

Hotel guests' revisit intentions post-COVID-19: Re-examining the role of service quality, CSR, and reputation while accounting for guests' trepidation.

Guy Assaker^{ab} and Peter O'Connor^{c*}

^a Adnan Kassar School of Business, Lebanese American University (LAU). P.O.Box 36, Byblos, Lebanon; tel: + 961 54 72 54 ext. 2443; fax: +961 9 54 72 56. Email: guy.assaker@lau.edu.lb.

^b Research Centre for Tourism, Sustainability and Well-Being (CinTurs), University of Algarve, 8005-139 Faro, Portugal. tel: +351 289 800 900; Email: gassaker@ualg.pt.

^c University of South Australia Business School, City West Campus, Adelaide, SA 5001, Australia; tel: + 61 411 282 682; Email: peter.oconnor@unisa.edu.au.

* Corresponding Author

Acknowledgements:

This work was partially supported by the FCT — Portuguese Foundation for Science and Technology under the project UIDB/ 04020/2020.

Abstract:

This study re-examined the relationships between service quality (SQ), CSR, and hotel reputation and their effects on hotel guests' revisit intentions (RIs) in the context of the COVID-19 pandemic. It also assesses the moderating role of fear of visit caused by COVID-19 on the paths between established variables and guests' future (post-COVID-19) RIs. Data were collected during May 2021 from 195 French respondents who stayed at mid- to upscale hotels during the previous two years. Using structural equation modeling (SEM), results revealed that, while SQ directly and indirectly (through reputation) positively influences guests' post-COVID-19 RIs, CSR only exerts an indirect positive influence on RIs through reputation. Moreover, findings indicated that a hotel reputation can ease guests' fear, thereby driving future post-COVID-19 revisits. These results add to the few studies in hospitality and tourism on the effect of the COVID-19 pandemic (through fear of visit) on travelers' future revisit intent.

Keywords: Fear of Visit, COVID-19, Revisit Intentions, Hotel Reputation, PLS-SEM

1. Introduction

In today's challenging social climate, guests' retention and repeat visitation are critical factors for hotel operators to compete and survive (Wilson, 2020). Repeat visits help hotels not only secure a steady stream of revenue for the future but also reduce marketing costs associated with attracting new customers and help curb price sensitivity by nurturing long-term relationships with their brand (e.g., Assaker, 2020; Liat et al., 2014). This is particularly relevant at the verge of the current COVID-19 pandemic. With the crisis gradually fading, hotel operators can tap into their base of existing customers to prompt repeat visitation, thus driving future visits to their properties in a more cost efficient manner. This should help hotels regain their footing in the post-COVID-19 period (Chebli & Ben Said, 2020; Hassan & Soliman, 2021). In its "Building Tourism Competitiveness" report, the World Bank clearly highlighted catering to repeat visitors as a key strategic tactic for hospitality businesses to exploit during the short- and mid-term post-COVID-19 recovery stages. This approach could help aid recovery, as repeat visitors are more resilient and tend to come back sooner to a specific destination or a specific hotel (World Bank Group, 2020).

Given the financial and cost advantages associated with driving repeat visitation, past studies have investigated the determinants influencing hotel guests' revisit behavior (Kim & Kim, 2016; Mariño-Romero et al., 2020; Su et al., 2017; Tabaku & Kruja, 2019; Wilson, 2020). Among these proposed factors, service quality (SQ), corporate social responsibility (CSR) and hotel reputation have been identified in previous studies as key determinants of revisit behavior in the hotel context. On one hand, the literature stipulates that guests who perceive the hotel's service

as positive are more likely to return to that hotel property (Ka & Lai, 2019). On the other hand, stakeholders and social identity theories assert that, due to customers' increasing awareness of environmental issues and societal problems, customers display greater approval for, and better identify with, hotels that actively engage in CSR practices, thus creating a higher likelihood of customer revisits (Su et al., 2014; 2017). Finally, according to signaling theory, a hotel's favorable reputation can also help signal its positive position to its customers. Reputation can thus serve as an additional information cue that customers can use, in this case, to predict how successfully the hotel is likely to keep performing in the future, thus resulting in higher likelihood of revisits (Latif et al., 2020).

Previous studies that have examined the relationships between SQ, CSR, hotel reputation, and repeat visitations exhibit two main limitations. First, most papers (with the exception of Latif et al., 2020) have largely examined either SQ or CSR separately along with reputation when investigating effect on hotel guests' revisit behavior. As a result, their findings show divergence in the way SQ and CSR influence repeat visitations in the hotel context specifically. For instance, while some argue for the direct effect of SQ on hotel guests' revisits (Keni et al., 2020; Wilson, 2020), others have found an indirect effect between SQ and revisits through hotel reputation (Ka & Lai, 2019; Tabaku & Kruja, 2019). Likewise, some have advocated for a direct effect of CSR on hotel guests' revisits (Kim & Kim, 2016; Mehrez, 2020), while others have argued for an indirect effect through reputation (Mario-Romero, 2020; Su et al., 2014; 2017). In their recent paper, Latif et al. (2020) simultaneously accounted for SQ together with CSR as well as reputation within their model. They argued for both a direct and indirect (through reputation and other relational variables) effect of CSR on hotel guests' revisits and only an indirect effect

of SQ (again through reputation and other relational variables) on guests' revisits when both SQ and CSR are considered in the same model (Latif et al., 2020). In light of these discrepancies, there is a need for research that incorporates SQ together with CSR and hotel reputation to clarify the mechanism (direct or indirect via reputation) through which SQ and CSR impact hotel guests' revisits within that line of research and in the hotel context specifically (Mariño-Romero et al., 2020).

