

A Study of the Relationships among Hospitality, Corporate Social Responsibility, Quality & Price Value, and Customer Satisfaction: Focused on the Five Star Hotel

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Abstract

Recently, as CSR activities have come into the spotlight and customers have begun to sensitively respond to CSR issues, various studies about CSR have also been carried out in various areas such as corporate study, marketing study, business ethics study, and business strategy study. In this context, a hotel company's CSR activity needs to be regarded as the top value not only for the realization of fair society, but also for the improvements of the corporate image and the customers' satisfaction. For these reasons, this study aims to explore "the relationship between H-CSR activity and the service value and satisfaction perceived by customers" and "how service value affects customers' satisfaction for hotel companies." The results revealed as follows. First, the factor of public or social dimension and legal order has a significant influence on quality value, price value, and customer satisfaction. Second, quality value and price value have significant influences on customer satisfaction. The results also imply that hotel customers feel their satisfaction in terms of hotels' quality and price values. That is, rather than time and efforts to get satisfaction, direct factors such as quality and price values have more effects on customer satisfaction.

Keywords: *Corporate Social Responsibility, H-CSR, Quality Value, Price Value, Customer Satisfaction*

1. Introduction

Consumers' wise consumption activities are increasing, such as comparing brands and improved rights and interests of consumers and improved intellectual level of consumers. In particular, internet and social media such as Twitter have exposed corporate information real time and an increase in active consumer behavior to distrust or boycotts unscrupulous corporates' products. Diversified concerns of consumers toward corporations have led to form the International Standard (ISO 26000) in 2008 for corporate responsibility and formed standard issue of Corporate Social Responsibility (CSR), which was the right time to actively react [1].

As described above, as the social role of corporations across the globe grows in importance, there has also been more interest in the role that CSR has in the corporation, with an active discussion on the implementation of such corporate policies. As corporate CSRs become more important in the market economy, the CSR is being understood as a very important element in raising the value of a company alongside efforts made to increase and improve the quality of products, and for the innovation of technology *etc.*,

While much research has verified that for tangible products, from a product evaluation point of view, the CSR has a significant influence on the consumption behavior of consumers, research on the influence of CSRs on the service industry has only recently

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gained momentum, [2] and there is a particular lack of research on the hotel service industry.

Meanwhile, in order to receive high quality evaluation for accommodation, business enterprises are not only focused on the CSR but also need to improve service values. In other words, the perception of service value of hotel customers through assessment of services purchased from hotel, perceived service value will be an important indicator in the near future for how consumers will act. From this point of view, it is considered that implementing H-CSR (Hotel Corporate Social Responsibility) must take the highest priority not only for the sake of achieving social fairness, but also for improvements in the areas of corporate image and customer satisfaction. Therefore, this research presents the following research objectives.

First, it is attempted to empirically investigate the relationship between H-CSR and the value of service. In general, CSRs can be comprised into several categories. This basically means that it will be possible to determine which category has the strongest influence on the value of service by assigning a statistical significance. Therefore, it is attempted to verify the influence that the H-CSR activity categories have on the value of service.

Second, the relationship between H-CSR and customer service shall be analyzed. Out of the H-CSR categories that are recognized by the hotel customer, it is attempted to statistically analyze which category has the most influence over customer satisfaction.

There is little previous research discovered that verifies the relationship between these variables empirically by applying CSRs to the hotel industry, which is the most representative hospitality industry. Therefore, the objectives of this research are to examine the relationship between H-CSR, the value of quality and pricing, and customer satisfaction.

2. Literature Reviews

2.1. CSR Related to Hospitality

Bowen [3] defined the CSR of a corporation as ‘the pursuit of desirable policies from a social goal or value point of view, and the responsibility of a corporate worker to make these decisions and emulate these values.’ The CSR policies of corporations today are a business strategy to strengthen long-term competitiveness of a corporation, and has developed into ‘a new business management strategy that, in order to develop into a sustainable corporation, strategically uses economic profit generation and environmental and social responsibility to generate competitive advantage.’

