



# The impact of hotel brand experience on citizenship behavior of five-star hotel customers in Egypt

*Research extracted from a master's thesis*

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## **The impact of hotel brand experience on citizenship behavior of five-star hotel customers in Egypt**

*Fatma Ahmed Ragab; Dr. Maha Misbah Shabana and Mohamed Al-Hendawy*

### **Abstract:**

Drawing on social exchange theory (SET), this study aims to investigate the impact of hotel brand experience (HBE) on developing customer citizenship behaviors (CCBs). A total number of (500) valid questionnaires were collected using convenience sampling to test the measurement model and hypotheses using SmartPLS 4.0.8.2. The results show that hotel brand experience dimensions have a significant impact on CCB, except for hotel location. Hotel staff competence, Hotel website, and social media, guest-to-guest experience, and hotel stay affected CCB, respectively. Thus, these findings help both academics and hotel managers. For academia, the research extends the growing literature that is concerned with experience branding. Moreover, researchers are encouraged to explore other variables that impact CCB directly or indirectly by mediating other variables. For hotel managers, these results will help them when they are tailoring their branding strategies, and the result will guide them to focus their effort on critical dimensions of their hotels' experiences.

**Keywords:** Hotel brand experience, customer citizenship behaviors, Social Exchange Theory, experience economy, five-star, hotel hospitality management, Hotel accommodation, Staff Competency, Hotel Website, G-to-G Experience

### **1. Introduction**

Since Pine and Gilmore (1999) introduced the concept of experience, marketing researchers and professionals started to utilize it in marketing research. Unlike traditional marketing, experience marketing seeks to establish a strong emotional bond between the business and customers, which constitutes a firewall against customer churn.

Brand experience (BE) is a subcategory of the big umbrella of experience marketing. It entails creating a holistic experience at every touchpoint with customers. Brakus et al. (2009) mentioned that the BE is defined as “sensations, feelings, cognitions, and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments”.

Previous studies have revealed multiple positive precedents of BE. For instance, BE enhances customer-based brand equity (Hepola et al., 2017; Jeon & Yoo, 2021; Pina & Dias, 2021). In addition, BE predicts customer loyalty toward the brand (Brakus et al., 2009; Liang, 2021; Liu et al., 2021; Liu & Hu, 2021; Mathew & Thomas, 2018; Ong et al., 2018; Safeer et al., 2021; Şahin et al., 2011).

Managing customers represents a critical task for managers for many reasons. First, customers become more and more demanding. They never want typical products but superior experiences. Second, customers can access information all over the world in seconds. They can easily reach to information about any product or service. For instance, customers can explore hotels' sites, evaluate offerings, and compare prices with one click. Finally, customer reviews affect other potential customers when making accommodation decisions (Ding et al., 2022). Thus, managing relationships with customers is a significant part of any business.

When companies successfully manage customers, they can get a return that exceeds the service's value. This return is discretionary in nature, and it's called Customer Citizenship Behaviors (CCB). CCB is unpaid behaviors that are not mandatory for the production, but in general benefit the company (Groth, 2005).

CCB has multiple advantages for companies. Previous research has affirmed that CCB may help the company to have a competitive advantage (Hossain et al., 2020). CCB not only enhances the company's performance but also decreases marketing costs (Wang & Wang, 2020). In addition, CCB improves customer experience with the corporate itself; for instance, when a customer fosters helping behaviors toward another customer, he/she engages more with the brand, and eventually, his/her experience with the corporate itself is enhanced (Jamak et al., 2015).

Previous literature has shown that CCBs are affected by the BE. For example, CCB is influenced by BE through brand relationship quality (Xie et al., 2017). Similarly, specific dimensions of CCB are affected by some dimensions of BE; for instance, affective and sensory BE exhibited a significant positive effect on WOM recommendation (Gómez-Suárez & Yagüe, 2021).

The previous section gave a basic understanding of the research topic. The paper is organized into seven sections. The second section presents the conceptual framework and hypotheses development. The third section is concerned with the methodology employed for this study. The section number four presents the analysis. The fifth section discusses the findings of the research. The sixth section demonstrates the theoretical and applied implications. Finally, the seventh section presents the limitations and directions for potential future research.

## **2. Conceptual framework model and hypotheses**

### **2.1. Brand experience**

BE is a relatively new concept. Recently, it has acquired increased interest from both researchers and practitioners. Pine & Gilmore (1999) laid the foundation of experience in the business. They mentioned that the common business offers are commodities, goods, and products/services. They confirmed that companies should move to the fourth type of offering, calling it experience. Then Schmitt (1999) extended the concept of experience to marketing. He stated that experiential marketing is shifting away from focusing on the traditional "features-and-benefits" marketing toward generating comprehensive consumer experiences by utilising image collections, photographic techniques, storytelling, and other strategies to comprehend how people feel and think about various topics. He also suggested a bundle of five types of experiences (Sense, feel, think, act, and relate). Whenever companies mix these experiences, they achieve experiential marketing. Later on, Brakus et al. (2009) defined BE as "sensations, feelings, cognitions, and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments."