Second and most importantly, those studies that have to date examined the relationships between SQ, CSR, hotel reputation, and repeat visitation have solely done so in the pre-COVID-19 context (Latif et al., 2020; Mehrez, 2020). There's no doubt that the COVID-19 pandemic, because of the substantial health risk that it has engendered, has created a feeling of fear among consumers that is likely to endure even after the crisis comes under control. Such fears are highly likely to affect people in the post-COVID-19 era as to their behavior in general and their travel behavior in particular (Hassan & Soliman, 2021; O'Connor & Assaker, 2021). As such, there is a need to account for this fear of visiting a hotel as a result of the pandemic into any model that examines hotel guests' revisit behavior post-COVID-19 (Jian et al., 2020).

To the authors' knowledge, existing papers that have examined the relationships between SQ, CSR, hotel reputation, and hotel guests' revisits to date have failed to examine how guests' fear of visiting a hotel due to COVID-19 might influence (moderate) the effect of these factors (SQ, CSR, reputation) on revisits and hence sway future repeat visitations. A very limited number of recent hospitality and tourism papers have to date incorporated the fear factor when examining post-COVID-19 travelers' behavior. For instance, using the example of India, Rather (2021)

examined how fear caused by COVID-19 moderates the relationships between a destination's favorable social media exposure and tourists' intentions to revisit. These findings advance the claim that fear negatively influences the link between the two, leading to fewer revisits post-COVID-19. Likewise, in another study Hassan and Soliman (2021) examined how fear caused by COVID-19 moderates the relationships between a destination's reputation and its socially responsible (CSR) practices on intentions to revisit. Using data from domestic tourists in Egypt, they found that, while fear negatively influenced the link between destination reputation and tourists' revisit behavior, it exerted a positive influence on the link between destination CSR practices and tourist revisits, suggesting that CSR might actually help attenuate tourists' fear of visiting caused by COVID-19, leading to more revisits in the post-COVID-19 future.

Based on the above gaps, this paper aims to present and test a model that examines the moderating role of guests' fear of visiting a hotel due to the COVID-19 pandemic on the relationships between hotel service quality, CSR practices, and reputation on hotel guests' revisit intentions post-COVID-19. We test the model using structural equation modeling based on data collected in May 2021 from 195 French respondents who stayed at a mid- to upscale hotels for leisure purposes in the previous two years. Mid- to upscale hotels are used for this study as they are more likely to apply and communicate CSR practices, with reputation more of an issue for these types of properties (Su et al., 2017). Revisits are measured in terms of revisit intentions (RIs), whereas the use of intention to predict actual behavior (i.e., revisits) is directed by the theory of reasoned action (TRA) and the theory of planned behavior (TPB), both of which contend that behavioral intention represents a person's motivational component to perform a specific behavior. In other words, they assume that intention to perform a behavior is the

proximal cause of such behavior (Ajzen & Cote, 2008). Previous studies have confirmed a strong correlation between intention and behavior, in particular within the hospitality and tourism context (see Assaker, 2020; Hassan & Soliman, 2021; Su et al., 2017), thus supporting the use of revisit intentions as a proxy for actual revisits in this case.

The results of this study expand the existing body of literature by further addressing the question of whether and how SQ, CSR, and reputation influence hotel guests' RIs. More specifically, in contrast to previous studies that provide conflicting results, the findings enhance our understanding of whether SQ and CSR influence hotel guests' revisits directly or/and indirectly through hotel reputation, as this issue represents a still ongoing debate in the hospitality literature. Most importantly, the results also expand the existing literature by re-examining the above determinants of revisiting a hotel in the post-COVID-19 context (through accounting for fear). Such an approach help illuminate whether and how guests' fear caused by the current pandemic moderates (accentuates or diminishes) the effect of the above determinants on hotel guests' post-pandemic revisit intentions (RIs), thus identifying which factors (e.g., SQ and/or CSR and/or reputation) are more likely to play a role in overcoming guests' fears to influence revisits post-COVID-19. The findings furthermore provide practical recommendations for hotel operators regarding which factors/determinants they should focus on in order to dissipate fear caused by COVID-19 on the part of returning guests.

The paper will proceed with a review of the literature resulting in the hypotheses and conceptual model to be tested, followed by the methodology, analysis of results, and finally the conclusion and discussion.

2. Literature Review

2.1. SQ, CSR, Hotel Reputation, and Revisit Intentions

Service quality is defined as “the overall judgment made by consumers regarding the excellence of a service” (Loureiro & Gonzalez, 2008, p. 118) and is upheld in the hospitality and tourism literature as a key determinant of travelers’ revisit intentions (RIs) in general and hotel guests’ revisits specifically (Lai et al., 2018; Ka & Lai, 2019; Latif et al., 2020). In the hotel context, while some studies have advocated for the direct effect of SQ on guests’ RIs (Keni et al., 2020; Wilson, 2020; Tabaku & Kruja, 2019), others have rather argued for an indirect effect between the two through other relational variables, in particular hotel reputation (Ka & Lai, 2019; Latif et al., 2020) with the latter defined as customers’ impression of a hotel based on their past interaction(s) with that hotel property (Ka & Lai, 2019). For instance, whereas both Keni et al. (2020) and Wilson (2020) in their studies on the relationships between SQ, hotel reputation, and guests’ revisit intentions found that SQ has a direct effect on guests’ RIs (Keni et al., 2020; Wilson, 2020), Ka and Lai (2019), in a study on hotel guests at upscale hotel properties in Macau and using a more comprehensive model of hotel guests’ loyalty, found that SQ only affects hotel guests’ loyalty indirectly through hotel reputation. Finally, in a more recent study based on data collected from hotel guests in three countries (i.e., Pakistan, China, and Italy), and applying one of the few models that included both CSR together with SQ in understanding hotel guest revisits, Latif et al. (2020) further corroborated Ka and Lai’s (2019) findings, suggesting that SQ merely exerts an indirect effect on hotel guests’ loyalty within their study’s model. In this case, the