From this point of view, major hotel chains in the 1990’s introduced the concept of CSR when developing sustainable programs. Research conducted in 2005 by Holcomb, Upchurch & Okumus (2007) [4] on the websites, annual reports and CSR reports of the top 10 major hotel groups showed that 4 hotel groups mentioned CSR in their vision statements and corporate mission statements, and it was shown that 8 hotel groups reported voluntary donation activities. It was shown that while some groups made extensive efforts to report on CSR, other groups did not prioritize CSR [5].

CSR also has significance in the human resource management industry [6]. The efforts by management to effectively motivate employees through CSR activities so that they can provide satisfactory customer service can be very important for the success of a hotel, especially in an industry where both the turnover rate and reliance on human

resources are very high. CSR allows a hotel not only to help the local community, but also to address problems related to human resource management. Due to such activities, the hotel can be viewed as being responsible for the residents of the local community and hotel employees. Therefore, from interactions through tourism activities, CSR activity makes it possible to construct a ‘win-win’ result [7] and [5].

Also, for previous research related to the CSR of hotel corporations, there has been

relatively diverse research on the ethical management of CSR and other CSRs. Stevens (1999) [8] claimed in his research that for the ethical management of a hotel, the ethics education of employees was a very important aspect, and Fox (2000) [9] in research towards hotel employees, claimed that an unethical environment generated extra costs for the hotel corporation, so an ethical working environment must be created [10].

2.2. The Value of Service

The value of service is the evaluation of the usefulness of a specific product based on the perception of something the customer has already been provided with or while it is being provided [11] Also, Anderson (1994) [12] claimed that the perception of the value of service takes precedence to customer satisfaction, and Bolton & Drew (1991) [13] show research results confirming the direct cause and effect relationship between the perception of fairness and customer satisfaction. Chang & Wildt (1994) [14] showed that perceived service value is one of the most influential elements that determines purchase intent, recommendation intent, and re-visit intent.

Also Cho Sun-Bae · Choi Woong (1998) [15] empirically analyzed hotel guests on how the value, quality, and price of service influences customer satisfaction. The results of the analysis verified the hypothesis that the perceived value of money had a positive (+) influence, and the perceived non-monetary value had a negative (-) influence, and the perceived quality of service had a positive (+) influence. Basically, the more the customer felt the price was appropriate during the service purchase and consumption process, the more value they perceived, and the lower the non-monetary price was the more value they perceived, and the better they perceived the service was the more value they realized. In summary, this suggests that this research has academic significance in that it recognized the importance of the value of service by showing that customers determine their satisfaction from a subjective point of view based on their perceived monetary and non-monetary values [16].

When determining the value of service, it can be seen as a comparison of the service provider's quality based on the price perceived by the customer, but when taking into consideration the complex service composition characteristic of a hotel, it is considered to be necessary to also consider the amount paid and consumed to acquire the service rather than evaluating the value based on the exact moment of service. In other words, the perceived value of service by a customer of a hotel can be seen as the comparison between the amount of money paid up to the point of using the service of the hotel, and the quality of the service the moment is provided in exchange for the amount paid [17].

From this point of view, this research defined perceived value of service as price and actual amount of money paid for during the use of human and product services, which is the price and quality of service.

2.3. Customer Satisfaction

Jung Hyo-Sun · Lee Soo-Bum · Yoon Hye-Hyun (2009) [18] defined customer satisfaction as the overall evaluation of the purchase of a product of service or based on the consumption experience [19], and a state where the consumer perceives that there was a sufficient compensation [20], or an acknowledgement that the characteristic of the product (or service) or the experience itself provided a satisfactory state at a pleasant level [21].

In the following, for the 6 Articles of 'satisfaction from deciding to visit the company, satisfaction from the environment of the shop, satisfaction from the service, satisfaction from the food, satisfaction from the employees, overall satisfaction from the company', customer service is measured using the Likert 5 point scale. Therefore, in this research, based on the research of Jung Hyo-Sun · Lee Soo-Bum · Yoon Hye-Hyun (2009)[18], the 6 Articles are measured using the Likert 5 point Scale.

