-scale. The scales were the following: [1] very rarely, [2] rarely, [3] occasionally, [4] sometimes, [5] frequently, [6] usually, [7] very often. Only the question related to the study of Pomering and Dolnicar (2009) was measured by a yes-no

question and a free text field in order for participants to insert the sustainability or social responsibility program they were aware of.

As a further – more in-depth – measurement of customer satisfaction, the questionnaire used by Prud'homme and Raymond (2013) was added as part of the questionnaire. It measures customer satisfaction in the hotel industry using scales regarding food service, 3R practices, front desk and room, ecological concern, and access. The scale for ecological concern was handled with special consideration, as it can also be considered as one potential indicator of hotels' CSR activities. Participants were asked to indicate their opinion on the following seven point Likert-scale: [1] completely dissatisfied, [2] mostly dissatisfied, [3] somewhat dissatisfied, [4] neither satisfied nor dissatisfied, [5] somewhat satisfied, [6] mostly satisfied, [7] completely satisfied.

As the theoretical framework shows, the following variables or variable groups were gathered within the study:

- Sociodemographic variables (age, gender, education, socioeconomic background, marital status).
- Perception of hotels' CSR activities regarding environment, society, stakeholders (see Table 2).
- Knowledge of and attitude towards CSR (see Table 3).
- Customer satisfaction in hotels regarding food service, 3R (reduce, reuse, recycle) practices, front desk and room, ecological concern, and access (see Table 4).

Constructs	Indicators
CSR to environment	"This hotel promotes environment protection and green consumption concepts to customers and participates in related activities" (Liu et al., 2014)
	"This hotel has environmental-friendly design to protect natural landscapes, places of cultural and historical interest" (Liu et al., 2014)
	"The hotel implements special programs to reduce consumption, e.g. decrease usage of disposable goods" (Liu et al., 2014)
	This hotel implements special programs and uses relevant facilities to improve public security, fire control and food safety" (Liu et al., 2014)
	"This hotel implements special programs and uses relevant facilities to save and use energy efficiently, and utilizes renewable energy, such as solar and wind energy" (Liu et al., 2014)
	"This hotel implements special programs and uses relevant facilities to reduce polluted water, noise and rubbish emissions as well as white pollutions" (Liu et al., 2014)
CSR to society	"This hotel supports nongovernmental organizations working in problematic areas" (Liu et al., 2014)
	"This hotel contributes to campaigns and projects that promote the well-being of the society" (Liu et al., 2014)
	"This hotel makes investment to create a better life for future generations" (Liu et al., 2014)
	"This hotel targets sustainable growth which considers future generations" (Liu et al., 2014)
CSR to stakeholders	"This hotel respects consumer rights beyond the legal requirements" (Liu et al., 2014)
	"This hotel provides full and accurate information about its products/services to customers" (Liu et al., 2014)
	"Customers' satisfaction is highly important for this hotel" (Liu et al., 2014)
	"This hotel provides a healthy and safe working environment for employees" (Liu et al., 2014)
	"This hotel complies with legal regulations completely and promptly" (Liu et al., 2014)
	"Pornography, gambling and drug abuse are prohibited in this hotel" (Liu et al., 2014)
Perceived brand quality	"The quality of services at this hotel is very high" (Liu et al., 2014)
	"In terms of overall quality, I'd rate this hotel as an exceptional good one for the industry" (Liu et al., 2014)
	"I think this hotel has far better quality than other hotels" (Liu et al., 2014)
	"This hotel's performance is first class" (Liu et al., 2014)
Brand preference	"It makes sense to always choose this hotel, even if other hotels have slightly better services" (Liu et al., 2014)
	"Even if another hotel has a better range of services as this hotel, I strongly prefer to use this one" (Liu et al., 2014)
	"If there is another hotel offering more convenient services, I still prefer to choose this hotel" (Liu et al., 2014)
	"This hotel would easily be my first choice for hotel services" (Liu et al., 2014)
	"I have a very strong preference for this hotel" (Liu et al., 2014)

Table 2: Variable groups for CSR

(Source: Own illustration)

Constructs	Indictors
Responsible behaviour	"Avoid firms that discriminate against minorities" (Prud'homme & Raymond, 2013)
	"Avoid products that pollute environment" (Prud'homme & Raymond, 2013)
	"Avoid products made using child labour" (Prud'homme & Raymond, 2013)
	"Try buying from companies that help the needy" (Prud'homme & Raymond, 2013)
	"Avoid products made from endangered animals" (Prud'homme & Raymond, 2013)
	"Choose retailers who support local schools" (Prud'homme & Raymond, 2013)
	"Try to buy from firms that hire people with disabilities" (Prud'homme & Raymond, 2013)
	"Check if products wrapped with recycled materials" (Prud'homme & Raymond, 2013)
	"Make an effort to buy local products" (Prud'homme & Raymond, 2013)
	"Drive my car more slowly" (Prud'homme & Raymond, 2013)
	"In winter I wear extra sweater and turn down the heat" (Prud'homme & Raymond, 2013)
	"Walk a few block away rather than to a store" (Prud'homme & Raymond, 2013)
	"Buy energy efficient light bulb even is more expensive" (Prud'homme & Raymond, 2013)
	"Use public transport when that option is available" (Prud'homme & Raymond, 2013)
	"Recycle plastic containers, glass and/or steel cans" (Prud'homme & Raymond, 2013)
	"Recycle paper and cardboard" (Prud'homme & Raymond, 2013)
	"Turn off lighting before leaving the house" (Prud'homme & Raymond, 2013)
	"Bring my own shopping bags" (Prud'homme & Raymond, 2013)
	"Clothes are washed in cold water" (Prud'homme & Raymond, 2013)
	Awareness of sustainability or social responsibility programs in the hospitality industry (Pomering & Dolnicar, 2009)