indirect effect between SQ and guests' revisits through hotel reputation found support in the service and relational marketing literature, which advances the assertion that SQ, as a cognitive assessment of a hotel's service, is not enough by itself to generate revisit intentions. Instead, it must first translate into an emotional response (in the form of reputation or overall positive impression of the hotel in this case), with the latter (emotion rather than cognition) subsequently leading to future revisits (Ka & Lai, 2019; Lai et al., 2018).

Additionally, the service literature has traditionally advocated for a multi-dimensional operationalization of the service quality construct, usually measured in terms of the various components of an organization's service, such as tangibility, reliability, and responsiveness (see Brady & Cronin, 2001; Ladhari, 2012). More recent studies, however, have advocated for a unidimensional measurement of service quality based directly on guests' summative judgment of their overall experience. The latter conceptualization has been found to be more appropriate for detecting possible relationships between SQ and other variables within the same model (Engizek & Yasin, 2017; Latif et al., 2020), and this is also the case in the present study. Moreover, recent studies have also advocated for a unidimensional conceptualization of the hotel reputation construct, measuring customers' overall and affective assessment of their direct interaction with an organization (see Ponzi et al., 2011). The unidimensional scheme in this case is argued to be more generalizable when examining reputation across various settings, including in the hotel context (Latif et al., 2020; Su et al., 2014). Based on the above review, the present paper will use a unidimensional conceptualization of both service quality and reputation and will assume the following hypotheses to test for the still diverging relationships between SQ, hotel reputation, and guests' RIs:

H1: Service quality has a direct positive impact on hotel reputation.

H2: Service quality has a direct positive impact on hotel guests' revisit intentions.

H3: Hotel reputation has a direct positive impact on hotel guests' revisit intentions.

Corporate social responsibility (CSR) encompasses all voluntary activities performed by firms that go beyond their legal and contractual obligations and can help minimize the negative impacts of operations on the natural, cultural and societal environments (Blanchi et al., 2019; Park et al., 2014). CSR has been advanced as a key driver of travelers' revisit intentions in general and hotel guests' revisits specifically (Ahn et al., 2021; Kim & Kim, 2017; Latif et al., 2020; Park et al., 2014). Given today's growing concern for environmental and societal problems, hotels that embrace CSR practices are more likely to appeal to guests and drive future revisits to their properties (Mehrez, 2020). This is based on the social identity and stakeholders literature, which stipulates that customers in general tend to better identify with organizations (hotels in this case) that embrace their own environmental and social values, as well as better appreciate companies that show concern for both internal (i.e., employees) and external stakeholders (i.e., customers and community at a large) (Mariño-Romero et al., 2020; Su et al., 2014), with such actions resulting in a higher likelihood of revisits on the part of customers. In the hotel context specifically, and similar to SQ, previous studies have shown divergent results regarding whether CSR influences hotel guests' RIs directly or indirectly through other relational variables, more specifically hotel reputation (Kim & Kim, 2016; Latif et al., 2020; Su et al., 2014; 2017). For example, Mehrez (2020) and Kim and Kim (2016), studying hotel guests of 4 to 5* hotels in Qatar and in the US respectively, demonstrated that CSR exerts a direct positive

effect on customers' loyalty. Meanwhile, Su et al. (2014; 2017) studied hotel guests at 4 to 5* hotels in China and found that CSR instead had an indirect effect on customers' loyalty and revisit intentions through hotel reputation and satisfaction (Su et al., 2014), as well as through hotel reputation and customers' commitment (Su et al., 2017). Finally Latif et al. (2020) found that CSR impacted customers' loyalty both directly and indirectly through reputation and a range of other relational variables.

Previous studies have used a multidimensional conceptualization to measure CSR, consisting of five components representing a firm's 1) economic, 2) social, 3) environmental, 4) philanthropic, and 5) ethical responsibilities toward the firm's stakeholders and community at large (Bianchi et al., 2019; Park et al., 2014). However, others have advocated for unidimensional measurement of CSR that captures a firm's overall economic, environmental, social, and stakeholders' responsibilities (Walsh & Bartikowski, 2013, Latif et al., 2020). This second (unidimensional) conceptualization of CSR is found to be 1) more generalizable across various industries, including the hotel context (see Su et al., 2014; 2017) and 2) more suited to detect possible relationships between CSR and other guests' relational and behavioral variables, namely reputation and revisit intentions (Latif et al., 2020). As such, a unidimensional conceptualization of CSR will be used in this study with the following hypotheses assumed to allow testing for the still-diverging relationships between CSR, hotel reputation, and guests' revisit intentions:

H4: CSR has a direct positive impact on hotel reputation.

H5: CSR has a direct positive impact on hotel guests' revisit intentions.

