The role of effective communication and trustworthiness in determining guests' loyalty

Kharouf, H, Sekhon, H, Fazal-e-Hasan, SM, Hickman, E & Mortimer, G Author post-print (accepted) deposited by Coventry University's Repository

The role of effective communication and trustworthiness in

determining guests' loyalty

Husni Kharouf[a], Harjit Sekhon[a], Syed Muhammad Fazal-e-Hasan[b], Ellie Hickman [c], Gary Mortimer[d*]

[a] *School of Marketing and Management | Faculty of Business and Law*
Coventry University, Portal House, 163 New Union Street, COVENTRY, CV1 2PL, UK
[b] *UNE Business School, University of New England, Armidale, New South Wales, 2351, Australia*
[c] *Leicester Castle Business School, De Montfort University, The Gateway, Leicester, LE1 9BH.*
[d] *QUT Business School, Queensland University of Technology, 2 George Street,*
PO Box 2434, Brisbane, Queensland, 4001, Australia
*Corresponding Author: Gary Mortimer, Ph: +61 7 3138 5084
E-mail addresses: aa1092@coventry.ac.uk; h.sekhon@coventry.edu.au;
syed.fazal-e-hasan@une.edu.au, ellie.hickman@dmu.ac.uk; gary.mortimer@qut.edu.au

Abstract

This study investigates the role of trustworthiness and effective communication in the development of guests' loyalty within the hotel sector. We propose and test a conceptual model that differentiates between two types of loyalty: attitudinal and behavioral. As hotels can control and manage how they communicate their desired characteristics to guests, we posit effective communication and a hotel's trustworthiness as the key concepts in building loyalty. This study reports on the findings of a study based on 322 hotel guests. Data were analyzed using structural equation modeling. The results reveal that implementing effective communication methods leads to a trustworthy image, which in turn has a positive impact on attitudinal and behavioral loyalty. This research provides hotel managers with strategic directions for cultivating guest loyalty.

Introduction

The hospitality, travel and tourism sectors make an important and direct contribution to global gross domestic product (GDP), growing annually at 3.1% by 2016, resulting in approximately 2 million additional jobs (Travel and Tourism Economic Impact, 2017). Deloitte (2018) has indicated the sector is projected to grow between 5–6% throughout 2018; however, much of this growth appears germane to larger, multinational branded hotel chains, at the expense of smaller, independent (non-corporate/branded) hotels (Oxford Economics, 2015). As a consequence of increasing market competition within the hospitality and tourism sectors, examining guest loyalty has attracted the attention of academics and practitioners (Almeida-Santana & Moreno-Gil, 2018; Yoo & Bai, 2013), particularly with its significant impact on measuring the success of organizations (Nyadzayo & Khajehzadeh, 2016). While several studies (Jani & Han, 2014; Kharouf, Lund, & Sekhon, 2014) have demonstrated that attaining guest loyalty has a positive impact on financial performance (e.g. increased profitability) and operational outcomes (e.g. service quality) (Martinez & Rodriguez del Bosque, 2013), research on *how* loyalty is formed within the hospitality sector, and specifically for hotels, remains limited. Accordingly, scholars (e.g. Sharples & Marcon-Clarke, 2017) have called for further examination of the main drivers of loyalty that contribute to its formation and composition within the hotel sector. This current research responds to such calls.

While previous work has attempted to examine the determinants of loyalty in hotels (Baloglu et al., 2017; Wilkins, Merrilees, & Herington, 2009), such works have only examined behavioral loyalty, rather than the more pervasive attitudinal loyalty, or measured trust as an overly simplistic single-dimensional construct. Other studies have taken a more nuanced approach to identifying drivers of loyalty, such as the role of "delight" or hotel "ambience" (Bowden & Dagger,

2011; Suh, Moon, Han, & Ham, 2015). Trust and trustworthiness are very different physiological mechanisms. A large body of literature across many disciplines proffers that trust is "calculative," based on the expectations or indications of trustworthiness (e.g., Rotter, 1980; Williamson, 1993; Hardin, 2002). Simply put, in order for a guest to develop trust, the hotel must demonstrate attributes that indicate the level of trustworthiness (Ostrom & Walker, 2005). We provide an alternative perspective and argue that hotels should focus on building *trustworthiness* instead of simply *trust,* because trustworthiness can be controlled and signaled to customers, while trust cannot. This is an important, yet frequently overlooked, marketing element for hotel managers. As Kharouf et al. (2014) claim, trust is an abstract state of mind held by the party making the trust decision (i.e. the guest, and trust is formed through the guest's perception of the hotel's trustworthiness). Hence, a hotel can only build trust by first signaling their trustworthiness to guests. Consequentially, trustworthiness is formed in the guest's mind by promoting a number of important attributes of the trustee; namely expertise and competence, integrity, and benevolence (Kharouf et al., 2014).

There are several motivations for research that focuses on trustworthiness, effective communication, and loyalty in the hotel sector. In the case of a hotel–guest relationship, the guest must rely on the good intentions of the hotel to perform services competently and in the guest's best interest (Kumar, Pozza, & Ganesh, 2013). Also, relationship literature (e.g. Morgan & Hunt, 1994; Sirdeshmukh, Singh, & Sabol, 2002) positions trustworthiness as a central factor in creating loyalty. Furthermore, trustworthiness not only creates loyalty but enables a provider to differentiate itself from its competitors (Chiou & Droge, 2006). We develop our conceptualization by arguing that hotels need to communicate and display a trustworthy image effectively to attract guests before gaining their loyalty as part of building long-term relationships (Sekhon, Ennew,

Kharouf, & Devlin, 2014). Guests who believe that a hotel has the skills and expertise to perform the service in an honest and a benevolent way are more likely to place their trust in them (McKnight & Chervany, 2002). In turn, when communicating trustworthiness attributes to their customers, hotels improve perceived service quality and enhance the social bond between the hotel and their customers, making the relationship more resistant to service failure (Grissemann & Stokburger-Sauer, 2012).

Effective communication and trustworthiness play an important part in building and maintaining long-term relationships and are linked to several desirable behavioral outcomes (Gillespie, Mae, & Rock, 2009; Melewar et al., 2017). Current knowledge of how these two constructs—effective communication and trustworthiness—impact on behavioral and attitudinal loyalty within the hotel sector remains limited. Accordingly, we posit that effective communication is the starting point for building a trustworthy image, because it is through this route that hotels can control and send out signals to existing and potential guests about the hotel's desirable attributes (expertise and competence, integrity, and benevolence) to attain their attitudinal and behavioral loyalty.

Consequently, building on previous studies and remaining gaps in the literature on the role of effective communication in building trustworthiness and guest loyalty, the current study is designed to examine the relationships between effective communication, trustworthiness, and guest loyalty. This paper is organized as follows: we start by providing a literature review of guests' loyalty, trustworthiness, and effective communication; next, the conceptual model, its drivers, and relationships are discussed; this is followed by the research instrument and the empirical investigation; and, finally, we present a discussion of the key findings, and the theoretical and managerial implications.

Literature Review

Guests' Loyalty

Within the hotel sector, achieving guest loyalty has several benefits. For example, loyal guests become brand advocates and spread positive word-of-mouth messages which reduce communication costs (Drennan et al., 2015). The academic literature adopts two main dimensions of loyalty: attitudinal and behavioral (Baloglu et al. 2017; Kandampully, Zhang, & Bilgihan, 2015; Kwortnik & Han, 2011; Yoo & Bai, 2013). According to Kumar and Shah (2004), to create higher levels of loyalty, hotels should focus on building both attitudinal and behavioural loyalty. Drawing on previous research, we evaluate guests' loyalty by focusing on both psychological and behavioral conceptualizations; that is, viewing loyalty as an attitudinal construct and behavioral component (see for example, Li & Petrick, 2008; Yoo & Bai, 2013). Therefore, we posit that hotels should attempt to build both forms of loyalty in parallel.