Table 3: Variable groups for responsible behaviour

(Source: Own illustration)

Constructs	Indicators
Hotel food service	"Cleanliness of dining room" (Prud'homme & Raymond, 2013)
	"Friendliness of staff" (Prud'homme & Raymond, 2013)
	"Regional products on the menu" (Prud'homme & Raymond, 2013)
	"Presentation of the dishes" (Prud'homme & Raymond, 2013
	"Flavor of the dishes" (Prud'homme & Raymond, 2013)
	"Promptness of service" (Prud'homme & Raymond, 2013)
	"Exactness of the order" (Prud'homme & Raymond, 2013)
Hotel 3R practices	"Room size" (Prud'homme & Raymond, 2013)
	"Compact fluorescent lighting" (Prud'homme & Raymond, 2013)
	"Reuse of towels" (Prud'homme & Raymond, 2013)
	"Bathroom fluorescent lighting" (Prud'homme & Raymond, 2013)
	"Changing sheets on request" (Prud'homme & Raymond, 2013)
	"Green-card reminder/linen" (Prud'homme & Raymond, 2013)
Hotel front desk and room	"Appearance" (Prud'homme & Raymond, 2013)
	"Courtesy of staff" (Prud'homme & Raymond, 2013)
	"Info on the hotel's services" (Prud'homme & Raymond, 2013)
	"Promptness of service" (Prud'homme & Raymond, 2013)
	"Cleanliness of room" (Prud'homme & Raymond, 2013)
	"Quietness of room" (Prud'homme & Raymond, 2013)
	"Shower pressure" (Prud'homme & Raymond, 2013)
	"Recycling bin in room" (Prud'homme & Raymond, 2013)
	"Employees' eagerness" (Prud'homme & Raymond, 2013)
	"Security" (Prud'homme & Raymond, 2013)
Hotel ecological concern	"Info on SD practices adopted" (Prud'homme & Raymond, 2013)
	"Local prod./crafts at boutique" (Prud'homme & Raymond, 2013)
	"Local artworks in room decor" (Prud'homme & Raymond, 2013)
	"Green-card reminder/energy" (Prud'homme & Raymond, 2013)
Hotel access	"Ease of booking" (Prud'homme & Raymond, 2013)
	"Road signs" (Prud'homme & Raymond, 2013)
	"Ease of hotel's website use" (Prud'homme & Raymond, 2013)

Table 4: Variable groups for customer satisfaction

(Source: Own illustration)

4.4 Analysis strategy

The data gathered with the online survey tool Google Forms was exported as a .csv-file and processed with Microsoft Excel. Excel was used to make first adjustments to the data like filtering out missing data or eliminating participants' who did not fully complete the questionnaire. The thereby cleaned data was then exported to IBM SPSS, which was used to conduct statistical analyses. Descriptive statistics for describing the sample formed the first step of these analyses. Following this, the analyses were based on a correlational approach. A regression analysis – as a type of correlation analysis – was used to answer the hypotheses and thus the general research questions.

5   Results

5.1   Reliabilities

Although only previously published and evaluated scales have been used for the study, the reliability of each scale was re-assessed before conducting any further analyses. This was done following the recommendation of statisticians such as Santos (1999) or Tavakol and Dennick (2011). These authors note that the reliability of a scale should always be considered before they are used as predictor components. While validity is described to be of utmost importance as well, for the purpose of this study, the validity estimates are derived from the original scales that have already been published. As assessing the validity would require additional measurements and thereby would lengthen the questionnaire further, this decision was taken.

As far as reliability goes, however, relevant analyses could be computed using Cronbach's alpha. Calculating the alpha, Tavakol and Dennick (2011) argue, is one of the commonplace strategies to assess the reliability of multi-item scales, as were used within this study. One of the core advantages of using Cronbach's alpha to assess the reliability lays in its practical administration. It requires no additional questionnaires and no re-test as other measures of reliability (re-test reliability) would. Tavakol and Dennick (2011) explain that Cronbach's alpha as a measure for reliability was developed by Lee Cronbach in the early 1950s in order to represent the internal consistency of a scale. This internal consistency is expressed on a scale ranging from 0 to 1 based on the inter-correlations of the items. While a high alpha value represents high internal consistency in general, the length-factor of the scale has to be taken into consideration when interpreting the value. Tavakol and Dennick (2011) mention that for short scales (thus, such with a low number of items) the alpha value tends to be reduced as well, without actually impacting the reliability of the scale.

The last point mentioned is of relevance within the present study, as some of the scales in use are made up by less than five items each, which implies that the interpretation of Cronbach's alpha has to be adjusted accordingly. Table 5 shows the values of Cronbach's alpha for the scales used within the study. The values therein range from a low of $\alpha = .750$ (for the scale "Satisfaction with Hotel Access") to a high of $\alpha = .969$ for "Brand Preference".

Tavakol and Dennick (2011) cite numerous reports which estimate that reliability values between $\alpha = .70$ and $\alpha = .95$ are considered to be acceptable for scientific research. Therefore – according to these values – the scales used within these studies are well within the range of

acceptable reliability, with most of them even being close to the upper recommendation. The scale with the lowest α-value is also the one with the lowest number of items, which – as described above – probably contributes to the comparatively low reliability measure.