2.2. Fear of Visit Due to COVID-19

The hospitality and tourism industry is traditionally one of the first sectors affected by crises of different kinds (health, political upheaval, natural disasters, crimes, etc.). This is because, given that people tend to be more vulnerable visiting locations outside of their home environment, they tend to develop worries and fears easily regarding traveling in general and staying in places outside/away from home in particular (Kaushal & Srivastava, 2021). This leads them to change their behavior or even refrain from travelling altogether during crises or when they fear their well-being might be at risk (Cui et al., 2016).

This has been particularly true during the current COVID-19 pandemic, where the unprecedented scale (both in terms of geographic influence and duration) and number of global casualties has engendered unparalleled fear and anxiety among travelers. This effect is likely to extend beyond the current pandemic period and influence travelers' behavior even when the crisis comes under control (Chebli & Ben Said, 2020; O'Connor & Assaker, 2021). Many scholars argue that the COVID-19 pandemic has also triggered awareness in people about other potential environmental and/or health threats that might occur in the future, and thus aroused a permanent feeling of fear and consciousness (Kock et al, 2020). Many assert that this increased caution is likely to influence travelers' future behavior as regards travel or staying at a given establishment – issues that organizations in general and hospitality establishments in particular need to understand and take account of in order to prosper in the future (Jian et al., 2021; Rather, 2021).

Yet very few studies have so far incorporated this fear factor into their study models so as to be able to better understand how fear influences travelers' behavior post-COVID-19 (Hassan & Soliman, 2021). Zenker et al (2022) have proposed a Pandemic Anxiety Travel Scale to help measure the intra-personal anxiety of travellers (and non-travellers). Others have examined how fear caused by the current COVID-19 pandemic has influenced travelers' revisit intentions at the destination level. Rather (2021) found that fear caused by COVID-19 negatively moderated the effect of favorable destination-focused social media messages on travelers' intentions to revisit that destination post-COVID-19. Hassan and Soliman (2021) found that fear caused by COVID-19 exerted a positive moderating effect on the link between a destination's socially responsible practices and tourist revisits, suggesting that socially responsible practices could actually help overcome tourists' fear of visiting and positively influence travelers' revisit intentions in the future. However, no studies to date have examined the (moderating) role of fear on guests' behavior in the hotel context, particularly in terms of the associations hypothesized in this study between SQ, CSR, hotel reputation, and hotel guests' revisit intentions. As further empirical examination is needed, the following hypotheses are assumed and tested in the present study to further explore whether and how fear of visit due to COVID-19 moderates the influence of SQ and/or CSR and/or reputation on hotel guests' revisit intentions post-COVID-19, expanding on our existing knowledge of guests' revisit intentions in the hotel context and providing a better understanding of post-COVID-19 hotel guests' revisit behavior.

H6: Fear of visit due to COVID-19 has a moderation impact on the relationship between service quality and hotel guests' revisit intentions.

H7: Fear of visit due to COVID-19 has a moderation impact on the relationship between hotel

reputation and hotel guests' revisit intentions.

H8: Fear of visit due to COVID-19 has a moderation impact on the relationship between CSR and hotel guests' revisit intentions.

3. The Proposed Theoretical Model

Based on the above review of the literature, Figure 1 illustrates the conceptual model to be tested in the present study in which the moderating effect of fear of visit due to COVID-19 on revisit intentions is represented in this case by the arrows pointing from fear of visit to the paths linking each of SQ, CSR, and hotel reputation with guests' revisit intentions.

INSERT FIGURE 1 HERE

4. Methodology

4.1. Data collection, Measurements, and Sample

Data for this study were collected online from France in May 2021. Respondents were randomly selected from a panel representative of the French population using the service of a UK-based Market Research company. Respondents were presented with a screening question gauging whether they had stayed at a mid-to-upscale hotel for leisure purposes over the past two years. A 2-year window was chosen to include respondents who travelled prior to the COVID-19 outbreak. All questions referring to this study's constructs were measured using unidimensional

scales based on existing validated scales in the marketing and hospitality literature. In particular, SQ was measured using 3 items representing respondents' overall perception of hotel service taken from Ka and Lai (2019). CSR was measured using 5 items taken from Su et al. (2014; 2017), representing respondents' overall impression of the hotel's economic, environmental, social, and stakeholders practices, respectively. Hotel reputation was measured using five items, four of which are taken from Ponzi et al. (2011) and the fifth from Su et al. (2014), capturing respondents' overall and emotional perception of hotel reputation. Finally, based on Su et al. (2017) and Latif et al. (2020), revisit intentions post-COVID-19 was measured using three items representing respondents' future intentions to return to that property in particular and to that hotel brand in general. Fear of visit due to COVID-19 was gauged using 4 items based on Hassan and Soliman (2021). All proposed items were measured using a 5-point Likert scale, where 1= Strongly Disagree and 5 = Strongly Agree. Each construct is further summarized in Table A1 (see Appendix).

The questionnaire also included questions on respondents' socio-demographics (age, gender, income, education, and occupation) and previous visits to the hotel. These visits were used as a control variable to test for the potential statistical effect of previous visits on model results, particularly with reference to revisit intentions. This was done to determine if RIs are enhanced as a result of respondents' having already stayed at the hotel in the past, or whether results remain the same regardless of whether respondents have previously stayed there. Moreover, prior to conducting the actual survey 1) the questionnaire, which was developed initially in English, was translated into French, and the French version was double checked by two native-speaking professionals for accuracy, and 2) the questionnaire was pilot-tested with a panel of tourism

professionals and academics to ensure consistency, comprehension and the face validity of the various constructs, with slight wording changes made at this stage. Of the 195 collected responses, almost half 51% (N=99) were females, with the average age of the respondents being 46 (minimum age = 18, maximum age = 69 and S.D. = 13). Moreover, 64% of the respondents held either a bachelor or vocational degree, 17% had a master or doctoral degree, and 19% had secondary/high school education. In terms of occupation, 28% of respondents were managers/professionals, followed by 26% skilled/unskilled workers, 13% public servants, 14% retired, and 3% students. Additionally, 67% of respondents earned up to € 40,000, 27% earned between €40,000 and €80,000, and 6% earned more than €80,000. Finally, 30% (N=57) had previously visited the hotel prior to the visit about which they were surveyed in the context of this study. As such, the sample demographics show that, overall, the sample is fairly distributed and representative of the relevant population in this case.