Attitudinal and Behavioral Loyalty

Loyalty is seen as one of the most powerful assets available to hotels (Kandampully et al., 2015) and is defined by Oliver (1999, p.34) "as a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior." The existing literature identifies two main forms of loyalty, these being *attitudinal* and *behavioral* (Tanford, 2013; Zhang, Fu, Cai, & Lu, 2014). Attitudinal loyalty refers to a consistent and higher level of emotional attachment, whereas the behavioral form is perceived as transactional, for example purchasing the same service/product regularly (Tanford & Malek, 2015). Table 1 presents current literature that relates to guest loyalty in the hotel and tourism industry. These studies show that guest loyalty has been examined from various

perspectives, yet there is still a lack of understanding of how the effective communication of trustworthiness attributes impact on guest attitudinal and behavioral loyalty for hotels. The primary focus of this current research is on examining trustworthiness, instead of trust, as trust is something that a traveler decides to either place in or withhold from a hotel, whereas trustworthiness is how a hotel controls its characteristics and image to appeal to a traveler; that is, trustworthiness could be controlled by a marketing strategy while trust cannot (Sekhon et al., 2014).

[Place Table 1 about here]

Trustworthiness

Trustworthiness is an attribute that can be influenced by the actions of the party (i.e. the hotel) wishing to be trusted (Kharouf et al., 2014). Hotels that maintain a trustworthy image can encourage desired behavioral outcomes from their guests, such as increased visitation, higher spending, and loyalty (Caldwell & Hayes, 2007; Sannassee & Seetanah, 2015). As trustworthy behaviors are repeatedly demonstrated, trust levels in the relationship between the hotel and the guest are elevated (Coulter & Coulter, 2003). Extant literature conceptualizes trustworthiness as a higher-order construct and an outcome of three drivers: expertise and competence, integrity, and benevolence (Hong & Cho, 2011; Mayer & Gavin, 2005; Mayer, Davis, & Schoorman, 1995; Roy, Eshghi, & Shekhar, 2011; Sirdeshmukh et al., 2002). As such, the current study has adopted the same approach.

Expertise and competence. Trustworthiness is congruous with an organization's capacity to communicate its ability, competence, and performance to its customers (Mayer et al., 2007). A hotel needs to have the right skill set, expertise, and knowledge to perform and deliver guest services effectively (Tomlinson & Mayer, 2009). These attributes can be achieved, for example,

by highlighting an association with a well-known chef to indicate expertise in food and beverage, or by simply communicating quality standards and quality assurances, such as TripAdvisor awards (Prayag, Hall & Wood, 2018). When a guest recognizes competence and expertise the perceived risk associated with a provider is reduced (Vázquez-Casielles, Suárez-Álvarez, & del Río-Lanza, 2013). Therefore, we conceptualize that the perception of expertise and competence will have a positive influence on trustworthiness and can be considered its first driver.

Integrity. Integrity is a key element when building successful relationships, particularly in the hotel sector where it encompasses a consistent and harmonized approach to guests in all aspects of service delivery (Janowicz-Panjaitan & Krishnan, 2009). Mayer et al. (1995) posit that a hotel's perceived integrity affects opinions of how well they can be relied upon to deliver on their promises. Further, Bowen and Shoemaker (2003) note the importance of showing integrity, which they say is a crucial component in building trustworthiness (see also Sparks, Perkins, & Buckley, 2013). Examples of integrity can be seen in fair and transparent pricing policies, not cancelling reservations at the last minute, and treating guests with respect. A guest's perception of the hotel's integrity is further enhanced when the hotel demonstrates openness and transparency in its dealings, which cultivates the development of a trustworthy image for the hotel. In line with most recent studies by Del Chiappa et al. (2018) and previously by Morgan and Hunt (1994), we propose that trustworthiness exists when there is a belief and confidence in integrity. Therefore, we further conceptualize that the perception of integrity positively influences trustworthiness and can be considered its second driver.

Benevolence. Tomlinson and Mayer (2009) assert that benevolence is an organization's intention to make decisions in the best interests of their customers. Simply, benevolence reflects a guest's perception of their dealings with a hotel and the positive orientation the hotel has

demonstrated toward them (Barki, Robert, & Dulipovici, 2015); that is, how much the guest perceives the hotel has their best interests at heart. Benevolent behavior is regarded as actions that are performed at a cost to the service provider, with or without benefits to them, which confer benefits to the guest, suggesting that the hotel is putting the guest's best interest first, instead of their own (Sirdeshmukh et al., 2002). Schoorman, Mayer, and Davis (2007) argue that benevolence is an important factor in signaling trustworthiness. They argue that benevolence has an impact on customers' perceptions of how much trust they can afford to place in the trustee. We therefore conceptualize that the perception of benevolence also positively influences trustworthiness and can be considered its third driver.

Effective Communication

Communication is key in fostering trust (Morgan & Hunt, 1994). Das and Teng (1998) posit that communication is important in building trust as it helps guests to collect and accumulate evidence about the integrity, benevolence, and competence of the organization. Vargo and Lusch (2004a) changed the view of how service organizations should communicate with their customers, proposing that to enhance communication and build value for exchange partners there is a need to have a two-way dialogue between the organization and its customers. Liang, Ekinci, Occhiocupo, and Whyatt (2013) found evidence supporting this view; they found that in the travel industry, travelers look for a user-friendly and effective communication platform. They also propose that to achieve effective communication, travel providers should monitor, respond, and address their customers' opinions and requests. Jeon and Jeong (2017) propose that hotels should even go further to enhance communication, recommending that hotels should develop multiple appropriate communication strategies to target different phases of loyalty.

<div align="center">

Conceptual Framework and Hypotheses Development

</div>

The conceptual model positions trustworthiness as a key construct in the process of building guest loyalty. The proposed model (Figure 1) places effective communication as a starting construct for achieving trustworthiness drivers: expertise and competence, integrity, and benevolence (Sirdeshmukh et al., 2002; Mayer et al., 1995). In turn, trustworthiness leads to attitudinal and behavioral loyalty, with attitudinal loyalty also leading to behavioral loyalty, thus it is a phased approach. The model's constructs are discussed below.