Scale Name	Cronbach's α	Number of Items
CSR2Environ	.945	6
CSR2Soc	.954	4
CSR2Stake	.851	6
PercQual	.952	4
BrandPref	.969	5
RespBeh	.846	19
Sat_Food	.915	7
Sat_3R	.767	6
Sat_Front_Room	.919	10
Sat_Ecol	.820	4
Sat_Access	.750	3

Table 5: Scale reliabilities

For further variables used within this study, no reliability measures had to be calculated, as they are made up by single items. This concerns the section of sociodemographic variables, such as gender, age, or educational background. Accordingly, their results will be reported within section 2.

5.2 Descriptive Statistics

Table 6 shows the descriptive statistics of the scales used within this study. Scales were formed based on single item responses after assessing their reliability (see 5.1).

The average age of the participants was 37.89 years – thus, the possible limitation described in section 4, that the method of data collection and sample recruitment might lead to an overly young sample, does not seem to occur too heavily.

	N	Mean	Std. Deviation
Age	157	37.89	14.46
CSR2Environ	157	4.70	1.45
CSR2Soc	157	4.32	1.52
CSR2Stake	157	5.52	0.99
PercQual	157	5.37	1.32
BrandPref	157	4.53	1.70
RespBeh	157	5.40	0.74
Sat_Food	157	5.74	0.88
Sat_3R	157	5.24	0.88
Sat_Front_Room	157	5.74	0.88
Sat_Ecol	157	4.76	1.22
Sat_Access	157	5.61	0.95

Table 6: Descriptive Statistics

5.3   Answering the hypotheses

In order to check the assumptions proposed in chapter 3, a set of statistical analyses was conducted using the scales confirmed within chapter 5.2.

The first hypothesis was that the perception of CSR should be positively correlated to various aspects of customer satisfaction. In order to assess this hypothesis, the first step was to conduct a correlation analysis between the set of variables describing the perception of CSR activities, on the one side, and those describing customer satisfaction, on the other side. The results of this analysis are depicted in Table 7. The correlation analysis was done before conducting the regression, as only those variables that show a bivariate correlation with the criterion should be entered as potential predictor (see Table 8).

	Perc Qual	Brand Pref	Resp Beh	Sat_ Food	Sat_3R	Sat_ Front_ Room	Sat_ Ecol	Sat_ Access
CSR2Environ	.600**	.659**	.450**	.337**	.641**	.427**	.713**	.286**
CSR2Soc	.538**	.596**	.473**	.266**	.567**	.342**	.636**	.230**
CSR2Stake	.715**	.662**	.368**	.503**	.636**	.575**	.580**	.375**

Table 7: Correlations between CSR & Customer Satisfaction

(Source: SPSS output)

The numbers indicate the Pearson correlation coefficients. Those marked with ** are significant on the .01 level. The results thereby show a strong correlation between all aspects of perceived CSR activities and all aspects of customer satisfaction. The initial assumption, that those two concepts are connected, can thereby clearly be confirmed. With a majority of correlations being above a value of $r = .500$, it can even be assumed that it is not only statistically significant but also strongly correlated (Cohen, 1992).

Furthermore it can be stated that correlations are the strongest for those factors closer related to CSR activities: Satisfaction with the ecological approach of the hotels showed strong correlations in the range of $r = .580$ and $r = .713$, whereas the conceptually less connected indicator of satisfaction with the accessibility of the hotel showed correlations between $r = .230$ and $r = .375$. While these are still significant (even at the .01 level) correlations, they are clearly lower than those between the satisfaction with the ecological approach and perception of CSR activities.

As brand preference seems to be a strong overall predictor of customer satisfaction, it was used as a criterion for further analysis. In order to understand if all three aspects of perceived CSR contribute unique variance towards the criterion, a stepwise, hierarchical regression analysis was performed additionally.

The results of this regression analysis are depicted in Table 8.

Model	Measurement	B	SE	β	p	F	R	R²	Δ R²
1	Constant	2.979	.496		.000				
	Age	.039	.011	.330	.000				
	Gender	-.029	.257	-.008	.912				
	Kids	.360	.320	.100	.262	9.327	.393	.155	.138
2	Constant	-2.441	.655		.000				
	Age	.013	.009	.113	.119				
	Gender	.289	.201	.085	.153				
	Kids	.487	.248	.136	.051				
	CSR2Stake	1.065	.104	.622	.000	37.760	.706	.498	.344
	Constant	-1.827	.684		.008				
	Age	.009	.009	.076	.292				
	Gender	.242	.198	.071	.224				
	Kids	.381	.246	.106	.124				
	CSR2Stake	.749	.158	.437	.000				
	CSR2Environ	.298	.114	.254	.010	32.726	.721	.520	.022

Table 8: Regression Analysis with the criterion Brand Preference

(Source: SPSS output)

The results show that only the perception of CSR activities regarding stakeholders and (less strongly) those in regard to the environment were taken into account by the statistical model. The perception of CSR activities in terms of society was thereby not a contributor of unique variance when it comes to the prediction of brand preference, despite showing highly significant bivariate correlation with this indicator. This can be explained by the strong inter-correlations of the predictors.

The second hypothesis was that the relationship between perceived CSR activities and customer satisfaction is influenced by the importance customers place on CSR activities.

In order to check this assumption, another regression analysis was conducted. Brand preference as an overall measurement of satisfaction was again used as the dependent variable within this analysis. As a predictor, the strongest of the three CSR-related aspects was chosen for the sake of this analysis: CSR regarding the stakeholders. To assess the moderating effect of the importance of CSR activities, a product term of perceived CSR activities in regard to stakeholders and the importance of CSR was formed. The results are shown in Table 9.