3. Method

3.1. Research Model and the Operant Definition

Yongsoo Cheon (2014) [22] investigated relation between hotels' CSR activities and service value, and Hyoseon Jung (2009) [18] verified the relationship between recognition of food and beverage enterprises' CSR activities and customer satisfaction, while Yongsoo Cheon · Youngsik Kim (2015) [23] *et. al.*, positively confirmed the relationship between service value and customer satisfaction. According to preceding research, the basis of this research model Figure 1, is selected (set) to positively investigate the relationship among Hotel Corporate Social Responsibility (H-CSR), quality and price value, and customer satisfaction.

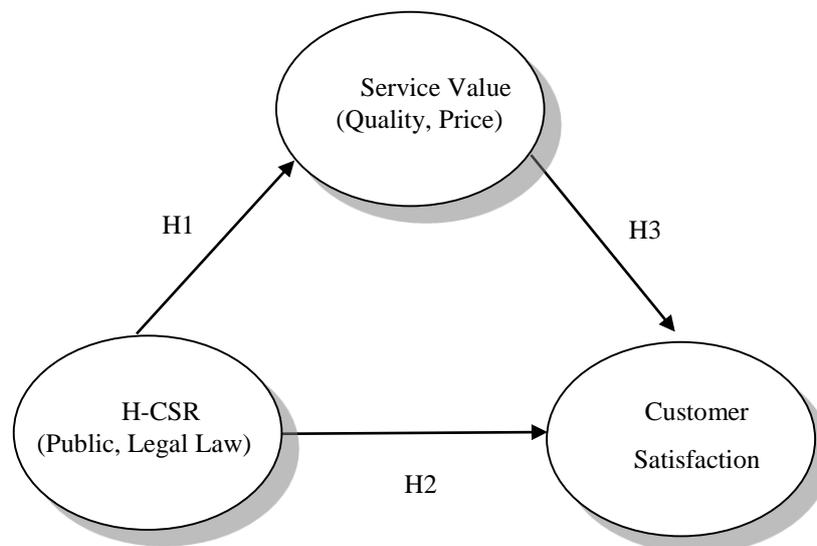


Figure 1. Model of Research

Note: Adapted from "A study of the Relationships among Hotel Corporate Social Responsibility, Service Value, and Customer Satisfaction", Korea, 2016 (Vol 126, Business)," by Advanced Science and Technology Letters, 2016. Copyright 2016 by Advanced Science and Technology Letters [24]

The operant definitions of the research units are as follows:

First, H-CSR is the 'social responsibility of a hotel company that goes beyond the motivation for profit'.

Second, the value of service is 'the amount the consumer perceives as a rate of the usefulness compared to the costs of the hotel service'.

Third, customer satisfaction is 'the overall satisfaction amount received from the hotel service'.

3.2. Survey Design

The survey was conducted between May 10th 2015 and May 30th 2015, mainly targeting hotel guests of top-tier hotels. Self-administered surveys were handed out to guests who agreed to take the survey after explaining the objectives of the survey. A total of 300 surveys were handed out but there were surveys that were not collected in the collection process, and excluding insincere surveys, a total of 232 surveys were used in the final analysis.

3.3. Setting up the Hypotheses

Jung Hyo-Sun · Yoon Hye-Hyun (2009) [2] showed that the CSR of the food industry significantly influenced the perceived quality of service (value of service). In addition, Yongsoo Cheon (2014) [22] research showed the social responsibility of the hotel industry influence had a significant impact on the price value. Meanwhile, as Carroll (1979, 1991) [25-26] stated in their research that the boundary of legal responsibility and ethical responsibility are unclear, and this fact has been verified empirically in studies of Salmones *et. al.*, (2005)[27]. Therefore, generally CSR for enterprises are divided into three parts which are economic responsibility activities, Legal and Ethical Responsibility, and Charity responsibility activities. This research focuses on two activities (law and order and public and society) of hospitality industries' CSR activities that exclude economic responsibility activities of corporate profits. Therefore, research hypothesis (H-1) was set as **'H-CSR will have a significant influence on the value of service'**.

The research of Luo & Bhattacharya (2006) [28] verified that consumers were more satisfied with the products or services provided by a corporation that conducted socially responsible activities, and that socially responsible corporate activities had a significant influence on raising customer satisfaction. Based on ethical management and the social responsibility of a corporation, there has been a good amount of objective research in the marketing industry [29] and such research conclusively shows that CSR has a relationship that has a significant influence on the attitude and actions of the consumer. Therefore research hypothesis (H-2) was set as **'H-CSR will have a significant influence on customer satisfaction'**.