4.2. Data Analysis

Partial least squares structural equation modeling (PLS-SEM) using XL-STAT software version 2020 (Addinsoft, 2020) was used to examine the hypothesized relationships among the model constructs. In particular, given that all constructs are unidimensional, with fear of visit also being a continuous variable measured in this case using 4 items (see Appendix), the product term approach as suggested by Henseler and Fassott (2010) was used to examine its moderating effect on the relationships among SQ, CSR, and reputation on revisit intentions. All items representing each of the SQ, CSR, and reputation constructs were multiplied in a pairwise fashion with the items representing fear of visit (i.e., the moderator variable in this case) to create three

interaction terms, namely SQ x Fear, CSR x Fear, and Reputation x Fear. These constructs, in addition to fear of visit, were then added to the model in Figure 1 to test for moderation effects. Each moderation hypothesis is confirmed if the interaction effect, that is the effect of the corresponding interaction term on revisit intentions, is found to be significant (Henseler & Fassott, 2010). Moreover, PLS-SEM analysis was used instead of traditional covariance-based structural equation modeling (CB-SEM) due to the complex nature of the tested model (specifically when adding the interactions terms and their respective items to the model presented in Figure 1 to account for moderation). In particular, the relatively small sample size (N=195) would cause the model not to converge if CB-SEM was used (Hair et al., 2016). The PLS-SEM analysis in this case centered on two steps: (1) validating the outer (measurement) models in terms of convergent and discriminant validity of the initial constructs and (2) examining the inner (structural) model through path analysis assumed between constructs, including the interaction terms that were added to the model to further test for moderation (Chin, 2010).

5. Analysis of Results

5.1. Outer Model Analysis

Results revealed that convergent validity of all the initial constructs (i.e., SQ, CSR, reputation, revisit intentions and fear of visit) was upheld, as loadings for all items on their respective constructs exceeded or were close to 0.7, with all loadings significant (see Table 1). Moreover, the average variance extracted (AVE) for each construct exceeded the required 0.5 threshold,

indicating that a significant part (50% or more) of the items' variance was captured by the construct, thereby providing further support for convergent validity and suggesting that all items effectively measured their underlying constructs (Hair et al., 2016). Discriminant validity of all constructs was also supported, as the root of AVE for each construct was greater than the correlation coefficient of that construct with every other construct of the model (Do Valle & Assaker, 2016) (see Table 2). This result suggests that constructs are independent enough from one another, further supporting the use of each construct distinctly in this study's proposed model (Chin, 2010).

INSERT TABLE 1 HERE

INSERT TABLE 2 HERE

5.1. Inner Model and Moderation Analysis

The nomological and prediction validity of the inner model was upheld first, in which the R^2 results of the endogenous constructs demonstrated that a sizeable part of their variance could be explained by the model (Figure 2). In particular, the R^2 for repeat visitations was 62.6%, thus exceeding the 20-30% threshold proposed by Chin (2010). Moreover, the Stone-Geisser Q^2 values for all endogenous constructs (i.e., hotel reputation and revisit intentions) items, computed using blindfolding procedures, were all > 0 . This suggests that the model is an effective predictor in explaining the endogenous latent variables and in particular revisit intentions (see Hair et al., 2016).

The path coefficients among the constructs were examined next, whereas the results revealed that service quality (SQ) had a significant positive effect on hotel reputation (reg. coeff. std. = 0.415) and revisit intentions (RIs) (reg. coeff. std. = 0.633). Hotel reputation also had a significant positive effect on RIs (reg. coeff. std. = 0.283). This provided support for Hypotheses 1 to 3, respectively. Additionally, CSR had a positive significant effect on hotel reputation (reg. coeff. std. = 0.529), further supporting Hypothesis 4. Hypothesis 5, however, was not supported, with the proposed direct positive effect of CSR on RIs found to be non-significant in this case (reg. coeff. std. = -0.049). Lastly, respondents' previous visits, which was used as a control variable in the model, was found to have a non-significant effect on revisit intentions (reg. coeff. Std. = .051), suggesting that the model results, and revisit intentions specifically, are not affected by whether respondents have previously stayed at the hotel.