#### **2.1.1 Hotel Brand Experience (HBE)**

Khan and Rahman (2017) criticized Brakus's et al. (2009) scale because their study only took a few hotel brands into account. They mentioned that hoteliers had been forced to rely on the general brand experience scale, which may not be an appropriate representation of brand experience in the context of the hotel business because there is no scale that assesses the experiences of guests induced by stimuli connected to hotel brands. Hence, they developed a new scale to measure the hotel brand experience (HBE). They defined it as "a set of feelings, sensations, thoughts and behavioral responses toward hotel brand-related stimuli that are integral to the hotel brand's location, ambiance, staff competence, website, and social media presence and guest-to-guest interaction". Hotel location measures the extent to which the location of the hotel brand captivates the customers' senses. Hotel stay and ambiance measure the degree to which a visitor thinks their time spent at a particular hotel has been enjoyable and has affected their senses (e.g., clean rooms and bathrooms, parking, attractive architecture, etc.). Hotel staff competence measures how much a

visitor experiences the employees' efficiency, friendliness, and professionalism. Hotel website and social media evaluate how well a hotel brand's website conveys accurate information and how emotionally engaging its social media accounts are. Guest-to-guest experience measures how much a visitor is impacted by the presence of other visitors

### **2.3. CCB**

Previous literature used three main terms to refer to customer citizenship. First, Bettencourt (1997) called this behavior customer voluntary performance (CVP). Second, Ahearne et al. (2005) and Karaosmanoglu et al. (2016) presented customer extra-role behaviors. Third, Groth (2005) developed the scale of CCB. Recent studies use the term customer citizenship most frequently (Mitrega et al., 2022).

Beginning with CVP, Bettencourt (1997) defined voluntary customer performance as “helpful, discretionary customer behaviors that support the ability of the firm to deliver service quality”. He measured CVP by customer loyalty, customer cooperation, and customer participation. Groth (2005) named these behaviors as customer citizenship behaviors. He defined CCB as "voluntary and discretionary behaviors that are not required for the successful production and/or delivery of the service but that, in the aggregate, help the service organization overall. Groth (2005) measured CCB by recommending, helping other consumers, and giving feedback. Lii and Lee (2012) defined consumer extra-role as “a voluntary and discretionary behavior by an individual consumer that is not directly or explicitly expected or rewarded”.

It is noted from the above paragraph that CCB should have two main characteristics. Firstly, it should be voluntary. For instance, If the customer is forced to fulfill a feedback survey, then it is not considered a CCB (Johnson & Rapp, 2010). Secondly, it should be for free because if there is an external trigger, customers will fake those behaviors they seek the reward.

Groth (2005) classified CCB into two categories. The first is CCB targeted other customers (Recommendation – helping other customers), while the second is directed towards the organization (feedback). Recommendation means suggesting a specific business for your family, peers, co-workers, and anyone interested in the business's products or services (Groth, 2005).

Researchers in CCB have widely studied providing feedback as the primary dimension of CCB towards the organization ( Bove et al., 2009; Yi & Gong, 2013). Currently, feedback is not just a paper form that a customer fulfills at reception. Customers can express their feedback verbally or even emotionally. Companies should ensure that customers leave with positive feedback, as customers can easily share their feedback online and affect public opinion regarding their negative experiences with the brand.

#### ***2.4 The relationship between BE and CCB***

Researchers have depended on social exchange theory for many years to explain relationships in business studies. This theoretical perspective is based on preceding philosophical and psychological perspectives that emerged from behaviorism and utilitarianism, respectively (Cook & Rice, 2006). Blau (1965) was one of the first scholars who laid the foundations of the social exchange theory. He identified several conditions for the exchange process, namely: (1) the extent of the development of the relationship between the two parties, (2) the nature of the benefits that occur in the exchange process, (3) the nature of the costs while obtaining the benefits, and (5) the circumstances under which the exchange process occurs. In marketing studies, the exchange parties are the customers and the company representatives. As the study context is hospitality, the two sides of the exchange process are the hotel brand representative, which will be assessed through the hotel BE, and the guests will assess the other.

From the social exchange theory perspective, Xie et al. (2017) have discovered that BE significantly impacts CCB by mediating brand relationship quality. Utilizing the same theory, Sidi and Shaari (2017) have confirmed the relationship between BE and customer citizenship behaviors through the mediation of brand community commitment.

BE influences the dimension of CCB separately. For instance, BE significantly impacted brand advocacy (Abdelkader et al., 2020; Khamwon & Pongsuraton, 2020). Moreover, a positive BE encourages customers to adopt and eventually advocate for the brand (Kemp & Borders, 2019). BE also motivates customers to form a tribe that advocates for the brand (Khamwon & Pongsuraton, 2020). Previous research has found that BE has a direct effect (Hussein Ali & Gaber, 2022; Khan & Fatma, 2017; Torabi et al., 2021) and an indirect effect (Brohi, 2020; Mukerjee, 2018; Varshneya, 2021) on positive word of mouth. Guests' expertise with five-star hotels encourages them to spread PWOM and increase their intention to revisit the hotel (Hussein Ali & Gaber, 2022). BE affects visitors' intention to revisit

and recommend (Barnes et al., 2014; Hu et al., 2021). Moreover, BE affects recommendation behavior (Raajpoot & Ghilni-Wage, 2019).