Based on the research of Woodside, Frey and Daly (1989) [30] *etc.*, Lee Hak-Shik and Kim Young (1999) [31] showed that there was a significant relationship between the value of service and customer satisfaction. This perspective has been investigated by many researchers such as Bolton & Drew [14], Cho Sun-Bae and Choi Woong [19], Lee Yong-Gi, Park Kyung-Hee, Kim Woo-Gon, Kwon Yong-Joo [32]. It was shown that the higher the customer perception of the service or good, the more there was of a chance for customer satisfaction and action intent to be significantly influenced [17] and [33-45]. Therefore research hypothesis (H-3) was set as **'the value of service will have a significant influence on customer satisfaction'**.

Table 1. The Measured Categories and Measurement Scales for Each Component Element

Category	Measurement variable	Articles	Previous research	Scale
H-CSR	public and society	6	Lee Ae-Joo. Kim Jee-Hee(2010), Jung Hyo-Sun · Lee Soo-Bum · Yoon Hye-Hyun(2009)	Likert 5 point
	law and legal	6		
service value	value of quality	5	Lee In-Jae. Shin Yong-Doo. Yoo Hee-Kyung, 2011	
	value of price	4		
customer satisfaction		6	Hyo-Sun · Lee Soo-Bum · Yoon Hye-Hyun(2009)	

3.4. Verification Method of the Hypotheses

Analysis was done using the SPSS 20.0 statistics package. To determine the characteristics of the model of the objective research, frequency analysis was conducted, and to verify the integrity of the parameter groups and key causes regarding the survey results, Cronbach's Alpha (α) coefficient was used. Through factor analysis, which was based on the calculation of the coefficient of relationship between the variables, the validity was verified and multiple regression analysis was conducted.

4. Results

4.1. Demographic and Hotel Usage Characteristics of the Survey Participants

When examining the demographic and hotel usage characteristics of the survey participants, there were 111 males (47.7%) and 117 females (50.4%). There were 84 participants between the ages of 21~30, which was the largest group, and more than half of the participants were university graduates at 118 participants (50.8%) and the *etc.*, job category was 57 participants (24.6%). There were 50 participants (21.6%) in the KRW 2,010,000 ~ 3,000,000 average monthly income group, and more than half of the participants most frequented the food businesses at 124 participants (53.6%), with the largest reason for using the hotel being friendship and socializing at 74 participants (31.9%). Detailed information on the sample description is presented in Table 1.

Table 2. Description of the Respondents (N=232)

Category		Freq uenc y	%	Category		Freq uenc y	%
Gender	male	111	47.8	Avg. monthly income (*KRW : thousand)	KRW 2,010~3,000	50	21.6
	female	117	50.4		KRW 3,010~4,000	40	17.2
	no answer	4	1.7		KRW 4,010~5,000	18	7.8
Age	below 20	16	6.9		Above KRW 5,010	26	11.2
	21~30	84	36.2		no answer	14	6.0
	31~40	61	26.3	Education	high school	60	25.9
	41~50	42	18.1		college	28	25.9
	51~60	25	10.8		university	118	50.7
	above 60	2	0.9		above graduate school	24	10.9
no answer	2	0.9	no answer		2	0.9	
Job	management	25	10.8	Most frequen ted business	room	64	27.6
	administrative	31	13.4		Food and beverage	124	53.4
	sales	6	2.6		gym sauna	20	8.6
	service	46	19.8		onsite facilities	19	8.2
	professional	39	16.8		no answer	5	2.2
	public official	12	6.8	Reason for visit	business	53	22.8
	housewife	12	5.2		touring	66	28.4
	<i>etc.</i> ,	57	24.6		event or function	33	14.2
	no answer	4	1.7		friendship and socializing	74	31.9
Avg. monthl y income	less than KRW 1 MM	47	20.3		no answer	6	2.6
	KRW 1,010~2,000	37	15.9				

4.2. Analysis of Integrity and Validity

In this research, the most often used coefficient for social science research, which is the Cronbach alpha coefficient, was used for analysis. When the Cronbach alpha coefficient is above 0.6, then this means the integrity is high. The results of analysis for the integrity for each of the main cause factors in this research, such as H-CSR, the value of service and customer service, all showed a high integrity above 0.6.