[Place Figure 1 about here]

Effective Communication and Guests' Loyalty

Guests search for information that assists them in making informed decisions when choosing a hotel. Gartner (1994) states that guests receive this information from several sources of information and prefer communication from the service organization. The methods of effective communication have been extensively studied in the literature (for instance see, Almeida-Santana & Moreno-Gil, 2018). In addition to traditional and established communication channels, Harrigan et al. (2017) argue that word-of-mouth recommendations through social media can influence loyalty. As an established, credibile source, this form of communication is perceived by guests as reliable and dependable, and helps develop attitudinal and behavioral loyalty to both the hotel and tourism destination (Law et al., 2014), and has been highlighted as being a key element for a destination's success (Araña et al., 2016). Additionally, extant research shows that effective communication increases brand awareness (Šerić, Gil-Saura, & Ruiz-Molina, 2014), and creates a stronger image of the hotel in a guest's memory (Kandampully & Suhartanto, 2000). Martinez and Rodriguez del Bosque (2013) argue that communication positively influences a guest's opinion of a hotel and, similarly, Kandampully and Suhartanto (2000, 2003) found that effective communication positively affects a hotel's image. When awareness and positive image

of the hotel are created or improved, guests are likely to exhibit attitudinal loyalty to the hotel. Likewise, when the hotel offers them better services than they expect, they form a positive opinion about the hotel which is found to be related to behavioral loyalty (Kandampully & Suhartanto, 2000, 2003). In light of this discussion, we hypothesize:

H1: *Effective communication positively influences behavioral loyalty.*

H2: *Effective communication positively influences attitudinal loyalty.*

Consequences of Trustworthiness

Attitudinal loyalty. Attitudinal loyalty can be evaluated by the degree of guests' intentions to revisit the hotel, their preparedness to recommend the hotel to others, and their feelings towards a hotel brand (Evanschitzky & Wunderlich, 2006). Accordingly, attitudinal loyalty must be formed first, before the actual behavior (behavioral loyalty) is demonstrated. Attitudinal loyalty has a positive influence on the degree to which guests are attached to, and have an emotional response to, the hotel (Shoemaker & Lewis, 1999). It can lead to repurchase behavior as well as positive word-of-mouth and willingness to recommend to others (Kim, Vogt, & Knutson, 2015; Kumar et al., 2013; see also Salegna & Goodwin, 2004). Perceptions of trustworthiness form when a guest perceives that the hotel offers services or experiences that meet their needs (Kim et al., 2015) and we claim that the ability and attributes of the hotel (expertise, integrity, benevolence) can be conveyed to guests through effective communication. Guests' perceptions results in a desire to maintain long-term relations with the benefactor, which subsequently affects the behavioral loyalty of the guests towards the hotel (Kumar et al., 2013). Researchers argue that trustworthiness, which draws on the cognitive theory of emotion (Lazarus et al., 1970), can be evoked with positive attitudinal outcomes (Lazarus, 1993), especially in situations facilitating a guest's well-being. This suggests that trustworthiness may be more impactful on positive intentions towards the hotel.

Trustworthiness does not involve much information processing, problem-solving, or complicated decision-making (Lazarus et al., 1970), and it is through trustworthiness that guests are likely to build attitudinal loyalty. Based on this argument, we propose:

H3: The perception of trustworthiness positively influences attitudinal loyalty.

Behavioral loyalty. Behavioral loyalty is a result of customers' mental processing of perceived performance, current experience-based information, or an emotional attachment between a guest and the hotel (Evanschitzky & Wunderlich, 2006). It is determined by the information provided to guests about the offerings, prices, and quality of the services the hotel provides (Evanschitzky & Wunderlich, 2006; Yuksel, Yuksel, & Bilim, 2010). Furthermore, behavioral loyalty is a strong outcome of a guest's revisit intention. Hong and Cho (2011) conceptualize behavioral purchase intention and loyalty as outcomes of a trusted seller; they found that achieving loyalty leads to an increase in purchase intentions. Singh and Sirdeshmukh (2000) propose that customers are more likely to demonstrate a positive behavioral outcome as a response to trustworthy signals from the hotel. We therefore propose that:

H4: The perception of trustworthiness positively influences behavioral loyalty.

Analogous with the current research, and drawning upon the theory of reasoned action (Fishbein & Ajzen, 1975), theory of planned behaviour (Ajzen, 2011), and goal-directed behaviour models (Kirmani, & Campbell, 2004) that have established an emotional connection between guests (customers) and the hotel (service organisation) as a key antecedent to behavioral loyalty (see for example, Bowen & Shoemaker, 2003; Tanford, Raab, & Kim, 2012), we further hypothesize that:

H5: Attitudinal loyalty positively influences behavioral loyalty.

Antecedents of Trustworthiness

Effective communication. Effective communication is associated with several benefits, for example enhancing the brand experience (Drennan et al., 2015) and contributing to value co-creation (Grissemann & Stokburger-Sauer, 2012). Accordingly, when communication is effective in persuading guests that their experience of a hotel is likely to be positive, it is likely that they have formed a perception regarding the hotel's expertise and competence. Subsequently, guests may decide to contribute to co-creating the value offered by a hotel. Conversely, it is unlikely that a guest will expect/report a positive experience and co-create the value of a brand if they perceive that the team of a hotel is incompetent. Also, the motivation–hygiene theory (Herzberg, 1966) suggests that there are two categories of communication that can promote security and well-being in interpersonal relationships: communication that satisfies the beneficiary's need to feel satisfied, and communication that contributes to the beneficiary's feelings of comfort in the relationship. When a guest receives a message from a hotel and perceives that this message has improved their well-being, the guest develops a favorable perception of the hotel's emotional sincerity and genuine interest in the guest's well-being (Wang, 2006). Thus, the perception of a hotel's sincerity and genuine interest in a guest's well-being assures a guest that they can trust in the hotel's expertise and competence, resulting in comfort and trustworthiness in a relationship with the hotel (Jones & George, 1998).

Effective communication is achieved when a hotel sends specific messages to its existing and potential guests to attempt to persuade and change their behavior. This requires consideration of several elements, such as content, source, contextual characteristics, and channel (Sparks et al., 2013). Furthermore, effective communication also requires implementing an open dialog between the hotel and its guests (Grissemann & Stokburger-Sauer, 2012), such as providing guests with regular updates before arrival, notes of recognition or acknowledgement, and responding to queries

promptly. The professional way of communicating to and creating an open dialogue with existing and potential guests is more likely to positively influence guests' integrity with the hotel (Martinez & Rodriguez del Bosque, 2013; McGrath, 2005; Melewar et al., 2017).

Effective communication is also related to maintaining strong shareholder relationships (Šerić et al., 2014). The primary argument about how effective communication influences the guests' perceptions of benevolence employs the tenet of reciprocal action theory. Reciprocal action theory posits that one party interacting with another party in the social exchange process will reciprocate the action taken by the other party. Reciprocal action theory (Li & Dant, 1997) explains that an exchange partner invests in relationships because they perceive the benevolent intentions from the other exchange partner. Furthermore, the willingness to engage in a reciprocal action originates from an anticipated feeling of guilt that would stem from a violation of the norm of reciprocity (Li & Dant, 1997). In this case, when effective communication from the hotel persuades guests that the benevolent and non-self-serving initiatives are taken to improve guests' well-being, the outcome of such communication is guests' perceptions of the hotel's benevolence. When guests have a desire to build a relationship with the hotel, it is likely that they are interested in the benefits that the hotel renders to improve their well-being. In other words, guests' perceptions of a hotel's benevolence form when a hotel effectively communicates that they are genuinely interested in guests' well-being. Therefore, this positive inclination encourages the guests to build a relationship with them and promote the hotel for another mutually pleasing, beneficial future transaction.

Therefore, we hypothesize that effective communication positively influences the drivers of trustworthiness, specifically:

H6: Effective communication positively influences perceptions of expertise and competence.

H7: Effective communication positively influences perceptions of integrity.

H8: Effective communication positively influences perceptions of benevolence.