Hotel location is considered a critical dimension of the HBE. Hotel location significantly impacted WOM and revisit intention (Khan & Rahman, 2017). Gómez-Suárez and Veloso (2020) have found that HBE results from four factors, in that order of influence: location, ambiance, personnel, and web. They studied the HBE as a Higher order construct and found that it directly affected WOM and indirectly through attachment. According to the previous discussion of the literature review, the researchers assume that:

***H1: Hotel location has a significant positive effect on CCB***

Service atmospherics is considered the most significant part of any service industry. In the hotel context, it is the most determinant part of HBE. According to research by Li and Wei (2021), when guests feel that a hotel has a well-designed physical and social environment, they will be highly engaged and develop a strong desire to form close cognitive, affective, and behavioural connections with it and eventually, they display CCB. Hedonism, ambiance, escapism, personalization, and convenience affect guests' experiences in luxury hotels, affecting customers' willingness to recommend and return to the hotel (Shahid et al., 2022). Moreover, Khan et al. (2020) have discovered that hotel stay and ambiance significantly impacted hotel brand loyalty. According to the previous discussion of the literature review, the researchers assume that:

***H2: Hotel stay and ambiance has a significant positive effect on CCB***

The human factor is an essential factor in the success of service organizations. Relational advantages have been proven to favorably influence willingness to pay more, WOM, and repurchase intentions in the context of restaurants (Dandis et al., 2022). A study by Mutsikiwa et al. (2020) proved that hotel staff competence significantly and positively impacted customer intention to stay at a hotel. Moreover, employee attraction played a significant role in developing CCB (Chan et al., 2022). According to the previous discussion of the literature review, the researchers assume that:

***H3: Hotel staff competence has a significant positive effect on CCB***

Recently, website and social media experience have played a vital role in stimulating customers via the internet. Website stimuli (information about previous residents, interactive features, Design visual appeal) engage customers with the brand, and eventually, customers are more willing to

advocate for the hotel brand (Bilro et al., 2018). According to the previous discussion of the literature review, the researchers assume that:

***H4: Hotel website and social media has a significant positive effect on CCB***

No previous study tested the impact of guest-to-guest experience on CCB directly. But there are previous studies that examined the impact of guest-to-guest experience on different variables. For instance, Khan et al. (2020) have discovered that guest-to-guest experience moderately impacted hotel brand loyalty. In addition, Lo and Yeung (2020) have found that guest-to-guest encounter significantly and positively impacted brand prestige. As we mentioned earlier, human interaction has a major role in service organizations, hence, customers may influence each other while receiving service. Thus the researchers assume that:

***H5: Guest-to-Guest experience has a significant positive effect on CCB***

### **3. Methodology**

#### **3.1 Data Collection**

The research used for this study was analytical descriptive research. To gather data, customers who stayed at five-star hotels in Egypt were surveyed using a questionnaire-based methodology. The variables had been adapted from the literature. There were two sections of the questionnaire. Demographic information of participants was collected in the first section. Regarding the second section, respondents were asked to assess the sentences that reflect each variable.

A five-point Likert scale was selected for each item. Academic experts with hospitality experience evaluated the questionnaire's content before making it available to respondents.

Using convenience sampling, the survey questionnaire was utilized to collect empirical data from five-star tourists who had spent at least one night in a five-star hotel in Egypt. The survey was made available using Google Forms and shared on different social media channels (WhatsApp, Facebook, and LinkedIn). Also, the researchers gathered the data manually from previous guests. 500 out of the 610 responses were valid for analysis.

There has been a demographic analysis of the data set. According to the data, 41.8% of responders were women, and 58.2% were men. Most respondents (45%) are between 25 and below 35 and hold a bachelor's degree (42.6%). The largest segment of the participants (41.4%) earns between 4000 and 7000 Egyptian pounds per month. Table 1 displays the demographics of the respondents.

Table 1: Sample demographics

		<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Male	291	58.2%
	Female	209	41.8%
	Total	500	100%
<b>Marital status</b>	Single	202	40.4%
	Married	257	51.4%
	Not prefer to say	41	8.2%
	Total	500	100%
<b>Age range</b>	18 – below 25	42	8.4%
	25 – below 35	225	45%
	35 – below 45	143	28.6%
	45 – below 55	68	13.6%
	55 and above	22	4.4%
	Total	500	100%
<b>Education</b>	Incomplete primary/secondary school	124	24.8%
	Complete primary/secondary school	35	7%
	Complete university/college	213	42.6%
	Complete postgraduate	128	25.6%
	Total	500	100%
<b>Nationality</b>	Egyptian	355	71%
	Non-Egyptian	145	29%
	Total	500	100%
<b>Income</b>	4000-less 7000	200	40%
	7000-less10000	85	17%
	10000-less13000	110	22%
	More than 13000	105	21%
	Total	500	100%

### 3.2 Measurements

The questionnaire scales were adapted from previous studies. The questionnaire consists of 38 items. The HBE scale was adapted from Khan and Rahman (2017) because the sentences are more clear and more informative giving examples for different stimuli in the hotel context. CCB was measured using Yi and Gong (2013) scale. The scale's five-point Likert scale has items ranging from 1 (strongly disagree) to 5 (strongly agree). one of the statements in the hotel BE questionnaire was split into two distinct items as the original sentence was considered a Double-barreled question. Questionnaire details are provided in the appendix.