Model	Measurement	B	SE	BETA	p	F	R	R²	DELTA_R²
1	Constant	-1.726	0.578						
	CSR2Stake	1.132	0.103	0.662	.000	120.786	.662	.438	.438
2	Constant	-1.211	0.605						
	CSR2Stake	0.684	0.205	0.400					
	CSR* Importance	0.065	0.026	0.301	.000	65.622	.678	.460	.022

Table 9: Analysis of the moderating effect of importance of CSR

(Source: SPSS output)

This analysis shows that the importance of CSR to the customers in fact does moderate the relationship between the perception of CSR activities and customer satisfaction. The result proves to be statistically significant. The contribution of the importance seems to be decent for a moderating effect, as it accounts for a change in R^2 of .022. In order to better understand this relationship, the same analysis was conducted with another criterion. The overall customer satisfaction, measured over all aspects of satisfaction with food, with 3R-activities, with front-desk and room quality, with ecological approach, and with accessibility of the hotel, was used as a criterion/dependent variable for this purpose, as it was assumed to be the most valid criterion. The reliability of this overall scale was assessed analogously to the procedure in 5.1 and showed a satisfying value of ALPHA = .944 over all 30 items of this scale.

For this criterion, the importance of CSR to the customers was not included in the model at all anymore, indicating that it does not act as a moderator of the relationship for this relationship.

Taken together, these two results imply that there is a slight moderation of the relationship between perception of CSR and customer satisfaction, but one without much statistical power.

As this result is only partially in alignment with the initial assumption, further analyses around the variable of importance of CSR activities were conducted post-hoc.

The scale for the importance of CSR activities was formed by computing the mean over all 19 items of the scale. The items describe responsible behaviour in participants' own life. This was considered to be an indicator for the importance people place on CSR and how this importance translates to real life behaviour. The scale ranged from 1 (indicating that the

behaviour is only displayed very rarely) to 7 (very often). The mean over all items was $M =$ 5.40, as the histogram displayed in figure 2 also indicates.
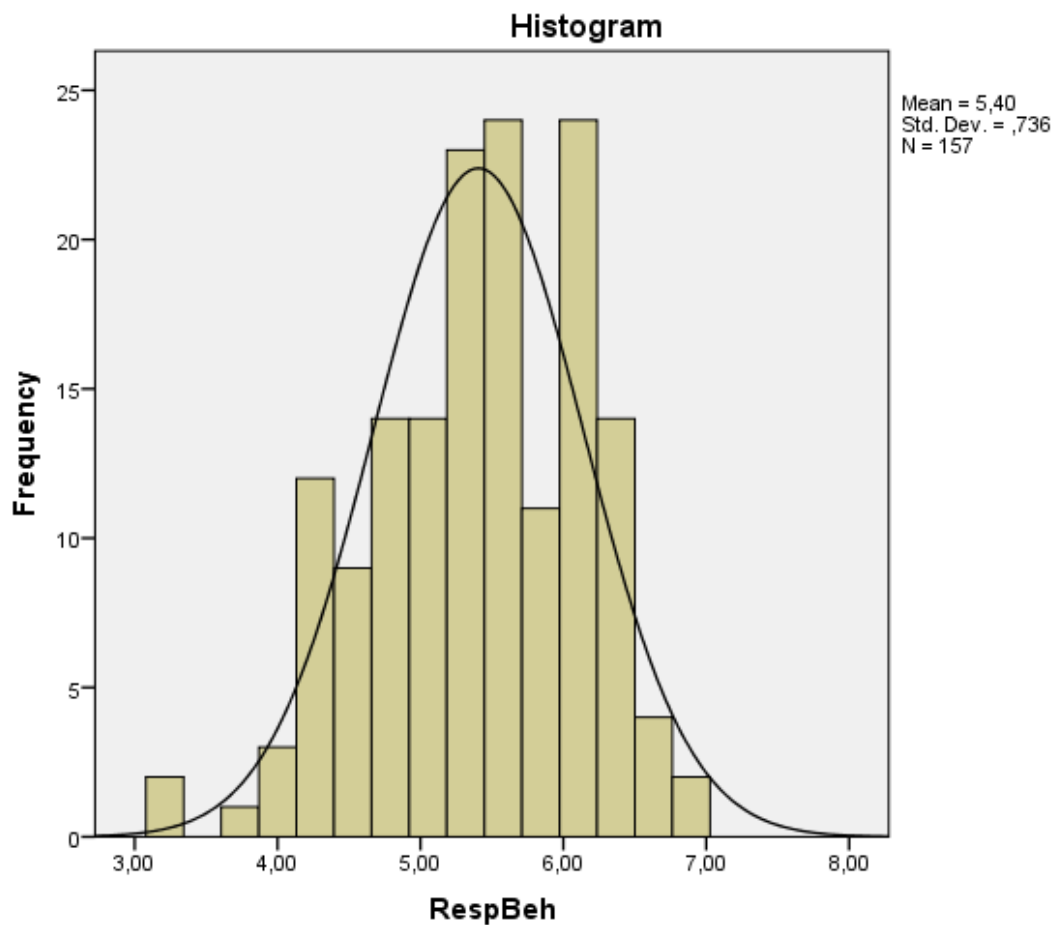
Figure 2: Histogram of the importance of CSR

(Source: SPSS output)

Both the mean and the graphical display of the responses indicate a somewhat skewed distribution. Participants on average, therefore, tended to answer rather in favour of socially responsible behaviour, with only two people responding on average below the theoretical middle of the scale (3.5). No gender differences for this scale could be found, whereas a statistically significant difference ($F(155) = .681$, $p < .01$) could be found between the participants who have children versus those who do not, with the latter on average being less socially responsible in their behaviour.