First, as a result of analyzing the key factors for 11 articles on the H-CSR of a hotel corporation, there were two key factors that had a value above 1 based on the characteristics value, and it was confirmed that these 11 articles had about a 63% variance explanation power for H-CSR. Also, the public and social factor, and the law and legality factor showed high integrity at 0.818. This was confirmed as the securing of the integrity level (above 0.6) that was proposed by Hair *etc.*, [46] and Kang Byoung-Suh [47], so it was determined that it was appropriate to use as a measurement parameter. Detailed information on the sample description is presented in Table 3.

Table 3. The Key Factor Analysis of H-CSR

Category	Survey category	Key factor load		Common	Variance (accumulated)	α when removing category
		1	2			
<public and social> eigen value 5.473 Integrity 0.900	participation in resolving public issues	.851		.756	49.758 (49.758)	.874
	increase social welfare, solve societal problems	.837		.741		.876
	support budget for voluntary (donation) activities	.801		.682		.881
	financial support and sponsorship for social events	.789		.667		.882
	protect and prevent damage to the environment	.723		.611		.889
	positive contribution for the development of local community	.690		.589		.894
<law and legality> eigen value 1.484 Integrity 0.818	efforts for customer protection (product responsibility)		.768	.667	13.492 (63.251)	.755
	efforts to abide by law and to increase performance		.766	.655		.764
	fulfill contractual duties with stakeholders		.741	.586		.783
	efforts to improve customer service		.699	.496		.814
	provide comprehensive ethical creeds		.622	.509		.794

Second, by analyzing the value of service by principal components and the Varimax Orthogonal rotation method, based on the Eigen value there were 2 factors that were deduced to be above 1, and the total variance explanation power for these factors was confirmed as about 73%. The value of quality and integrity were 0.887 and 0.898, respectively. Therefore, it was determined to be within reason to view the 9 articles for

the value of service as the component categories for the value of service.

Table 4. Factor Analysis on the Value of Service

category	survey category	factor load		common	variance (accumulated)	α when removing category
		1	2			
<value of quality> Eigen value4.786 integrity 0.887	pleasure derived from service	.842		.766	53.180 (53.180)	.848
	relaxation derived from service	.825		.694		.864
	happiness derived from service	.807		.696		.863
	comfort derived from service	.788		.669		.866
	joy derived from service	.785		.660		.869
<value of price> eigen value1.769 integrity 0.898	the price of service is reasonable		.897	.847	19.655 (72.835)	.840
	the price of service is economical		.862	.764		.871
	the price of service is fair		.827	.753		.873
	the price of service is decent for purchasing		.813	.707		.887

Third, the factor analysis on the 6 articles of customer satisfaction showed that by removing the 2 articles with low commonality one by one in stages, there were a total of 4 articles chosen, with the Eigen value at 2.926, and total variance explanation power for these factors was confirmed as about 73%. The value of the integrity was calculated as 0.876 and it was determined that it was reasonable to select these articles.

Table 5. Factor Analysis on Customer Satisfaction

category	survey category	factor load	common	variance (accumulated)	α when removing category
<customer satisfaction> eigen value 2.926 integrity 0.876	overall satisfaction from use of service	.879	.773	73.153	.829
	satisfaction from food	.857	.734		.841
	satisfaction from service	.844	.712		.848
	satisfaction from employees	.841	.707		.850

4.3. Verification of Hypotheses and Interpretation of Results

Hypothesis (H-1): To verify hypothesis 1 that asserted ‘H-CSR will have a significant influence on the value of service’, by conducting multiple regression analysis using the data entry method, 2 factors were shown to have significant influence on the value of service (value of quality and value of price).

First, the public and social factor of H-CSR had a 0.406 ($p < 0.01$) influence on the value of quality, and the law and legality factor was confirmed to have a 0.319 ($p < 0.01$) level of influence.