## **4. Data Analysis**

Descriptive and inferential statistics were used to analyze the study's data. Two software programs were used to analyze the quantitative data generated by the questionnaire, namely (SPSS) Version 26 and SmartPLs 4. The researcher selected SEM because the data lacks normality. Moreover, the path model contains a formative higher-order construct (Hair et al., 2019).

### **4.1 Measurement Model**

#### **4.1.1 Reliability and validity**

Before performing a PLS-SEM analysis, the model measurement should be assessed through four steps (Hair et al., 2019). First, Hair et al. (2019) suggested that loadings greater than 0.708 could explain more than 50% of the indicator's variance. Table 2 shows that all loadings had loadings above the recommended threshold. In the second step, composite reliability was assessed. Values between 0.7 and 0.9 are considered satisfactory, and values that exceed 0.95 are problematic (Hair et al., 2019). Table 2 demonstrates that every value was within the acceptable range.

Table 2: Validity and reliability results

HOC	Variable	Item	loadings	CronbachAlp		
				ha	CR	AVE
<b>Cut-off</b>			<b>&gt; 0.708</b>	<b>&gt; 0.6</b>	<b>&gt; 0.7</b>	<b>&gt; 0.5</b>
HBE	Hotel location	HL1	0.775	0.780	0.783	0.696
		HL2	0.891			
		HL3	0.833			
	Hotel Stay	HS1	0.825	0.913	0.914	0.742
		HS2	0.883			
		HS3	0.872			
		HS4	0.884			
		HS5	0.842			
	Hotel Staff Competence	HSC1	0.861	0.917	0.919	0.802
		HSC2	0.912			
		HSC3	0.907			
		HSC4	0.899			
	Hotel Website & Social Media	HW1	0.852	0.839	0.839	0.757
		HW2	0.877			
		HW3	0.881			
Guest-to-Guest Experience	GE1	0.835	0.800	0.801	0.714	
	GE2	0.857				
	GE3	0.843				
CCB	Feedback	FB1	0.809	0.789	0.802	0.704
		FB2	0.893			
		FB3	0.812			
	Advocacy	AD1	0.886	0.890	0.892	0.820
		AD2	0.920			
		AD3	0.911			
	Helping Behavior	HE1	0.835	0.865	0.867	0.712
		HE2	0.848			
		HE3	0.865			
		HE4	0.827			
Tolerance	TO1	0.821	0.789	0.789	0.703	
	TO2	0.866				
	TO3	0.828				

Third, convergent validity was assessed. The statistic used to evaluate the convergent validity of a concept is the average variance extracted (AVE) for all items on each construct (Hair et al., 2019). Table 2 demonstrates that all values are more than the suggested value of 0.5 (Hair et al., 2019). The Fornell and Larcker criterion and the HTMT ratio were used to evaluate the discriminant validity in the fourth stage. Fornell and Larcker (1981) criterion state that discriminant validity is reached if the square root of the AVE for each component is higher than the correlation between the constructs. According to Table 3, each construct's square root of AVE (shown in bold and italics) was shown to be stronger than its connection with other constructs. HTMT ratio of correlation was assessed, and all values in Table 4 are less than 0.9, indicating that discriminant validity has been demonstrated. Henseler et al. (2015).

Table 3: Fornell and Larcker criterion

	HL	HS	HSC	HW	GE	FB	AD	HE	TO
HL	<b>0.834</b>								
HS	0.697	<b>0.861</b>							
HSC	0.669	0.700	<b>0.895</b>						
HW	0.531	0.545	0.714	<b>0.870</b>					
GE	0.493	0.589	0.611	0.688	<b>0.845</b>				
FB	0.512	0.520	0.502	0.495	0.453	<b>0.839</b>			
AD	0.426	0.473	0.518	0.458	0.424	0.610	<b>0.906</b>		
HE	0.301	0.319	0.448	0.436	0.393	0.529	0.694	<b>0.844</b>	
TO	0.222	0.270	0.362	0.362	0.354	0.367	0.399	0.615	<b>0.838</b>

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Table 4: HTMT

	HL	HS	HSC	HW	GE	FB	AD	HE	TO
HL									
HS	0.829								
HSC	0.790	0.763							
HW	0.653	0.619	0.811						
GE	0.623	0.686	0.708	0.836					
FB	0.646	0.604	0.584	0.605	0.566				
AD	0.510	0.522	0.572	0.528	0.497	0.719			
HE	0.365	0.357	0.499	0.509	0.470	0.646	0.791		
TO	0.281	0.315	0.424	0.444	0.442	0.472	0.474	0.741	

Based on four lower-order constructs, CCB was the study's higher-order construct, namely: Feedback, Advocacy, Helping behavior, and Tolerance. CCB was measured as a Reflective-Reflective higher-order construct in the study. The factor loadings, reliability, and validity were evaluated in order to prove the higher-order validity. All of the CCB indicators' factor loadings are more than the minimum allowable value of 0.5 (Hair et al., 2019). No items were eliminated because of low factor loadings. Cronbach's alphas and composite reliability were used to measure reliability; statistics for both were higher than the suggested value of 0.7 for the higher-order construct (Table 5), hence, demonstrating accepted reliability (Henseler et al., 2015). Because the AVE was greater than 0.5 for the higher-order construct, convergent validity was deemed acceptable. By comparing the correlations between the latent variables with the square root of AVE for the construct larger than its association with other constructs, discriminant validity was evaluated. Table 6 demonstrates that the HTMT ratio is below the necessary cutoff of 0.9, establishing discriminant validity for higher-order constructs.