6 Discussion

6.1 Main findings and discussion

The empirical results show that there is a strong connection between the perception of CSR activities of a hotel and customer satisfaction. Thus, as was initially hypothesised, people prefer hotels that are perceived as more socially responsible. This proves true for all indicators of hotel satisfaction that were assessed within this study and, hence, is not limited to those aspects of satisfaction, which are conceptually linked to CSR.

This goes in alignment with major findings from the literature review. Budeanu (2007) argued that a majority of tourists claim to be invested in the idea of CSR and to base their decisions in terms of travel accommodations on the CSR activities of these hotels. However, the author explains that only 10 % of travellers actually take CSR activities into consideration when choosing their destination.

For the sake of this study, though, only the intentions were analysed. And these intentions seem to hold up in accordance to the initial assumptions. The theoretical framework assumed that there would be a connection between all three aspects of perceived CSR activities and the various indicators of hotel satisfaction. An initially computed correlational analysis proved this assumption to be true. In order to understand, whether really all three aspects of CSR (which are strongly inter-correlated) explain unique variance in terms of the criteria, a regression analysis was computed additionally. The results of this analysis showed clearly that the main predictor of customer satisfaction is the CSR activities in regard to the stakeholders, which are supplemented by those in terms of the environment. CSR activities regarding social causes were not part of the regression model.

However, this does not necessarily imply that these aspects can or should be overlooked. Rather, it indicates that due to the high inter-correlation with the other aspects, it became irrelevant for the sake of the statistical model.

The importance people place on CSR was measured by means of their own responsible behaviour. It was assessed, whether participants describe themselves as acting socially responsible in their own life. The assumption was that this would be a moderating factor influencing the relationship of perceived CSR activities and satisfaction. Customers, so the assumption, who care more about CSR, will be stronger influenced in their satisfaction by

CSR activities than those who are not invested in the topic. While there was some statistical evidence that this really is the case, this only could be partially confirmed. Depending on which criterion for customer satisfaction was used, there was either a small but statistically significant effect or no observable effect whatsoever. Still, the hypothesis cannot be fully rejected, as there is at least evidence for a slight interaction, which leaves room for future research in this field.

6.2 Implications

The results clearly show that CSR is in general seen to be an important factor when it comes to customer satisfaction and the way people chose hotels. Therefore, it is argued to see CSR activities not solely as philanthropy but to follow a more business driven approach towards it. This goes in alignment with a wide array of scientific research that sees CSR as a business case.

The wide array of possible CSR activities is described, for example, by de Jong and van der Meer (2015). Typically, they are divided in cause-related marketing, sponsorship, and corporate philanthropy. The first approach tries to link sales objectives to what the authors describe as worthy causes. The sponsorship approach aims to connect such causes to the name or brand of the organisation in exchange for monetary support, while corporate philanthropy follows a less financially oriented goal. Under this term, usually donations (which may be tax-deductible) are listed as prime examples. Closely linked to these different approaches of acting in a socially responsible way are different motives to do so (de Jong & van der Meer, 2015). The authors differentiate between intrinsic and extrinsic motives. While intrinsic motives imply that a company would only act in a responsible way out of altruistic motives, the extrinsic approach assumes financial or other direct benefits from CSR related activities. A third approach describes CSR activities as a response to relevant stakeholders and their expectations.

This stands in alignment with the findings here that imply special relevance of stakeholder-related CSR activities. They prove to be the strongest predictors of customer satisfaction. These findings come as no surprise, as the customers seem to be the main stakeholders of hotels.

Practitioners, as is thereby implied, should focus on CSR activities that are in alignment with the desires and needs of their customers who are their very relevant stakeholders. Therefore, they must foster their own understanding of their customers' attitude towards the topic and

identify, which CSR-related activities can have the greatest impact on their customers, their satisfaction, and thereby – concludingly – financial aspects.

6.3   Limitations and future research

One of the main limitations of the current research lays in the methodological approach itself. The study was based around self-descriptions of participants in hypothetical scenarios. These concerned the side of predictors as well as the side of criteria. Both were only assessed in a highly subjective way.

This point was already implied by the post-hoc analysis conducted within chapter 5.3 regarding the socially responsible behaviour of participants. The analysis showed that, on average, participants fared very high on this scale, indicating that they describe their own behaviour as rather socially responsible. While it cannot be denied that this is probably the truth, there is still strong evidence from scientific literature that these results might be skewed.

When it comes to research including subjective measures, the danger of different biases and answering tendencies seems to be constantly inherent. One of these biases is described by Stocké (2004) as the tendency towards socially desirable answers. People tend to answer in a way they think is socially desirable, even if their true attitudes only partially comply with this answering pattern. This seems especially true, Mick (1996) argues, when it comes to topics of emotional or social relevance.

Thereby, this seems to be of high relevance for the present study: Socially responsible behaviour is a variable that is implied to be socially desirable. This is also quite clear from looking at items like "avoidance of products produced by child labour" or "use recycling techniques". Whereas it cannot be proven that such a tendency to socially desirable answering behaviour skewed the results of this study, it is still implied by scientific literature that argues that socially desirable answering behaviour is based on two different reasons.

The first reason for this behaviour is summarised by Paulhus (1984) as impression management. Especially in face-to-face situations or other situations where judgement by another person is imminent, people tend to answer in ways they deem more profitable for their own impression. This is especially strongly affecting results when the data collection is conducted on a face-to-face level and by interviewers who are of the opposite gender or are considered attractive, or are acquaintances (Mummendey, 1981).

As the present study was conducted by means of an online survey, the possible steps have been taken to avoid critical situations that could lead to these conscious tendencies to use impression management.