Finally, moderation effects were assessed in terms of the path coefficients between each of the created interaction terms (i.e., SQ x Fear; CSR x Fear; and Reputation x Fear) and revisit intentions (see Figure 2). In particular, results from Figure 2 indicated that the path coefficient of SQ x Fear → RIs (reg. coeff. std. = -0.481) and Reputation x Fear → RIs (reg. coeff. std. = 0.414) were significant. These results demonstrated that the effect of SQ on revisit intentions diminishes with higher levels of fear regarding COVID-19, suggesting that fear of visit negatively moderates the relationship between SQ and revisit intentions (i.e., the effect of SQ on RIs in this case drops to $0.152=0.633-0.481$ in standardized terms), thus supporting Hypothesis 6. The effect of reputation on revisit intentions accentuates with higher levels of fear regarding COVID-19, suggesting that fear of visit positively moderates the relationship between a hotel reputation and revisit intentions (i.e., the effect of reputation on RIs in this case increases to

0.697=0.283 + 0.414 in standardized terms), thus supporting Hypothesis 7. However, the path coefficient of CSR x Fear → RIs (reg. coeff. std. = -0.058) was non-significant, suggesting that fear of visit doesn't moderate the relationships between CSR and revisit intentions, thus failing to support Hypothesis 8. Finally, the path coefficient between fear of visit due to COVID-19 → RIs was non-significant. This is a desirable result, further supporting the moderating (rather than direct) effect of fear of visit due to COVID-19 on revisit intentions in this case (Henseler & Fassott, 2010).

INSERT FIGURE 2 HERE

6. Conclusion and Discussion

The present study proposed and tested a conceptual model that re-examines the relationships between SQ, CSR, and hotel reputation and their effects on hotel guests' revisit intentions (RIs). It also assessed the moderation role of fear of visit caused by COVID-19 on the paths between the aforementioned variables and guests' future (post-COVID-19) RIs. The results sought to provide further understanding of the mechanism through which SQ and CSR (when incorporated together within the same model), along with reputation, influence RIs in the hotel context and the interrelationships between the proposed model variables in this case. Results also provide insights as to whether and how guests' fear regarding the pandemic will moderate (accentuate or attenuate) the effect of the above variables on post-pandemic revisit behavior. In doing so, the present study results offer both theoretical and practical implications.

From a theoretical perspective, this paper demonstrates both the direct and indirect (through reputation) effects of service quality (SQ) on hotel guests' revisit intentions. These results contribute to the ongoing discussion in the hospitality literature regarding whether service quality impacts hotel guests' revisit intentions directly (Keni et al., 2020; Wilson, 2020) or indirectly through various relational variables, including reputation (Ka & Lai, 2019; Latif et al., 2020). In this case, the results contend that guests who perceive the hotel service to meet their expectations are not only more likely to return post-COVID-19, but also develop a more favorable overall impression of that hotel, translating into further repeat future visitations. This is true even when CSR was also examined concurrently with SQ within the same model. Few prior papers (see Latif et al., 2020) have examined these two factors (i.e., SQ and CSR) simultaneously within the same model along with reputation and RIs, thus further underlining the importance of SQ in consumers' decisions and repeat visitations in the hotel context.

The results also demonstrated that CSR, conversely, only influences RIs indirectly through corporate reputation. While this finding partially goes against some previous studies that have argued for a direct effect of CSR on hotel guests' revisit intentions (Mehrez, 2020; Kim and Kim, 2016), it supports other studies that have rather argued for an indirect effect of CSR on RIs through hotel reputation (Latif et al., 2020). In particular, the present study showed that, when CSR and SQ are examined concurrently alongside reputation in understanding hotel guests RIs, guests tend to perceive a hotel's CSR practices as additional positive attributes that might enhance their reputational perception of that property. Thus, CSR practices in this case do not necessarily directly correlate with intention to (re)patronize that property in the future, as service quality does. Thus, while guests' assessment of the quality of a hotel service seems to be the

main driver directly affecting guests' revisit intentions to a hotel, CSR can still help burnish guests' perception of a hotel's reputation, subsequently (indirectly) influencing future revisits.

Finally, and most importantly, the present study extended and tested the above relationships post-COVID-19 by accounting for the moderating effect of fear of visit caused by the COVID-19 pandemic. The results demonstrate that reputation exerted an even greater influence on guests' RIs as a result of fear of visit, thus upholding the greater role played by reputation in driving guests' revisits to a hotel post-COVID-19. People who perceive a hotel to have a favorable reputation tend to trust this property more in terms of accommodating their needs and taking better care of guests. Thus, they feel more reassured and less afraid to return to that property post-COVID-19 than to other properties with less favorable reputations.

At the same time, the results also indicated that SQ exerted a diminished effect on hotel guests' RIs as a result of people's higher levels of fear. This indicates that quality of service is less important in dissipating people's fear caused by COVID-19 and in driving guests' post-pandemic revisit behavior. This could be explained by the fact that while in general guests expect a hotel to provide good service and that while usually good quality influences their decision to return, this in itself is not enough to help dissipate post-COVID-19 fear. In contrast, guests might be willing to sacrifice some of this quality in exchange for greater reassurance that the hotel understands their various (post-COVID-19) needs, captured through reputation in this case. All in all, these results provide further illustration of the influence of fear of visit caused by the COVID-19 pandemic on links between service quality → RIs and hotel reputation → RIs, respectively, thus adding to the few studies that have examined the effect of the COVID-19 pandemic on travelers'

future choices by extending these studies to better comprehend guests' post-COVID-19 revisit intentions in the hotel context specifically.

In addition to their theoretical contribution, results also help hoteliers better understand the factors that affect guests' revisit intentions, particularly post-COVID-19. Findings provide them with recommendations on strategies they can follow to drive future revisits post-COVID-19 and help recover once the virus is under control. In particular, hoteliers should pay special attention to hotel reputation. Positive reputation was found to be more likely to overcome guests' fear of visiting properties in the future and thus drive post-pandemic repeat visitation. In this regard, hoteliers should ensure that they effectively manage marketing efforts to reinforce perceptions of, and trust in, their properties, which should subsequently translate into higher post-COVID-19 revisits. Such an approach should be particularly relevant, given that results were found to be invariant across first-time and repeat visitors. Findings suggest that hotels can tap into their positive reputation to attract revisits across their entire customer base, as even those who have stayed previously with the property will not automatically return in the future unless they have a positive reputational perception of that property.