Table 5: Factor loadings, Reliability, and AVE for HOC (CCB)

	Outer Loadings	Cronbach Alpha	CR	AVE
FB <- CCB	0.807	0.822	0.882	0.652
AD <- CCB	0.855			
HE <- CCB	0.865			
TO <- CCB	0.692			

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Table 6: Discriminant validity for HOC (CCB)

Fornell and Larcker Criterion						
	1 HL	2 HS	3 HSC	4 HW	5 GE	CCB
CCB	0.469	0.505	0.575	0.548	0.507	0.808
HTMT						
	1 HL	2 HS	3 HSC	4 HW	5 GE	CCB
CCB	0.565	0.564	0.653	0.653	0.619	

#### 4.1.2 Structural Model Assessment

The evaluation of the structural path follows after the evaluation of the measurement model. This step includes all of the following: (i) collinearity among constructs; (ii) predictive relevance (iii) coefficient of determination. First, the collinearity issue was assessed using the variance inflation factor (VIF). Each latent variable's VIF values should be below the cutoff value of 5. (Kock, 2015). Table 7 shows that all values fell between 1.643 and 3.039, which indicates that there is no collinearity issue among constructs.

Table 7 Constructs collinearity

Construct	VIF
HL	2.216
HS	2.624
HSC	3.039
HW	2.608
GE	2.183
FB	1.651
AD	2.254
HE	2.634
TO	1.643

Second, employing Stone-Q2 Geisser's technique to evaluate the predictive relevance (Geisser, 1975). According to Table 8, the  $Q^2$  value for CCB is 0.379, which is more than zero and suggests that the model has considerable predictive power.

Third, since collinearity is not an issue, the endogenous  $R^2$  value is the following step. Greater explanatory power is shown by higher values of the  $R^2$ , which range from 0 to 1 (Hair et al., 2019). Endogenous variables in the structural model can be classified as significant, moderate, or weak, respectively, based on their  $R^2$  values of 0.67, 0.33, and 0.19 (Chin, 1998). The  $R^2$  of the CCB is larger than 0.33, as shown in Table 8, which means that the  $R^2$  value for the hotel experience dimensions accounted for around 39.5% of the variation in the CCB. As a result, the CCB exhibited a moderate level of predictive power.

Table 8: Predictive relevance and coefficient of determination

	$Q^2_{\text{predict}}$	R-square adjusted
CCB	0.379	0.389

## 4.2 Model results

Using PLS-PM, the hypotheses were tested. Except for the Hotel Location dimension, the results indicated that HBE dimensions significantly affected CCB. H1 evaluates whether Hotel Location significantly and positively impacts CCB. The findings showed that Hotel Location had an insignificant impact on CCB. ( $\beta = 0.067$ ,  $t = 1.160$ ,  $p > 0.05$ ). Hence, H1 was rejected. H2 evaluates whether Hotel Stay significantly and positively impacts CCB. The findings showed that CCB was significantly impacted by hotel stay and ambiance ( $\beta = 0.113$ ,  $t = 2.244$ ,  $p < 0.05$ ). Hence, H2 was accepted. H3 evaluates whether Hotel Staff Competence significantly and positively impacted CCB. The findings showed that Hotel Staff Competence significantly affected CCB. ( $\beta = 0.230$ ,  $t = 3.148$ ,  $p < 0.05$ ). Hence, H3 was accepted. H4 assesses if the hotel's website and social media presence have a significant and favorable impact on CCB. The findings showed that Hotel Staff Competence significantly affected CCB. ( $\beta = 0.195$ ,  $t = 3.206$ ,  $p < 0.05$ ). Hence, H4 was accepted. H5 evaluates whether Guest-to-Guest Experience significantly and positively impacts CCB. The findings showed that the guest-to-guest experience significantly impacted CCB. ( $\beta = 0.133$ ,  $t = 3.148$ ,  $p < 0.05$ ). Hence, H5 was accepted. Table 9 presents the hypotheses testing results. In figure illustrate the structural model results.