The second reason for these biased answers, as described by Paulhus (1984), seems more difficult to combat. Under the term of self-deception, a number of different biases are combined. In general, Paulhus (1984) argues, people try not only to deceive others but also themselves, as they try to have a more positive picture of themselves.

Another related problem is the accessibility of information – people might not only for the purpose of deceiving themselves have trouble accessing the necessary information about themselves but might also suffer from a general lack of understanding. While this seems like a very unusual observation, a whole line of research focuses on this topic. Under the term *Self-Other-Knowledge-Asymmetry*, Vazire (2010) describes that our own personality and motivation is not always as salient as we think it is. There are aspects of personality that can only very difficultly be self-assessed. While it remains unclear, whether this was the case for the present study, it still leaves room for further discussion in terms of research that uses methods from the social sciences.

To combat these issues for future studies it would be suggested to also incorporate more objective measures if possible. The present study assessed how people think they would act and how they would choose an accommodation.

Schreiber et al. (2006) argue that one of the core predictors of people's actual beneficial behaviour is convenience. While the authors describe this phenomenon based on the example of blood donations, their results seem to be applicable to other areas as well: Whether people's general intention to do good gets put into action or not depends on the efforts involved with the actions.

The more convenient it is to do good, the more likely it is that people with good intentions will actually do good. Bridging this gap between an intention and actual behaviour is addressed by scientists of different fields (Sheeran & Webb, 2016), as it is relevant not only for personal change but also for a number of areas relevant for the public: "public health, energy conservation, and educational and organizational outcomes" (Sheeran & Webb, 2016, p. 504) are among the aspects where bridging the intention/behaviour gap is relevant. Intention thereby describes self-instructions regarding desired outcomes and how to perform

the necessary steps to achieve these outcomes. While those intentions are indeed strong predictors of actual behaviour, there is still a critical gap.

Sheeran (2002) deducts, based on a meta-analysis, that the correlation between intention for a behaviour and actual behaviour is $r = .53$. While this constitutes a strong, stable correlation, it also implies that only around 25 % of actual variance in behaviour is predicted by the intention – leaving room for the question, why behaviour is only so marginally influenced by our intentions?

A relevant factor in this seems to be moral norms – if the intended behaviour is in alignment with moral norms, the chances are higher that the intentions get put into action (Godin, Conner, & Sheeran, 2005). Therefore, this intention/behaviour gap should be addressed in future research – even if the subjective results imply that people tend to act socially responsible and tend to prefer hotels that are perceived as socially responsible, this does not necessarily translate into according actions. However, as Godin et al. (2005) point out, the gap is smaller for behaviour that is in alignment with one's moral norms.

These observations also lead back to an initial observation made in the literature review: While most tourists (70–80 %) stated that they are concerned with the CSR practices of hotels, only 10 % really reported to consider these practices when making real-life decisions for their travels.

Another limitation of the present study lays in the sample. While the average age of the participants is 37 years, thereby not implying the initially mentioned assumption that only very young participants would be taking part in the study, it clearly overlooks an important group of travellers – senior citizens. Only about 5 % of the participants of the present study were older than 65.

Senior tourists are described as an aging target group with a tendency to increase purchasing power. Alén, Nicolau, Losada, and Dominguez (2014) describe seniors as a group with an increased amount of free time. By eliminating family and work commitments with an increasing degree of prosperity, it is quite possible for senior citizens to take longer trips. Alén, Dominguez, and Losada (2012) describe senior tourism as a valuable opportunity for the tourism industry. As a basic requirement, the authors refer to accessibility or (barrier-free) access to tourism offerings.

This accessibility is one of the key predictors of customer satisfaction in the Best Ager segment, as their mobility may already be partially limited. The claim for barrier-free access

also addresses the concerns of the European Commission, as Alén et al. (2012) argue. The Calypso 27 project, launched by the Commission, aims to promote social justice in the field of tourism and thus seeks, in particular for previously underrepresented groups (senior citizens & pensioners, young people, people with disabilities or disabilities, families with difficulties socially or financially) to create opportunities.

In addition to the resulting creation of more social justice, the project also aims to achieve economic goals. The fact that these groups, which until now have been perceived as marginalised groups in tourism, increasingly addresses the overall aim of strengthening the sector. The basic problem of seasonality in the tourism industry is also trying to counteract this, as seniors can, for example, holiday outside of the typical (school) holiday travel. Alén et al. (2012) even argue that the Best Ager group – most of whom are retired – prefers to travel during off-season periods, making them particularly attractive to the industry. By reiterating that this group, which already accounts for more than a fifth of the population, consists of a particularly high proportion of persons with reduced mobility, Alén et al. (2012) make it clear that appropriate measures must be taken. Chen and Shoemaker (2014) argue that senior citizens are not just a relatively large population group (the authors describe the group of baby boomers, which make up about one-third of the population) but also the group with the highest purchasing power. More than half of consumer spending in the US, according to Chen and Shoemaker (2014), is made by baby boomers.

Especially with regard to such CSR-relevant aspects as accessibility, this will in future create new challenges for hotels.

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8 Appendices

Appendix 8.1 – Questionnaire (Source: Own development)

Herzlichen Dank, dass Sie an dieser Umfrage teilnehmen. Diese ist Teil meiner Abschlussarbeit an der Universität im Bereich Marketing. Erkenntnisse aus der Hotelbranche werden gewonnen um die Kundenzufriedenheit und die wahrgenommene Servicequalität im Bereich der sozialen Verantwortung von Unternehmen zu analysieren.

Bitte antworten Sie ehrlich und offen - nur so können Ihre Ergebnisse wirklich genutzt werden. Die Daten werden anonym gesammelt.