Additionally, while SQ was found to play a less important role as a result of guests' fear regarding the pandemic (as opposed to pre-pandemic) in driving post-COVID-19 revisits, hotel operators still need to provide high quality products and services to their guests. Such actions were shown to help enhance property reputation and subsequently increase the likelihood of future revisits. In this regard, hotel operators could develop guidelines for activities available at their hotels, implement employee training programs as well as regularly conduct customer

surveys to ensure that they provide consistent and superior quality at all times and properly attend to customer needs. Such measures will ultimately help burnish their property reputation and drive post-pandemic revisits. Likewise, while CSR was found to not directly affect revisit intentions, hoteliers should strive to adopt socially and environmentally responsible practices in daily operations. For instance, they could treat their employees better, create jobs for the local community, and use recycling and energy- and water-efficient measures to help protect the environment. Such CSR practices are likely to positively influence customers' reputational perception and eventually enhance guests' trust and feeling of reassurance toward the property, subsequently increasing the chances and likelihood of future (post-COVID-19) revisits.

7. Limitations and Future Research

This paper shows several limitations. First, the present paper only focused on CSR, SQ, and hotel reputation as determinants of hotel guests' revisit intentions. Future studies could incorporate other relational variables from the literature (e.g., satisfaction, trust, and perceived value) to better understand the factors influencing hotel guests post-pandemic revisit behavior. Additionally, data was collected from a single country—France—and may not be generalizable to other countries or regions. Future studies could collect data from other countries and perform multigroup cross-cultural analyses to corroborate and extrapolate the study's findings. Finally, the present study used revisit intentions as a proxy for actual revisits; future papers could collect longitudinal data, helping to establish the link between intentions and actual behavior and better gauge the effect of current factors (i.e., SQ, CSR, reputation) on guests' actual revisit behaviors.

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Appendix Table A1. List of the constructs used in the model and their respective indicators

Construct(s)	Item(s)
Service Quality	SQ1: This hotel delivers excellent overall service SQ2: The offerings of this hotel are of high quality SQ3: The hotel maintains superior service in every way
CSR	CSR1: The hotel seems to be environmentally responsible CSR2: The hotel seems to give back to the local community CSR3: The hotel seems to create jobs for the local community CSR4: The hotel seems to be successful in their long-term profitability CSR5: The hotel seems to treat its employees well
Hotel Reputation	CR1: This hotel is a highly regarded company CR2: The hotel is a successful company CR3: The hotel is a well-established company CR4: This hotel is a company I have a good feeling about CR5: This hotel is a company that I admire and respect
Fear of Visit due to COVID-19	Fear1: Because of COVID-19, I feel frightened to visit this hotel in the future Fear2: Because of COVID-19, I feel nervous to visit this hotel in the future Fear3: Because of COVID-19, I feel worried to visit this hotel in the future Fear4: Because of COVID-19, I feel uncomfortable to visit this hotel in the future
Revisit Intentions	Revisit1: I would like to come back to this hotel in the future Revisit2: I intend to return to this hotel if I visit the area again Revisit3: Whenever I get the chance, I would use this hotel company as my first choice compared to other hotel brands

Table 1. Results of the Outer Model

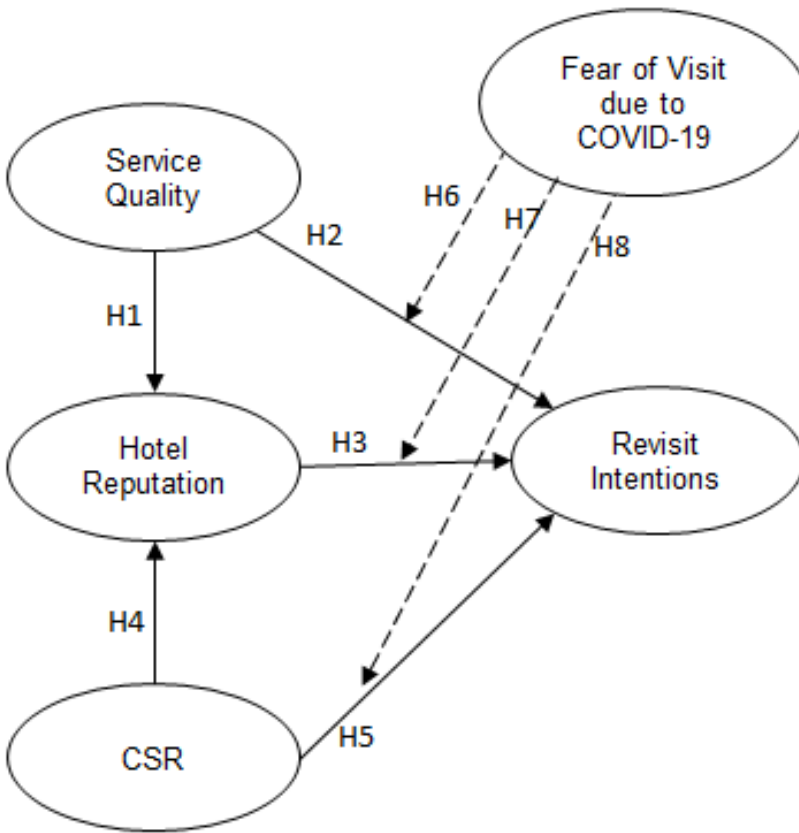
Latent variables	Manifest variables	Standardized loadings	Critical ratio (CR)	Lower bound (95%)	Upper bound (95%)	AVE
Service Quality	SQ1	0.90	53.26	0.860	0.925	0.84
	SQ2	0.93	79.21	0.907	0.953	
	SQ3	0.92	55.80	0.879	0.942	
CSR	CSR1	0.70	31.72	0.755	0.852	0.54
	CSR2	0.76	19.27	0.653	0.810	
	CSR3	0.69	14.75	0.637	0.831	
	CSR4	0.75	32.91	0.777	0.881	
	CSR5	0.76	25.28	0.732	0.859	
Hotel Reputation	CR1	0.81	14.40	0.593	0.780	0.62
	CR2	0.74	17.20	0.657	0.832	
	CR3	0.75	13.99	0.569	0.766	
	CR4	0.84	24.16	0.681	0.802	
	CR5	0.81	23.66	0.693	0.820	
Fear of Visit due to COVID-19	Fear1	0.75	4.05	0.08	0.89	0.62
	Fear2	0.72	3.76	0.08	0.88	
	Fear3	0.89	6.21	0.55	0.96	
	Fear4	0.94	7.52	0.52	0.96	
Revisit Intentions	Revisit1	0.93	70.72	0.899	0.949	0.80
	Revisit2	0.91	44.94	0.866	0.944	
	Revisit3	0.85	29.53	0.786	0.896	