Methodology

Study Measurement

Measurements for the constructs were adapted from previously validated scale items to make them appropriate to the specific characteristics of the hotel sector and research context. Effective communication was captured with three items adapted from Nikolich and Sparks (1995). Expertise and competence, integrity, and benevolence were captured with three items, each adapted from Sirdeshmukh et al. (2002). Collectively, the items captured a guest's belief that the hotel: (a) was dependable, (b) had high integrity, and (c) was very competent. Trustworthiness was measured as a higher-order construct (Mayer et al., 1995; Mayer and Gavin, 2007). The behavioral loyalty items were based on Llach et al.'s (2013) and Zeithaml et al.'s (1996) scales. Attitudinal loyalty was captured with three items adapted from McMullan and Gilmore (2008) and Yuksel et al. (2010). See Table 2 for the full list of items.

[Place Table 2 about here]

Sample and Data Collection Procedure

The data for this research were collected from guests who had stayed at one of four hotels located in two cities in the United Kingdom. The hotels were located in two major British cities and rated between three and four stars. Guests were approached while waiting to check out, and were asked if they were willing to participate in the study after their stay at the hotel. By using an intercept approach we were able to explain the voluntary and confidential nature of the survey. To

limit bias, no incentives were provided for participation. In total, 867 guests were approached to complete the survey. After discarding incorrectly completed questionnaires, we received 322 usable surveys that were included in the analyses. The final sample consisted of 175 males and 147 females, with 41% of the respondents traveling for business reasons. The average age of the participants was 34 years old.

Data Analysis and Results

The proposed model was tested through PLS-SEM using SmartPLS 3. The use of PLS-SEM was due to several reasons, for example in comparison to other techniques, PLS-SEM makes fewer assumptions on normality and data distribution, in addition, a recent study by Akter, Fosso Wamba, & Dewan (2017) found that PLS-SEM provide robust results for complex models. We first assessed the Average Variance Extracted (AVE). Results showed that all AVE values were greater than the .50 standard for convergent validity (Hair, Black, Babin, & Anderson, 2013), ranging from 0.52 to 0.88. Also, the composite reliability and Cronbach alpha values were all above .70 for all the model's constructs, indicating the constructs were internally consistent (Hair et al., 2013). Next, discriminant validity was tested by using the corresponding 95% bias-corrected and accelerated (BCA) confidence interval of the heterotrait-monotrait (HTMT), the ratio of correlations statistic (see Table 3) (Henseler, Ringle, & Sarstedt, 2016). The results show that there are no pairs of constructs that are highly correlated to each other, indicating that the discriminant validity between the pairs has been achieved. Hence, we can conclude that the overall model demonstrates discriminant and convergent validity. Based on these results, the measurement model showed good psychometric properties and, consequently, the hypothesized model was examined. All model AVEs, Composite Reliability (CR)/Cronbach Alpha, Standard Deviation (SD) Variable

Inflation Factors (VIF)/Tolerance Values and Interfactor Correlation scores are available in Table 3.

[Place Table 3 about here]

We tested for Common Methods Bias (CMB) using Harman's one-factor test (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). We entered all relevant independent and dependent variables (i.e. items) into an exploratory factor analysis using SPSS 24.0. The results indicate that 50.6% of the single emerging factor explained more than the 50% threshold recommended by Podsakoff et al. (2003). Furthermore, to provide further assurance for CMB we performed an additional test in PLS-SEM using Kock's (2015) recommended approach, examining the inner VIF scores for the individual factors. This is an indication of pathological collinearity, which also indicates that a research model has common method bias if the inner values are greater than 3.3. We ran a series of tests in which we drew a direct path from each construct to one latent construct, and our overall model's inner-factor scores were always below 3.3, indicating that our model does not suffer from CMB.

Hypotheses Testing

We tested the research hypotheses using PLS-SEM, the results demonstrate (see Table 4) that the paths are positive and significant, providing support for the theoretical framework. Beginning with the effectiveness of communication to loyalty link, we found effective communication does not have a significant relationship with behavioral loyalty ($\beta = 0.06$, NS), hence H1 is rejected. However, effective communication has a significant relationship with attitudinal loyalty ($\beta = 0.18$, $p < .001$), thus H2 is accepted. Trustworthiness, as a higher-order construct, has a positive impact on attitudinal loyalty ($\beta = 0.55$, $p < .001$) and behavioral loyalty ($\beta = 0.36$, $p < .001$), thus H3 and H4 are supported. Attitudinal loyalty has a positive effect on

behavioral loyalty (β = 0.21, p < .001) in support of H5. Finally, effective communication has a significant path loading on expertise and competence (β = 0.32, p < .001), integrity (β = 0.46, p < .001), and benevolence (β = 0.38, p < .001), supporting H6, H7, and H8. We concluded the analysis by assessing the model's predicted accuracy; our results show all the resulting cross-validated redundancy values Q2 are above zero (see Table 4), supporting the model's predictive accuracy (see Figure 2). This result was also supported by the R^2 values, which suggest that our proposed model has satisfactory in-sample predictive power (Schlägel & Sarstedt, 2016).

[Place Table 4 about here]

[Place Figure 2 about here]

Following an approach used by Zhao et al. (2010), bootstrapping procedures in PLS-SEM were used to test the significance of the indirect effects of independent variables on dependent variables through mediators. In this study, 5,000 bootstrapping samples were generated from the original dataset (N = 322) by random sampling. According to the results, expertise and competence, integrity, and benevolence exerted their indirect effect on behavioral loyalty through the effect of attitudinal loyalty. Effective communication impacted attitudinal loyalty through trustworthiness, and attitudinal loyalty explained the indirect influences of effective communication on behavioral loyalty. The indirect effects of all three mediators and the associated 95% confidence intervals are displayed in Table 5.

[Place Table 5 about here]

Discussion and Implications

This study contributes to knowledge by empirically testing an integrated model of a hotel's trustworthiness and guests' loyalty. Our proposed framework positions effective communication as the antecedent of three attributes that, in turn, inform perceptions of trustworthiness. Our results

indicate that positioning communication as an antecedent of trustworthiness has a positive effect on the overall model. Therefore, we argue that to respond to the increasing competition in the hotel sector, hotel management should position effective communication at the heart of their strategy as it provides several contributions to both perceptions of hotel trustworthiness and guest loyalty. Unlike previous work that examines guest loyalty (e.g. Theron & Terblanche, 2010), our results illustrate that hotels should position effective communication as the first stage in creating guest loyalty and make it the starting point when planning the development of guest relationships; for example, regular communication with guests before arrival and after their stay, personalizing communication, communicating important attributes, and responding immediately to guests' queries.

The results also indicate that the expertise and competence, integrity, and benevolence— all dimensions of trustworthiness—explain the significant effect of effective communication on attitudinal and behavioral loyalty. This finding suggests that, when investing in making their communication effective to win guests' loyalty, hotels should develop their reputation as an organization that is perceived as competent, benevolent, and that has integrity. An organization that is identified as being incompetent, non-benevolent, self-serving, and that lacks integrity may not attract loyal guests—even if its spending on its communication and promotion is immense. Likewise, it is unlikely that expertise and competence, integrity, and benevolence will translate into behavioral loyalty if guests have no attitudinal loyalty towards the hotel. More specifically, these findings highlight the importance of trustworthiness and attitudinal loyalty for improving guests' perceptions of the performance of, experience-based information from, and emotional attachment to, the hotel.

Among the implications for practice is the need for hotel managers to acknowledge the existence of these two forms of loyalty when dealing with guests. The literature suggests that attitudinal loyalty is preferred over behavioral loyalty, due to the strong and long-term attachment to the hotel that attitudinal loyalty implies. However, we are of the belief that this may be an overly simplistic view. While some guests, seeking a family holiday or romantic weekend away, may desire this high level of emotional attachment, some may simply be comfortable with a transaction-based relationship; for example, business travelers or airline crew. Therefore, both forms of loyalty need to be managed separately depending on the type of guests. In this regard, the co-existence and management of both forms of loyalty is still an underdeveloped area in the hotel sector.