Table 9: Hypotheses testing

	$\beta$	SD	T statistics	P values	Decision
1 HL -> CCB	0.067	0.058	1.160	0.246	Rejected
2 HS -> CCB	0.113	0.050	2.244	0.025	Accepted
3 HSC -> CCB	0.230	0.073	3.148	0.002	Accepted
4 HW -> CCB	0.195	0.061	3.206	0.001	Accepted
5 GE -> CCB	0.133	0.051	2.594	0.010	Accepted

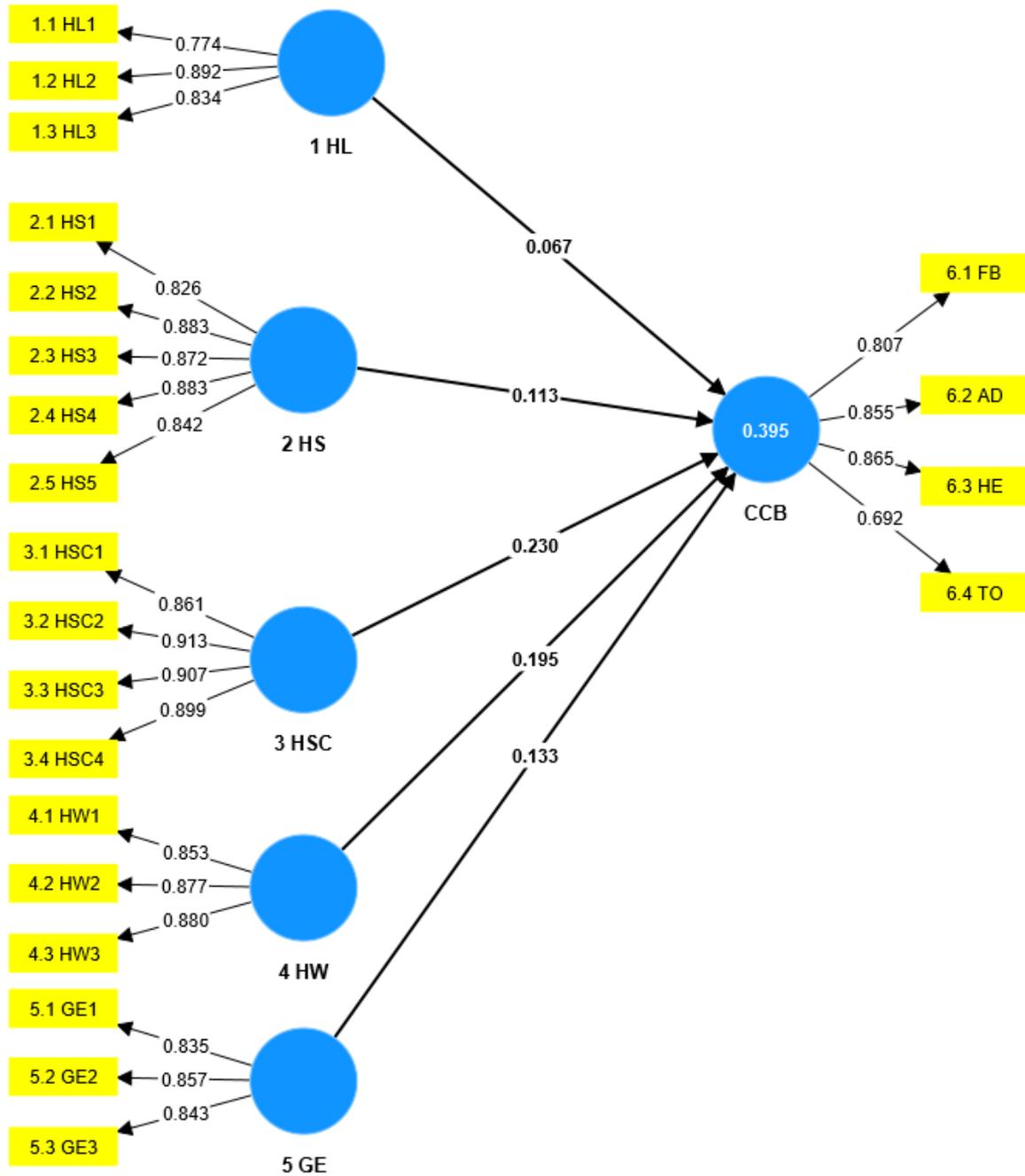


Figure 1: structural model

## **5. Discussion**

The purpose of this study was to determine how HBE aspects affected CCB. Surprisingly, Hotel location had an insignificant impact on CCB. This is the first study to test Hotel Location as a separate latent construct; other studies, when validating HBE as a higher-order construct, found that Hotel Location contributed in explaining CCB (Gómez-Suárez & Veloso, 2020; Khan & Rahman, 2017). This could be explained by the fact that guests may not consider the hotel's location a high priority because their main concerns are the hotel's interior and its level of service. The location will not be a critical factor as customers travel for the hotel based on the luxury experience and the hedonic value regardless of the location's appeal and attractiveness. Also, most of the time, the guest interacts with the hotel's internal environment rather than the external environment represented in the Hotel Location.

The hotel stay and atmosphere significantly promoted CCB. This finding supported the previous studies. When customers observe that the hotel's interior design, physical display, and social environment are well established, they will engage with the hotel and exhibit CCB (Li & Wei, 2021). Customers expect a distinct deluxe experience at luxurious hotels and appreciate the well-designed atmosphere and surroundings (Shahid et al., 2022). Hotels may therefore improve their guests' stays by offering unique and amazing visual experiences.