Table 2. Results of Discriminant Validity (Squared Correlations for any Pair of Latent Variables < AVE)

	Service Quality	CSR	Hotel Reputation	Fear of Visit due to COVID-19	Revisit Intentions	Mean Communalities (AVE)
Service Quality	1	0.357	0.534	0.022	0.544	0.839
CSR		1	0.603	0.009	0.328	0.535
Hotel Reputation			1	0.022	0.545	0.622
Fear of Visit due to COVID-19				1	0.030	0.688
Revisit Intentions					1	0.805

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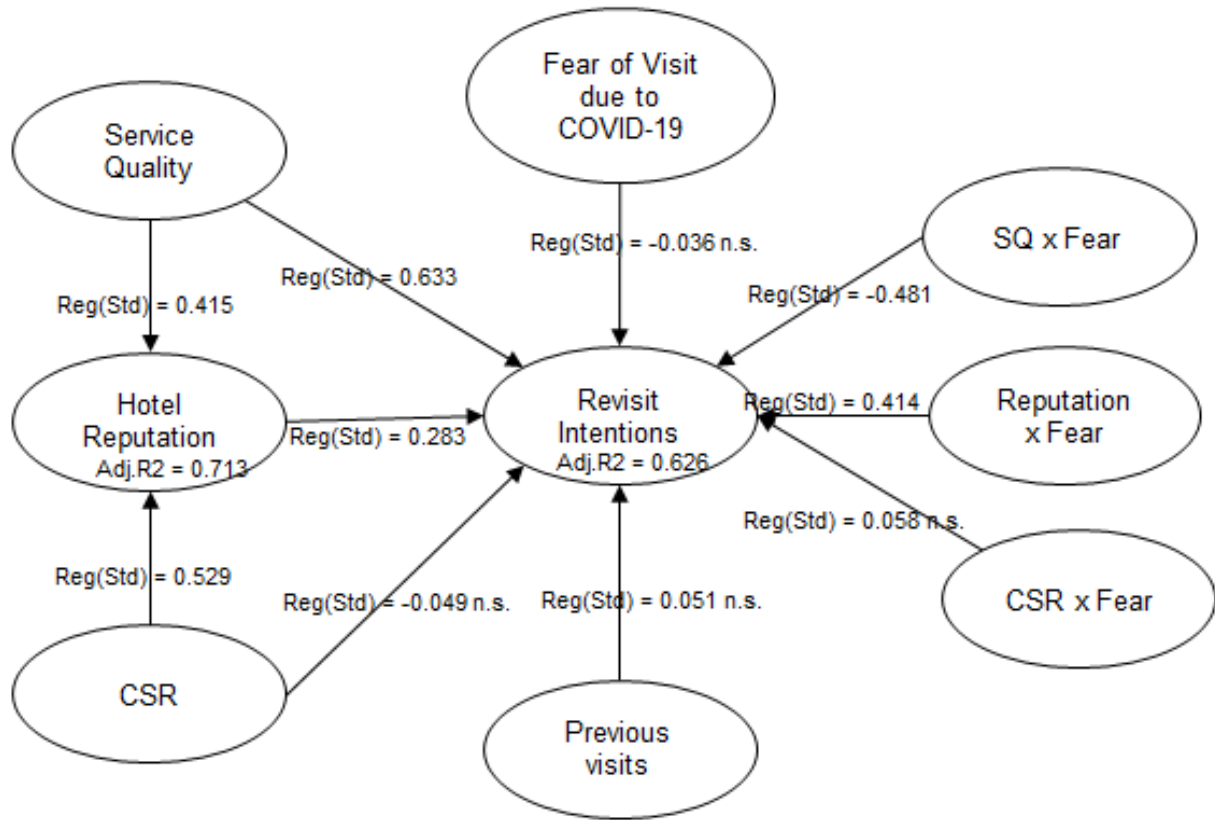
Figure 1. The Proposed Conceptual Model



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Figure 2. Results of Structural Model. Note that coefficients are significant at $p < 0.05$ except for n.s.



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