The extant literature positions trust as a central component in building successful relationships (Morgan & Hunt, 1994a). However, when hotel managers focus on building trust, they are effectively waiting for guests to decide to trust or not to trust the hotel, because trust is a property of the guest. Our findings suggest that a more efficient and proactive approach should be followed by focusing on building perceptions of trustworthiness (Caldwell & Hayes, 2007). The focus on trustworthiness—instead of trust—provides a new perspective that enables hotel managers to control how they communicate with guests and what characteristics to signal to their customers to gain their loyalty. While some studies have found a lack of empirical support for the three dimensions of trustworthiness proposed by Mayer et al. (1995)—for example, Hong and Cho (2011) found no evidence supporting expertise and competence as dimensions of trustworthiness—our findings support the original conceptualization of trustworthiness, which positions benevolence, expertise and competence, and integrity as key aspects of hotels' trustworthiness.

Our work supports the relationship between effective communication and expertise and competence, integrity, and benevolence. While each of these relationships is supported, the greatest strength was with benevolence. Demonstrating benevolent actions requires the hotel to show that it is working in guests' best interests. Hotels need to deliver clear communication that highlights to customers that their needs will be addressed. This can be communicated through clear messages; for example, "*your comfort comes first*" at Comfort Inn, or "*stay with us, and feel like home*" at Airbnb, in comparison to Hilton Garden Inn's "*everything right where you need it,*" which implies less flexibility from the hotel as they assume they have everything ready.

In line with the previous literature (e.g. Evanschitzky & Wunderlich, 2006; Yuksel et al., 2010), at the outset, we hypothesized that hotels could elevate their guests' behavioral loyalty to attitudinal loyalty, with the latter being a higher form of loyalty as it represents a long-term commitment. However, our findings call this idea into question, due to the lack of a strong link between behavioral and attitudinal loyalty in our results. Therefore, we argue that guest behavior is characterized by differing types of loyalty, and so it needs to be built with a differentiated loyalty strategy (McMullan & Gilmore, 2008). For example, where there is behavioral loyalty, guests will be less interested in developing a relationship and more receptive to promotional offers. In contrast, attitudinally loyal customers are less likely to be attracted by alternative offerings or to display price sensitivity; they are more likely to respond positively to promotional offers by their preferred hotel and, consequently, are more likely to continue developing their relationship with the hotel (Tanford, 2013).

Further research could investigate the role of brand image in forming a hotel's trustworthiness and loyalty (see for example Nyadzayo & Khajehzadeh, 2016). Further research is warranted into the relationship between attitudinal and behavioral loyalty. In the grocery retail

sector, for example, through repeat purchasing, we know that loyalty cards play an important part leading to a spurious form of loyalty. Attitudinal loyalty is based on a more idealized relationship that adds depth to a relationship, and this may not frequently materialize in the hotel sector due to the infrequent nature of purchasing. Irrespective of how a hotel may position the nature of its relationship with its guests, the relationship may be viewed as more transactional than relational because guests may move from one convenient hotel location to another; this, arguably, could be the reason for our findings that contradict some prior studies. We estimate that the achievement of behavioral loyalty hinges on meeting guests' basic expectations, and loyalty card schemes (e.g., Hyatt Credit Card or Marriott Rewards Credit Card) could have a part to play in achieving repeat purchases through a reward structure.

Research Limitations

This article contributes to the literature by examining the role of effective communication and its impact on the perception of a hotel's trustworthiness, and behavioral and attitudinal loyalty. While we contribute to the academic and practitioner communities, there are limitations to our work. If our framework is replicated within a different context, for example within restaurants, then the results may be different and, thus, a degree of model re-specification may be required. One of the potential future directions for further research would be to categorize effective communication into multiple levels and assess the influence of perceptions of trustworthiness and guest loyalty. As mentioned previously, we found that behavioral loyalty does not lead to attitudinal loyalty. This finding contradicts some of the research that has gone before and therefore warrants further investigation. The use of intercept method limited the scope for checking and testing for non-response bias according to Rogelberg and Stanton (2007). This was due to the need to have as short survey as possible to maximise guests' agreement to participate in the study. As a

result, we encourage future studies to incorporate non-response bias techniques according to Rogelberg and Stanton (2007) to increase the rigor of the findings. Furthermore, our study used a survey approach, and we would recommend that future researchers undertake in-depth qualitative behavioral research and build testable granular-level models to capture the dimensionality of loyalty, particularly in a context-specific manner.

References

Akter, S., Fosso Wamba, S., & Dewan, S. (2017). Why PLS-SEM is suitable for complex modelling? An empirical illustration in big data analytics quality. Production Planning and Control, 28(11–12), 1011–1021. https://doi.org/10.1080/09537287.2016.1267411

Ajzen, I. (2011). The theory of planned behaviour: Reactions and reflections. *Psychology & Health*, 26(9), 1113–1127. https://doi.org/10.1080/08870446.2011.613995

Almeida-Santana, A., & Moreno-Gil, S. (2018). Understanding tourism loyalty: Horizontal vs. destination loyalty. *Tourism Management, 65*, 245-255.

Araña, J. E., León, C. J., Carballo, M. M., & Gil, S. M. (2016). Designing Tourist Information Offices: The Role of the Human Factor. *Journal of Travel Research*, *55*(6), 764–773. https://doi.org/10.1177/0047287515587113

Baloglu, S., Zhong, Y. Y. (Susan), & Tanford, S. (2017). Casino Loyalty: The Influence of Loyalty Program, Switching Costs, and Trust. *Journal of Hospitality and Tourism Research*, *41*(7), 846–868. https://doi.org/10.1177/1096348014550922

Barki, H., Robert, J., & Dulipovici, A. (2015). Reconceptualizing trust: A non-linear Boolean model. *Information and Management*, *52*(4), 483–495. https://doi.org/10.1016/j.im.2015.02.001

Bowden, J. L. H., & Dagger, T. S. (2011). To Delight or Not to Delight? An Investigation of Loyalty Formation in the Restaurant Industry. *Journal of Hospitality Marketing & Management*, *20*(5), 501–524. https://doi.org/10.1080/19368623.2011.570637

Bowen, J. T., & Shoemaker, S. (2003). Loyalty: A strategic commitment. *Cornell University*, *44*(5-6), 31–46.

Caldwell, C., & Hayes, L. A. (2007). Leadership, trustworthiness, and the mediating lens.

Journal of Management Development, *26*(3), 261–281.