Es gibt weder richtige noch falsche Antworten - es geht nur um Ihre Einstellungen und Erfahrungen.

Bei Fragen, welche sich auf ein Hotel beziehen, denken Sie bitte an das letzte Hotel, in dem sie (beruflich oder privat) eine Nacht verbracht haben.

Diese Umfrage beinhaltet vier Teile. Insgesamt brauchen Sie nicht länger als 10 Minuten zum Ausfüllen dieses Fragebogens.

1. Soziale Verantwortung der Unternehmen

Bei Fragen, welche sich auf ein Hotel beziehen, denken Sie bitte an das letzte Hotel, in dem sie (beruflich oder privat) eine Nacht verbracht haben.

	Lehne stark ab	Lehne ab	Lehne eher ab	Weder - noch	Stimme eher zu	Stimme zu	Stimme stark zu
Dieses Hotel fördert den Umweltschutz sowie grüne Konsum-Konzepte der Gäste und nimmt an entsprechenden Aktivitäten teil.	1	2	3	4	5	6	7
Dieses Hotel hat ein umweltfreundliches Design um Naturlandschaften sowie Orte von kulturellem und historischem Interesse zu beschützen.	1	2	3	4	5	6	7
Dieses Hotel führt spezielle Programme durch um den Konsum zu reduzieren, beispielsweise um die Verwendung von Einwegprodukten zu verringern.	1	2	3	4	5	6	7
Dieses Hotel führt spezielle Programme durch und nutzt entsprechende Einrichtungen um die öffentliche Sicherheit, den Brandschutz und Lebensmittelsicherheit zu verbessern.	1	2	3	4	5	6	7
Dieses Hotel führt spezielle Programme durch und nutzt entsprechende Einrichtungen um Energie zu sparen und sinnvoll zu nutzen. Erneuerbare Energie, wie Solar- oder Windenergie werden genutzt.	1	2	3	4	5	6	7
Dieses Hotel führt spezielle Programme durch und nutzt entsprechende Einrichtungen um die Wasserverschmutzung, Lärm- und Abfallemissionen sowie die weiße Verschmutzung zu verringern.	1	2	3	4	5	6	7
Dieses Hotel unterstützt Nichtregierungsorganisationen, die in Problembereichen tätig sind.	1	2	3	4	5	6	7
Dieses Hotel unterstützt Kampagnen und Projekte, die das Wohlergehen der Gesellschaft fördern.	1	2	3	4	5	6	7
Dieses Hotel investiert, um das Leben zukünftiger	1	2	3	4	5	6	7

Generationen zu verbessern.

Dieses Hotel nutzt nachhaltiges Wachstum, welches zukünftige Generationen berücksichtigt.	1	2	3	4	5	6	7
Dieses Hotel respektiert Verbraucherrechte, die über die gesetzlichen Anforderungen hinausgehen.	1	2	3	4	5	6	7
Das Hotel bietet seinen Kunden umfassende und genaue Informationen zu seinen Produkten / Dienstleistungen.	1	2	3	4	5	6	7
Die Zufriedenheit der Kunden ist für dieses Hotel von großer Bedeutung.	1	2	3	4	5	6	7
Dieses Hotel bietet ein gesundes und sicheres Arbeitsumfeld für die Mitarbeiter.	1	2	3	4	5	6	7
Dieses Hotel entspricht den gesetzlichen Bestimmungen vollständig und zeitnah.	1	2	3	4	5	6	7
Pornografie, Glücksspiel und Drogenmissbrauch sind in diesem Hotel verboten.	1	2	3	4	5	6	7
Die Qualität der Dienstleistungen in diesem Hotel ist sehr hoch.	1	2	3	4	5	6	7
In Bezug auf die Gesamtqualität würde ich dieses Hotel als außergewöhnlich gut für die Branche bewerten.	1	2	3	4	5	6	7
Ich denke, dieses Hotel hat eine viel bessere Qualität als andere Hotels.	1	2	3	4	5	6	7
Die Leistung dieses Hotels ist erstklassig.	1	2	3	4	5	6	7
Es ist sinnvoll, immer dieses Hotel zu wählen, auch wenn andere Hotels einen etwas besseren Service bieten.	1	2	3	4	5	6	7
Auch wenn ein anderes Hotel ein besseres Serviceangebot bietet als dieses, nutze ich lieber dieses.	1	2	3	4	5	6	7
Wenn es ein anderes Hotel gibt,	1	2	3	4	5	6	7

das bequemere Dienstleistungen anbietet, bevorzuge ich es immer noch dieses zu wählen.							
Dieses Hotel wäre leicht meine erste Wahl für den Hotelservice.	1	2	3	4	5	6	7
Ich habe eine sehr starke Vorliebe für dieses Hotel.	1	2	3	4	5	6	7

Own translated version of the questionnaire developed by Liu et al. (2014)