The most important result was that Hotel Staff Competence had the largest impact on CCB. This result mirrored the findings of previous studies. For instance, Hartline and Jones (1996) examined different personnel positions and how they affected WOM recommendations. They discovered that only the housekeeping staff directly impacted WOM, whereas parking staff, front desk staff, and room service staff had an impact via perceived service value and quality. They added that the effectiveness of the front desk staff most significantly impacts word-of-mouth recommendations. Moreover, Chan et al. (2022) stated that interpersonal attraction considerably influenced CCB, which is more prominent when customers believe that the corporate culture is intensely customer-focused. In a nutshell, social benefits resulting from service employees' efforts in the context of services encouraged clients to repeat the purchase, pay more for it, and recommend it to others (Dandis et al., 2022).

Another significant result is that CCB was significantly impacted by Hotel Website and Social Media Experience. Hotel website and social media came as the second significant factor that impacted CCB. This reveals the increased importance of technology in enhancing the online customer experience of the hotel brand. This finding broadly supports the work of other studies in this area linking website and social media with CCB. Ghorbanzadeh and Sharbatian (2022) believed that the features of websites encourage value co-creation behaviors (participation and citizenship behavior), which enhances the reputation and image of the company. VO et al. (2022) looked at the four characteristics of social media content—entertainment, engagement, trendiness, and customizability—that were found to have a favorable effect on e-WOM. They also discovered that participants under the age of 30 are more appreciative of media content and e-WOM than participants over the age of 31.

Regarding the final research hypothesis, it was found that the guest-to-guest interaction had a considerably favorable impact on CCB. This outcome is consistent with the findings of Khan et al. (2020), who concluded that increased guest-to-guest experience boosts hotel brand loyalty. In addition, customers tend to exhibit CCB in mass service environments when they perceive a high-quality experience that may be attributed to high-quality interactions among customers while receiving the service (Kim & Choi, 2016).

## **6. Managerial and theoretical Implications**

This study adds to the body of knowledge on CCB and HBE. First, given that HBE is still a relatively new term, this study responds to Khan and Rahman (2017) call for more significant research on its causes and effects. Second, this study confirmed the validity of the HBE scale in Egypt as a middle eastern country. Third, the study adds to the CCB new insights regarding its drivers.

This study provides some recommendations to managers and hoteliers for enhancing the HBE. First, as it was the most critical factor in HBE, Hotel staff should be selected carefully. The HR manager should assign the proper employee to the appropriate position. For instance, the greeting employee should be attractive and cheerful. Likewise, frontline employees should have the highest level of emotional and social intelligence. Second, using the hotel's website and social media accounts can be a terrific way to stay in touch with guests and learn more about their questions and complaints. A marketing manager should suit a good strategy for attracting new customers and retaining existing ones. The marketing

manager could benefit from the newly developed marketing tools and employ new technology like AR, VR, and Metaverse to attract new guests. Making virtual tours on the hotel website will be a good idea for improved visualization. Third, regarding the guest-to-guest experience, hoteliers may make schedules for activities and concerts that target different guests' interests. Hoteliers may collect their guest interests and their preferences for activities, and consequently, hoteliers can provide the most appealing program for them. Fourth, hotel stay in a five-star hotel is supposed to be perfect and luxurious; hoteliers should apply quality control at each point of contact with customers. Table 10 summarizes the practical recommendations. Figure 2 visualizes the hotel experience points of contact and possible improvements.

Table 10: Practical recommendations

Point of improvement	Recommendations	Who is responsible for improvement?
HSC	1- Distribute employees to positions that fit their abilities. 2- Incentive plans for excellent employees. 2- Training programs	HR department
HW and SM	1- Appealing campaigns 2- Responsive marketing specialists. 3- Technological advances	Marketing department
GE	1- Customer persona 2- Gathering interests 3- Customized Hedonic plans	All departments
HS	1- Quality control 2- Regular maintenance 3- New devices and technologies	Quality control team

## 7. Limitations and Future Research

A number of limitations need to be noted regarding the present study. First, The research used a cross-sectional approach. Longitudinal designs could be advantageous for upcoming studies. Second, the study relied on convenience sampling, which restricts the generalizability of the

findings; alternative sampling techniques may be used in future investigations. Third, the study was applied to five-star hotels; future studies can be applied to lower-stars hotels. Fourth, the study was conducted in Egypt, limiting the generalizability to other countries. Fifth, future research could investigate possible mediators that may explain the relationship between HBE and CCBs. Sixth, the different personalities of the clients were not taken into account in this study. To a great extent, customers differ greatly while interacting in social contexts. Hence, future studies may consider investing in consumer personality types. Seventh, future studies should compare the relevant elements that influence CCB across generational cohorts. Eighth, Future studies may investigate the new trending innovational technologies that affect the tourism industry, for instance: the robot employees' services in checking-in, servicing room, and cleaning services (Marques et al., 2022).

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## Appendix 1:

The scales used for measuring Hotel Brand Experience and CCB.