Chang, S., & Gibson, H. J. (2015). The relationships between four concepts (involvement, commitment, loyalty, and habit) and consistency in behavior across leisure and tourism. *Tourism Management Perspectives*, *13*, 41–50. https://doi.org/10.1016/j.tmp.2014.11.003

Chiou, J. S., & Droge, C. (2006). Service quality, trust, specific asset investment, and expertise: Direct and indirect effects in a satisfaction-loyalty framework. *Journal of the Academy of Marketing Science*, *34*(4), 613–627. https://doi.org/10.1177/0092070306286934

Coulter, K. S., & Coulter, R. A. (2003). The effects of industry knowledge on the development of trust in service relationships. *International Journal of Research in Marketing*, *20*(1), 31–43. https://doi.org/10.1016/S0167-8116(02)00120-9

Das, T. K., & Teng, B. (1998). Between trust and control: Developing confidence in partner. *Academy of Management Review*, *23*(3), 491–512. https://doi.org/10.5465/AMR.1998.926623

Chiappa, G. Del, Lorenzo-Romero, C., & Alarcón-del-Amo, M.-C. (2018). Profiling tourists based on their perceptions of the trustworthiness of different types of peer-to-peer applications. *Current Issues in Tourism*, *21*(3), 259–276. https://doi.org/10.1080/13683500.2015.1077208

Deloitte, (2018), 2018 travel and hospitality industry outlook, available from: https://www2.deloitte.com/content/dam/Deloitte/ie/Documents/ConsumerBusiness/IE_C&IP_TravelHospitalityOutlook2018.pdf

Drennan, J., Bianchi, C., Cacho-Elizondo, S., Louriero, S., Guibert, N., & Proud, W. (2015). Examining the role of wine brand love on brand loyalty: A multi-country comparison. *International Journal of Hospitality Management*, *49*, 47–55. https://doi.org/10.1016/j.ijhm.2015.04.012

Evanschitzky, H., & Wunderlich, M. (2006). An examination of moderator effects in the four-stage loyalty model. *Journal of Service Research*, *8*(4), 330–345. https://doi.org/10.1177/1094670506286325

Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*. Reading, MA: Addison Wesley.

Gao, W, B., & Lai, I. K. W. (2015). The effects of transaction-specific satisfactions and integrated satisfaction on customer loyalty. *International Journal of Hospitality*

Management, *44*, 38–47. https://doi.org/10.1016/j.ijhm.2014.10.004

Gartner, W. C. (1994). Image Formation Process. *Journal of Travel & Tourism Marketing*, *2*(2–3), 191–216. https://doi.org/10.1300/J073v02n02_12

Gillespie, N., Mae, F., & Rock, N. (2009). Trust repair after an organization level failure. *Academy of Management Review*, *34*(1), 127–145.

Grissemann, U. S., & Stokburger-Sauer, N. E. (2012). Customer co-creation of travel services: The role of company support and customer satisfaction with the co-creation performance. *Tourism Management*, *33*(6), 1483–1492. https://doi.org/10.1016/j.tourman.2012.02.002

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). *Multivariate data analysis* (7th ed.). Upper Saddle River, N.J.: Pearson.

Han, H., & Hyun, S. S. (2018). Role of motivations for luxury cruise traveling, satisfaction, and involvement in building traveler loyalty. *International Journal of Hospitality Management*, *70*(March), 75–84. https://doi.org/10.1016/j.ijhm.2017.10.024

Han, H., Kim, Y., & Kim, E. K. (2011). Cognitive, affective, conative, and action loyalty: Testing the impact of inertia. *International Journal of Hospitality Management*, *30*(4), 1008–1019. https://doi.org/10.1016/j.ijhm.2011.03.006

Hardin, R. (2002). *Trust and Trustworthiness*. Russell Sage Foundation.

Harrigan, P., Evers, U., Miles, M., & Daly, T. (2017). Customer engagement with tourism social media brands. *Tourism Management*, *59*, 597–609. https://doi.org/10.1016/j.tourman.2016.09.015

Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, *33*(3), 405–431. https://doi.org/10.1108/IMR-09-2014-0304

Herzberg, F. (1966). Work and the nature of man. Cleveland: World Publishing Company.

Hong, I. B., & Cho, H. (2011). The impact of consumer trust on attitudinal loyalty and purchase intentions in B2C e-marketplaces: Intermediary trust vs. seller trust. *International Journal of Information Management*, *31*(5), 469–479. https://doi.org/10.1016/j.ijinfomgt.2011.02.001

Jani, D., & Han, H. (2014). Testing the moderation effect of hotel ambience on the relationships among social comparison, affect, satisfaction, and behavioral intentions. *Journal of Travel and Tourism Marketing*, *31*(6), 731–746. https://doi.org/10.1080/10548408.2014.888967

Janowicz-Panjaitan, M., & Krishnan, R. (2009). Measures for dealing with competence and

integrity violations of interorganizational trust at the corporate and operating levels of organizational hierarchy. *Journal of Management Studies*, *46*(2), 245–268. https://doi.org/10.1111/j.1467-6486.2008.00798.x

Jeon, M. M., & Jeong, M. (2017). Customers' perceived website service quality and its effects on e-loyalty. *International Journal of Contemporary Hospitality Management*, *29*(1), 438–457. https://doi.org/10.1108/IJCHM-02-2015-0054

Jones, G. R., & George, J. M. (1998). The Experience And Evolution Of Trust: Implications For Cooperation And Teamwork. *Academy of Management Review*, *23*(3), 531–546. https://doi.org/10.5465/AMR.1998.926625

Kandampully, J., & Suhartanto, D. (2000). Customer loyalty in the hotel industry: The role of customer satisfaction and image. *International Journal of Contemporary Hospitality Management*, *12*(6), 346–351. https://doi.org/10.1108/09596110010342559

Kandampully, J., & Suhartanto, D. (2003). The role of customer satisfaction and image in gaining customer loyalty in the hotel industry. *Journal of Hospitality & Leisure Marketing*, *10*(1/2), 3–25. https://doi.org/10.1300/J150v10n01_02

Kandampully, J., Zhang, T. (Christina), & Bilgihan, A. (2015). Customer loyalty: A review and future directions with a special focus on the hospitality industry. *International Journal of Contemporary Hospitality Management*, *27*(3), 379–414.

Kharouf, H., Lund, D., & Sekhon, H. (2014). Building trust by signaling trustworthiness in service retail. *Journal of Services Marketing*, *28*(5), 361–373. https://doi.org/10.1108/JSM-01-2013-0005

Kim, M. R., Vogt, C. A., & Knutson, B. J. (2015). Relationships among customer satisfaction, delight, and loyalty in the hospitality industry. *Journal of Hospitality and Tourism Research*, *39*(2), 170–197. https://doi.org/10.1177/1096348012471376

Kirmani, A., & Campbell, M. C. (2004). Goal Seeker and Persuasion Sentry: How Consumer Targets Respond to Interpersonal Marketing Persuasion. *Journal of Consumer Research*, *31*(3), 573–582. https://doi.org/10.1086/425092

Ko, C. (2017). Exploring How Hotel Guests Choose Self-Service Technologies Over Service Staff. *International Journal Of Organizational Innovation*, *9*(January), 16–28.

Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of E-Collaboration*, *11*(4), 1–10.

https://doi.org/10.4018/ijec.2015100101

Kumar, V., Pozza, I. D., & Ganesh, J. (2013). Revisiting the satisfaction–loyalty relationship: Empirical generalizations and directions for future research. *Journal of Retailing*, *89*(3), 246–262. https://doi.org/10.1016/j.jretai.2013.02.001

Kumar, V., & Shah, D. (2004). Building and sustaining profitable customer loyalty for the 21st century. *Journal of Retailing*, *80*(4), 317–329. https://doi.org/10.1016/j.jretai.2004.10.007

Kwortnik, R. J., & Han, X. (2011). The influence of guest perceptions of service fairness on lodging loyalty in China. *Cornell Hospitality Quarterly*, *52*(3), 321–332. https://doi.org/10.1177/1938965511409005

Law, R., Buhalis, D., & Cobanoglu, C. (2014). Progress on information and communication technologies in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, *26*(5), 727–750. https://doi.org/10.1108/IJCHM-08-2013-0367

Lazarus, R. S. (1993). The emotions: A history of changing outlooks. *Annual Review of Psychology*, *44*(1), 1–21. https://doi.org/10.1146/annurev.ps.44.020193.000245

Lazarus, R S., Averill, J. R, Opton, E. M. Jr. 1 970. Toward a cognitive theory of, emotions. In Feelings and Emotions, ed. M. Arnold, pp. 207-32. New York: Academic

Li, Z. and Dant, R. (1997), "An exploratory study of exclusive dealing in channel relationships", Journal of the Academy of Marketing Science, Vol. 25, pp. 201-213.