Second, the public and social factor of H-CSR had a 0.415 ($p < 0.01$) influence on the value of price, and the law and legality factor was confirmed to have a 0.123 ($p < 0.1$) level of influence.

Therefore, hypothesis 1 was selected. In other words, it can be interpreted that H-CSR has a significant influence on the value of service.

Table 6. The Influence H-CSR has on the Value of Service

dependent variable	independent variable	nonstandard coefficient		standard coefficient	t value	significance level
		B	standard error	β		
value of quality	(constant)	1.330	.194		6.848	.000***
	public and social	.339	.050	.406	6.726	.000***
	law and legality	.329	.062	.319	5.283	.000***
$R^2 = .405$ revised $R^2 = .399$ F value = 77.781 p = .000**						
value of price	(constant)	1.296	.257		5.040	.000***
	public and social	.406	.067	.415	6.088	.000***
	law and legality	.149	.082	.123	1.807	.072*
$R^2 = .241$ revised $R^2 = .235$ F value = 36.455 p = .000***						

* p<0.1. ** p<0.05. *** p<0.01

Hypothesis (H-2): To verify hypothesis 2 that asserted ‘H-CSR will have a significant influence on customer satisfaction’ by conducting multiple regression analysis using the data entry method, 2 factors were shown to have a positive (+) influence on customer satisfaction at a level of p<0.01. First, the public and social factor of H-CSR had a 0.288 (p<0.01) influence on customer satisfaction and the law and legality factor was confirmed to have a 0.327 (p<0.01) level of influence. In other words, H-CSR was shown to have a significant influence on customer satisfaction and was therefore selected.

Table 7. The Influence H-CSR has on Customer Satisfaction

dependent variable	independent variable	nonstandard coefficient		standard coefficient	t value	significance level
		B	standard error	β		
customer satisfaction	(constant)	1.393	.232		6.006	.000***
	public and social	.263	.060	.288	4.373	.000***
	law and legality	.369	.074	.327	4.961	.000***
$R^2 = .290$ revised $R^2 = .284$ F value = 46.837 p = .000**						

* p<0.1. ** p<0.05. *** p<0.01

Hypothesis (H-3): To verify hypothesis 3 that asserted ‘the value of service will have a significant influence on customer satisfaction’ by conducting multiple regression analysis using the data entry method, 2 factors were shown to have a positive influence on customer satisfaction at levels of p<0.01 and p<0.01. The value of service had a 0.545 (p<0.01) influence on customer satisfaction and the value of price was confirmed to have a 0.167 (p<0.01) level of influence. In other words, it was shown that the value of service had a significant influence on customer satisfaction. Therefore hypothesis 3 was selected.

Table 8. The Influence H-CSR has on Customer Satisfaction

dependent variable	independent variable	nonstandard coefficient		standard coefficient	t value	significance level
		B	standard error	β		
customer satisfaction	(constant)	.924	.210		4.400	.000***
	value of quality	.596	.062	.545	9.562	.000***
	value of price	.156	.053	.167	2.932	.004***