Hotel brand experience adapted from (Khan & Rahman, 2017)

تجربة علامة الفندق
<b>موقع الفندق</b>
١. يحفز الموقع الجغرافي للفندق حواسي الخمسة. ٢. يجذبني الموقع الجغرافي للفندق. ٣. يشعرني الموقع الجغرافي للفندق بالراحة.
<b>الإقامة في الفندق والجو العام</b>
١. تجربتي مع الفندق يصعب نسيانها. ٢. يتميز الفندق بتصميم جذاب. ٣. تناسبني أجواء الفندق. ٤. تُسرني نظافة الفندق. ٥. يُسرني ديكور الفندق.
<b>كفاءة موظفي الفندق</b>
١. يتعامل العاملون بالفندق بود شديد. ٢. يثير المظهر العام للعاملين بالفندق إعجابي. ٣. يقدم العاملون بالفندق الخدمات بطريقة رائعة. ٤. يستجيب العاملون بالفندق لطلباتي بسرعة.
<b>موقع الفندق وتجربة وسائل التواصل الاجتماعي</b>
١. يقدم الموقع الإلكتروني للفندق معلومات دقيقة. ٢. أستفيد من التقييمات المنشورة على الانترنت لزائري الفندق السابقين. ٣. يعجبني المحتوى الإلكتروني للفندق على وسائل التواصل الاجتماعي.
<b>تجربة النزلاء بعضهم مع بعض</b>
١. يمتاز سلوك نزلاء هذا الفندق باللطف. ٢. أشعر بالراحة في تعاملي مع نزلاء الفندق. ٣. يحترم النزلاء خصوصية بعضهم البعض.
<b>CCB Adapted from (Yi &amp; Gong, 2013)</b>
<b>سلوكيات المواطنة</b>

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#### التغذية المرتدة

١. أقدم مقترحاتي للعاملين بالفندق حول كيفية تحسين خدماته.
٢. أعبر عن رأيي للعاملين بالفندق عن إعجابي بالخدمة الجيدة.
٣. أبلغ المسؤولين بالفندق إذا واجهتني مشكلة.

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#### الدفاع

١. أتحدث بإيجابية عن الفندق مع الآخرين.
٢. رشحت الفندق للآخرين.
٣. شجعت الأقارب والأصدقاء على تجربة الفندق.

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#### المساعدة

١. أقوم بمساعدة النزلاء الآخرين بالفندق.
٢. أسعى لحل مشاكل النزلاء الآخرين.
٣. أوضح للنزلاء الآخرين كيفية الاستفادة من خدمات الفندق.
٤. أنصح النزلاء الآخرين بالفندق.

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#### التسامح

١. أتسامح عن أي تقصير في مستوى الخدمات التي يقدمها الفندق
  ٢. أصبر على أخطاء العاملين بالفندق في تقديم الخدمة
  ٣. أتقبل أي تأخير في تقديم الخدمات التي يوفرها الفندق
-

## تأثير تجربة العلامة على سلوكيات مواطنة عملاء الفنادق الخمس نجوم في مصر

أ.فاطمة أحمد رجب؛ د. مها مصباح محمد شبانه؛ د. محمد عبد الله الهنداوي

### الملخص

#### الغرض

بناء على نظرية التبادل الاجتماعي، هدفت الدراسة إلى دراسة تأثير الأبعاد الخمسة لتجربة العلامة التجارية الفندقية على تحفيز سلوكيات مواطنة العملاء.

#### المنهجية

تم جمع بيانات الدراسة باستخدام الاستبيان الإلكتروني والورقي بالاعتماد على عينة ميسرة، كما تم استخدام أسلوب النمذجة بالمربعات الصغرى باستخدام برنامج SmartPLS 4.0.8.2

#### النتائج

تظهر النتائج أن أبعاد تجربة العلامة التجارية للفندق لها تأثير كبير على سلوك المواطنة باستثناء بعد الموقع الجغرافي الفندق. ترتب أبعاد التجربة بناء على معنوية تأثيرها بالترتيب كالتالي: كفاءة موظفي الفندق والموقع الإلكتروني للفندق ووسائل التواصل الاجتماعي وتجربة النزلاء مع بعضهم البعض.

#### التوصيات والمقترحات للبحوث المستقبلية

تساعد نتائج البحث كلاً من الأكاديميين ومديري الفنادق. بالنسبة للأكاديميين، يوسع البحث الأدبيات المتزايدة التي تهتم بتجربة العلامات التجارية. علاوة على ذلك، يتم توصية الباحثين باستكشاف المتغيرات الأخرى التي تؤثر على سلوك مواطنة العميل بشكل مباشر أو غير مباشر من خلال المتغيرات الوسيطة المحتملة في العلاقة. بالنسبة لمديري الفنادق ستساعد هذه النتائج عند تصميم استراتيجيات العلامات التجارية الخاصة بهم وستوجههم التوصيات إلى تركيز جهودهم على الأبعاد الأكثر أهمية عند تقييم التجارب الفندقية من قبل النزلاء.

#### الكلمات المفتاحية

تجربة العلامة الفندقية، سلوكيات مواطنة العميل، نظرية التبادل الاجتماعي، الفنادق الخمس نجوم، نمذجة المعادلة الهيكلية بالمربعات الصغرى