Li, X., & Petrick, J. F. (2008). Examining the antecedents of brand loyalty from an investment model perspective. *Journal of Travel Research*, *47*(1), 25–34. https://doi.org/10.1177/0047287507312409

Liang, S. W. J., Ekinci, Y., Occhiocupo, N., & Whyatt, G. (2013). Antecedents of travellers' electronic word-of-mouth communication. *Journal of Marketing Management*, *29*(5–6), 584–606. https://doi.org/10.1080/0267257X.2013.771204

Llach, J., Marimon, F., Alonso-Almeida, M. del M., & Bernardo, M. (2013). Determinants of online booking loyalties for the purchasing of airline tickets. *Tourism Management*, *35*, 23–31. https://doi.org/10.1016/j.tourman.2012.05.006

Lo, A. S., Im, H. H., Chen, Y., & Qu, H. (2017). Building brand relationship quality among hotel loyalty program members. *International Journal of Contemporary Hospitality Management*, *29*(1), 458–488. https://doi.org/10.1108/IJCHM-06-2015-0283

Martinez, P., & Rodriguez del Bosque, I. (2013). CSR and customer loyalty: The roles of trust,

customer identification with the company and satisfaction. *International Journal of Hospitality Management*, *35*, 89–99. https://doi.org/10.1016/j.ijhm.2013.05.009

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (2007). An integrative model of organizational trust: Past, present, and future. *Academy of Management Review*, *32*(2), 344–354. https://doi.org/10.5465/amr.2007.24348410

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, *20*(3), 709–734. https://doi.org/10.5465/AMR.1995.9508080335

Mayer, R. C., & Gavin, M. B. (2005). Trust in management and performance: Who minds the shop while the employees watch the boss? *Academy of Management Journal*, *48*(5), 874–888. https://doi.org/10.5465/AMJ.2005.18803928

McGrath, J. M. (2005). A pilot study testing aspects of the integrated marketing communications concept. *Journal of Marketing Communications*, *11*(3), 191–214. https://doi.org/10.1080/1352726042000333199

McKercher, B., Denizci-Guillet, B., & Ng, E. (2012). Rethinking loyalty. *Annals of Tourism Research*, *39*(2), 708–734. https://doi.org/10.1016/j.annals.2011.08.005

McKnight, D. H., & Chervany, N. L. (2002). What trust means in e-commerce customer relationships: An interdisciplinary conceptual typology. *International Journal of Electronic Commerce*, *6*(2), 35–59. https://doi.org/Article

McMullan, R., & Gilmore, A. (2008). Customer loyalty: An empirical study. *European Journal of Marketing*, *42*(9/10), 1084–1094. https://doi.org/10.1108/03090560810891154

Melewar, T. C., Foroudi, P., Gupta, S., Kitchen, P. J., & Foroudi, M. M. (2017). Integrating identity, strategy and communications for trust, loyalty and commitment. *European Journal of Marketing*, *51*(3), 572–604. https://doi.org/10.1108/EJM-08-2015-0616

Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, *58*(3), 20–38.

Nikolich, M. A., & Sparks, B. A. (1995). The Hospitality Service Encounter: The Role of Communication. *Journal of Hospitality & Tourism Research*, *19*(2), 43–56. https://doi.org/10.1177/109634809501900205

Nunkoo, R., Teeroovengadum, V., Thomas, P., & Leonard, L. (2017). Integrating service quality as a second-order factor in a customer satisfaction and loyalty model. *International Journal*

of Contemporary Hospitality Management, *29*(12), 2978–3005.

https://doi.org/10.1108/IJCHM-11-2016-0610

Nyadzayo, M. W., & Khajehzadeh, S. (2016). The antecedents of customer loyalty: A moderated mediation model of customer relationship management quality and brand image. *Journal of Retailing and Consumer Services*, *30*, 262–270.

https://doi.org/10.1016/j.jretconser.2016.02.002

Ogbeide, G. C. A., Böser, S., Harrinton, R. J., & Ottenbacher, M. C. (2017). Complaint management in hospitality organizations: The role of empowerment and other service recovery attributes impacting loyalty and satisfaction. *Tourism and Hospitality Research*, *17*(2), 204–216. https://doi.org/10.1177/1467358415613409

Oliver, R. (1999). Whence consumer loyalty? *The Journal of Marketing*, *63*, 33–44.

https://doi.org/10.2307/1252099

Ostrom, E., & Walker, J. (2005). *Trust and Reciprocity: Interdisciplinary Lessons for Experimental Research*. Russell Sage Foundation. Retrieved from https://books.google.co.uk/books?id=zYo5n1mXyT8C

Oxford Economics (2015), Economic Impact of the US Hotel Industry, available from https://www.ahla.com/sites/default/files/Economic%20Impact%20Study%20%28Oxford%29_0.pdf

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Polo Peña, A. I., Frías Jamilena, D. M., & Rodríguez Molina, M. ángel. (2013). Antecedents of loyalty toward rural hospitality enterprises: The moderating effect of the customer's previous experience. *International Journal of Hospitality Management*, *34*(1), 127–137.

https://doi.org/10.1016/j.ijhm.2013.02.011

Prayag, G., Hall, C. M., & Wood, H. (2018). I Feel Good! Perceptions and Emotional Responses of Bed & Breakfast Providers in New Zealand Toward Trip Advisor. *Journal of Hospitality Marketing & Management*, *27*(1), 1–20. https://doi.org/10.1080/19368623.2017.1318731

Prud'homme, B., & Raymond, L. (2013). Sustainable development practices in the hospitality industry: An empirical study of their impact on customer satisfaction and intentions. *International Journal of Hospitality Management*, *34*(1), 116–126.

https://doi.org/10.1016/j.ijhm.2013.03.003

Rogelberg, S. G., & Stanton, J. M. (2007). Introduction: Understanding and dealing with organizational survey nonresponse. 10(2), 195-209 DOI: 10.1177/1094428106294693

Rotter, J. B. (1980). Interpersonal trust, trustworthiness, and gullibility. American Psychologist, 35(1), 1-7. http://dx.doi.org/10.1037/0003-066X.35.1.1

Roy, S. K., Eshghi, A., & Shekhar, V. V. (2011). Dimension of trust and trustworthiness in retail banking: Evidence from India. *Marketing Management Journal*, *21*(1), 97–110.

Salegna, G. J., & Goodwin, S. A. (2004). Consumer loyalty to service providers: An integrated conceptual model. *Journal of Consumer Satisfaction, Dissastisfaction and Complaining Behavior*, *18*, 51–65.