2. Verantwortungsvolles Verhalten

	Sehr selten	Selten	Gelegentlich	Manchmal	Häufig	Sehr oft	Meistens
Vermeiden Sie Unternehmen, die Minderheiten diskriminieren?	1	2	3	4	5	6	7
Vermeiden Sie Produkte, die die Umwelt verschmutzen?	1	2	3	4	5	6	7
Vermeiden Sie Produkte, die durch Kinderarbeit hergestellt wurden?	1	2	3	4	5	6	7
Kaufen Sie bei Unternehmen, die Bedürftigen helfen?	1	2	3	4	5	6	7
Vermeiden Sie Produkte von gefährdeten Tieren?	1	2	3	4	5	6	7
Wählen Sie Einzelhändler, die lokale Schulen unterstützen?	1	2	3	4	5	6	7
Versuchen Sie, bei Firmen einzukaufen, die Menschen mit Behinderungen einstellen?	1	2	3	4	5	6	7
Überprüfen Sie, ob die Produkte mit recycelten Materialien umwickelt sind?	1	2	3	4	5	6	7
Bemühen Sie sich, lokale Produkte zu kaufen?	1	2	3	4	5	6	7
Fahren Sie Ihr Auto langsamer?	1	2	3	4	5	6	7
Ziehen Sie im Winter einen zusätzlichen Pullover an und drehen die Hitze runter?	1	2	3	4	5	6	7
Gehen Sie ein paar Häuserblocks weiter als zu einem Geschäft?	1	2	3	4	5	6	7
Kaufen Sie energieeffiziente Glühbirnen, auch wenn diese teurer sind?	1	2	3	4	5	6	7
Verwenden Sie öffentliche Verkehrsmittel, wenn diese Option verfügbar ist?	1	2	3	4	5	6	7

Recyceln Sie Plastikbehälter, Glas- und / oder Stahldosen?	1	2	3	4	5	6	7
Recyceln Sie Papier und Pappe?	1	2	3	4	5	6	7
Schalten Sie die Beleuchtung aus, bevor Sie das Haus verlassen?	1	2	3	4	5	6	7
Bringen Sie Ihre eigenen Einkaufstüten mit?	1	2	3	4	5	6	7
Waschen Sie Ihre Kleidung in kaltem Wasser?	1	2	3	4	5	6	7

Own translated version of the questionnaire developed by Prud'homme and Raymond (2013)

Sind Ihnen Nachhaltigkeitsprogramme oder Programme der sozialen Verantwortung in der Hotelbranche bekannt?

- Ja
- Nein
- Wenn ja, welche?

(Adapted from Pomering & Dolnicar, 2009)

3. Kundenzufriedenheit im Hotelbereich

	Völlig un-zufrieden	Sehr un-zufrieden	Ziemlich un-zufrieden	Weder zufrieden noch un-zufrieden	Ziem-lich zu-frieden	Sehr zu-frieden	Völlig zu-frieden
Sauberkeit des Speisesaals	1	2	3	4	5	6	7
Freundlichkeit des Personals	1	2	3	4	5	6	7
Regionale Produkte auf der Speisekarte	1	2	3	4	5	6	7
Präsentation der Gerichte	1	2	3	4	5	6	7
Geschmack der Gerichte	1	2	3	4	5	6	7
Schnelligkeit des Service	1	2	3	4	5	6	7
Richtigkeit der Bestellung	1	2	3	4	5	6	7
Raumgröße	1	2	3	4	5	6	7
Kompaktleuchtstofflampen	1	2	3	4	5	6	7
Wiederverwendung von Handtüchern	1	2	3	4	5	6	7
Fluoreszierende Beleuchtung im Bad	1	2	3	4	5	6	7
Bettwäschewechsel auf Anfrage	1	2	3	4	5	6	7
Green-Card-Erinnerung / Wäsche	1	2	3	4	5	6	7
Erscheinungsbild	1	2	3	4	5	6	7
Höflichkeit des Personals	1	2	3	4	5	6	7
Informationen zu den Serviceleistungen des Hotels	1	2	3	4	5	6	7
Schnelligkeit des Service	1	2	3	4	5	6	7
Sauberkeit des Zimmers	1	2	3	4	5	6	7
Ruhe des Zimmers	1	2	3	4	5	6	7
Wasserdruck in der Dusche	1	2	3	4	5	6	7
Begeisterung der Mitarbeiter	1	2	3	4	5	6	7
Sicherheit	1	2	3	4	5	6	7

Informationen über nachhaltige Entwicklungspraktiken werden umgesetzt.	1	2	3	4	5	6	7
Lokale Produkte / Kunsthandwerk in der Boutique	1	2	3	4	5	6	7
Lokale Kunstwerke im Raumdekor	1	2	3	4	5	6	7
Green-Card-Erinnerung / Energie	1	2	3	4	5	6	7
Einfache Buchung	1	2	3	4	5	6	7
Straßenschilder	1	2	3	4	5	6	7
Einfache Nutzung der Hotelwebsite	1	2	3	4	5	6	7

Own translated version of the questionnaire developed by Prud'homme and Raymond (2013)

4. Soziodemographische Daten

1. Bitte geben Sie Ihr Alter an: ____
2. Ihr Geschlecht:
   - Weiblich
   - Männlich
3. Ihr Beziehungsstatus:
   - Single
   - In Beziehung
   - Verheiratet
   - anderes
4. Haben Sie Kinder?
   - Ja
   - Nein
5. Ihr höchster Schulabschluss:
   - Kein Schulabschluss
   - Ausbildung
   - Abitur
   - Bachelordiplom
   - Masterdiplom
   - Anderes
6. Sind Sie Mitglied in einer Nachhaltigkeitsorganisation oder ähnliches?
   - Ja
   - Nein
7. Beschäftigungsstatus
   - In Ausbildung
   - Vollzeit
   - Teilzeit
   - Ohne Beschäftigung
   - Anderes

Fribourg, _____

D E C L A R A T I O N

I hereby declare that I wrote this thesis on my own and followed the principles of scientific integrity.

I acknowledge that otherwise the department has, according to a decision of the Faculty Council of November 11th, 2004, the right to withdraw the title that I was conferred based on this thesis.

I confirm that this work or parts thereof have not been submitted in this form elsewhere for an examination, according to a decision of the Faculty Council of November 18th, 2013.

…………………………..……., the .... 20..........

..……...............................……
(Signature)