$R^2 = .408$ revised $R^2 = .403$ F value = 78.937 p = .000**

* p<0.1. ** p<0.05. *** p<0.01

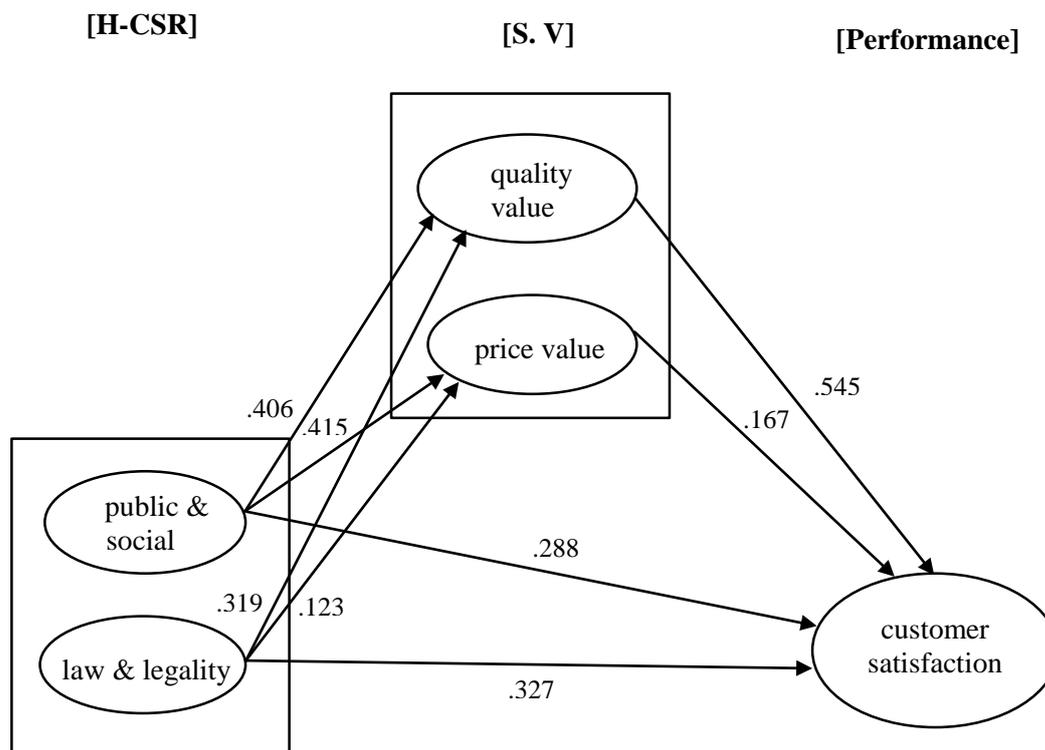


Figure 2. Verification Results of the Research Model

5. Conclusion

Through empirical analysis this research attempted to investigate the relationship between the influences of H-CSR (Hotel Corporate Social Responsibility), the value and quality and price, and customer satisfaction. The verification results of the research hypotheses suggested are as follows.

First, the public and social factor and the law and legality factor that make up the H-CSR were shown to have a significant influence on the value of quality and the value of price. These results were partially identical to the research of Kim Jong-Geun · Lim Hyo-Chang [48], and is a result that empirically shows that the ethical actions of a service corporation can be regarded as a dimension of service value, and therefore provides an important guideline for the management of the value of service. In other words, it can be concluded that the role of CSR as an important prerequisite factor for the improvement of the value of service was investigated in this study.

Second, the public and social factor and the law and legality factor were shown to have

a significant influence on customer service. It can be seen that these results were partially identical to the research of Ahn So-Young · Hahn Jin-Soo [49] Previous research by Jung Hyo-Sun, Lee Soo-Bum, Yoon Hye Hyun [18] claimed that the perception of CSR activity of a food industry enterprise had an influence on customer satisfaction, and the perception of CSR activity was claimed to increase the customer satisfaction on the products and services provided by the hotel [49].

Third, the value of quality and value of price factors were analyzed and shown to have a significant influence on customer satisfaction. These results were partially identical to the Gong Hyo-Soon *etc.*, [17] research results, which showed that the value of service of a hotel business center had an influence on customer satisfaction, and because the value of quality and the value of price of the human and product services of a hotel had a direct influence on the satisfaction of business customers, it was recommended that there needs to be an improvement on the price of services.

According to the results of the research above, it is determined that this research can provide the following academic and industry suggestions.

First, for Korean hotel corporations, while there can be an evaluation on CSR activities based on the amount invested, by taking into consideration the psychological aspect of the perception of customers, if the H-CSR is continuously developed and evaluated, this can contribute to the expanding sentiment of Korea hotel corporations practicing CSR activities.

Second, if the theories of H-CSR can be established based on the theories of CSR, it is determined that the results of this research can be useful for formulating university level hotel management theories and graduate level H-CSR theories.

Third, by the hotel corporation understanding and verifying the relationship of the value of service and customer satisfaction through H-CSR activities, and by utilizing H-CSR activities as a strategic marketing tool, it is expected that the hotels applying this method can gain a competitive advantage.

Although the above academic and industrial suggestions were proposed, this research clarifies that because the model data was collected from top-tier hotels in the Seoul area, there is a limitation in that these research results do not include hotels from all across the nation, and that in future research if the survey is conducted against customers who are aware of H-CSR activities, there could be different research results.

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