Sannassee, R. V., & Seetanah, B. (2015). The Influence of Trust on Repeat Tourism: The Mauritian Case Study. *Journal of Hospitality Marketing & Management*, *24*(7), 770–789. https://doi.org/10.1080/19368623.2014.934983

Schlägel, C., & Sarstedt, M. (2016). Assessing the measurement invariance of the four-dimensional cultural intelligence scale across countries: A composite model approach. *European Management Journal*, *34*(6), 633–649. https://doi.org/10.1016/j.emj.2016.06.002

Schoorman, F. D., Mayer, R. C., & Davis, J. H. (2007). An integrative model of organizational trust: Past, present, and future. *Academy of Management Review*, *32*(2), 344–354. https://doi.org/10.5465/AMR.2007.24348410

Sekhon, H., Ennew, C., Kharouf, H., & Devlin, J. (2014). Trustworthiness and trust: Influences and implications. *Journal of Marketing Management*, *30*(3–4), 409–430. https://doi.org/10.1080/0267257X.2013.842609

Šerić, M., Gil-Saura, I., & Ruiz-Molina, M. E. (2014). How can integrated marketing communications and advanced technology influence the creation of customer-based brand equity? Evidence from the hospitality industry. *International Journal of Hospitality Management*, *39*, 144–156. https://doi.org/10.1016/j.ijhm.2014.02.008

Sharples, L., & Marcon-Clarke, G. (2017). Collaborative approach to mentoring in the tourism sector: Embracing new partners to enhance an industry programme. *Tourism and Hospitality Research*, *0*(0), 146735841769043. https://doi.org/10.1177/1467358417690435

Shoemaker, S., & Lewis, R. C. (1999). Customer loyalty: The future of hospitality marketing. *International Journal of Hospitality Management*, *18*(4), 345–370.

https://doi.org/10.1016/S0278-4319(99)00042-0

Singh, J., & Sirdeshmukh, D. (2000). Agency and trust mechanisms in consumer satisfaction and loyalty judgments. *Journal of the Academy of Marketing Science*, *28*(1), 150–167. https://doi.org/10.1177/0092070300281014

Sirdeshmukh, D., Singh, J., & Sabol, B. (2002). Consumer trust, value, and loyalty in relational exchanges. *Journal of Marketing*, *66*(1), 15–37.

So, K. K. F., King, C., Sparks, B., & Wang, Y. (2013). The influence of customer brand identification on hotel brand evaluation and loyalty development. *International Journal of Hospitality Management*, *34*(1), 31–41. https://doi.org/10.1016/j.ijhm.2013.02.002

Sparks, B. A., Perkins, H. E., & Buckley, R. (2013). Online travel reviews as persuasive communication: The effects of content type, source, and certification logos on consumer behavior. *Tourism Management*, *39*, 1–9. https://doi.org/10.1016/j.tourman.2013.03.007

Suh, M., Moon, H., Han, H., & Ham, S. (2015). Invisible and Intangible, but Undeniable: Role of Ambient Conditions in Building Hotel Guests' Loyalty. *Journal of Hospitality Marketing & Management*, *24*(7), 727–753. https://doi.org/10.1080/19368623.2014.945223

Tanford, S. (2013). The impact of tier level on attitudinal and behavioral loyalty of hotel reward program members. *International Journal of Hospitality Management*, *34*(1), 285–294. https://doi.org/10.1016/j.ijhm.2013.04.006

Tanford, S., & Malek, K. (2015). Segmentation of Reward Program Members to Increase Customer Loyalty: The Role of Attitudes Towards Green Hotel Practices. *Journal of Hospitality Marketing & Management*, *24*(3), 314–343. https://doi.org/10.1080/19368623.2014.907759

Tanford, S., Raab, C., & Kim, Y. S. (2012). Determinants of customer loyalty and purchasing behavior for full-service and limited-service hotels. *International Journal of Hospitality Management*, *31*(2), 319–328. https://doi.org/10.1016/j.ijhm.2011.04.006

Theron, E., & Terblanche, N. S. (2010). Dimensions of relationship marketing in business-to-business financial services. *International Journal of Market Research*, *52*(3), 373. https://doi.org/10.2501/S1470785309201326

Travel and Tourism Economic Impact (2017), The Economic Impact of Travel & Tourism, available from: https://www.wttc.org/-/media/files/reports/economic-impact-research/countries-2017/unitedkingdom2017.pdf

Tomlinson, E. C., & Mayer, R. C. (2009). The role of causal attribution dimensions in trust repair. *Academy of Management Review*, *34*(1), 85–104. https://doi.org/10.5465/AMR.2009.35713291

van Asperen, M., de Rooij, P., & Dijkmans, C. (2018). Engagement-Based Loyalty: The Effects of Social Media Engagement on Customer Loyalty in the Travel Industry. *International Journal of Hospitality & Tourism Administration*, *19*(1), 78–94. https://doi.org/10.1080/15256480.2017.1305313

Vargo, S. L., & Lusch, R. F. (2004a). Evolving to a new dominant logic for marketing. *Journal of Marketing*, *68*(1), 1–17. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=12142574&site=ehost-live

Vargo, S. L., & Lusch, R. F. (2004b). The four service marketing myths: Remnants of a goods-based, manufacturing model. *Journal of Service Research*, *6*(4), 324–335. https://doi.org/10.1177/1094670503262946

Vázquez-Casielles, R., Suárez-Álvarez, L., & del Río-Lanza, A. B. (2013). The word of mouth dynamic: How positive (and negative) WOM drives purchase probability: An analysis of interpersonal and non-interpersonal factors. *Journal of Advertising Research*, *53*(1), 43–60. https://doi.org/10.2501/JAR-53-1-043-060

Wang, A. (2006). Advertising engagement: A driver of message involvement on message effects. *Journal of Advertising Research*, *46*(4), 355–368. https://doi.org/10.2501/S0021849906060429

Wilkins, H., Merrilees, B., & Herington, C. (2009). The Determinants of Loyalty in Hotels. *Journal of Hospitality Marketing & Management*, *19*(1), 1–21. https://doi.org/10.1080/19368620903327626

Williamson, O. E. (1993). Calculativeness, trust, and economic organization. Journal of Law and Economics, 36(1), 453–486.

Yoo, M., & Bai, B. (2013). Customer loyalty marketing research: A comparative approach between hospitality and business journals. *International Journal of Hospitality Management*, *33*(1), 166–177. https://doi.org/10.1016/j.ijhm.2012.07.009

Yuksel, A., Yuksel, F., & Bilim, Y. (2010). Destination attachment: Effects on customer satisfaction and cognitive, affective and conative loyalty. *Tourism Management*, *31*(2), 274–

284. https://doi.org/10.1016/j.tourman.2009.03.007

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The Behavioral Consequences of Service Quality. *Journal of Marketing*, *60*(2), 31. https://doi.org/10.2307/1251929

Zhang, H., Fu, X., Cai, L. A., & Lu, L. (2014). Destination image and tourist loyalty: A meta-analysis. *Tourism Management*, *40*, 213–223. https://doi.org/10.1016/j.tourman.2013.06.006

Zhao, X., Lynch, J.G. and Chen, Q. (2010), "Reconsidering Baron and Kenny: myths and truths about mediation analysis", Journal of consumer research, Vol. 37, pp. 197-206.

Table 1

Overview of the Extant Literature on Loyalty in the Hospitality and Tourism Industry

Source	Context	Research focus	Source	Context	Research focus
van Asperen, de Rooij, & Dijkmans (2018)	Travel	They studied the effect of passive and active online engagement on two types of loyalty: attitudinal and cognitive. Their results indicate that customers prefer passive participation with the positive impact of passive participation to affective loyalty.	Han & Hyun (2018)	Travel	Their study examined the role of motivations for luxury cruise traveling, satisfaction, and involvement in building traveler loyalty. Self-esteem and social recognition, escape and relaxation, learning, discovery and thrill, bonding and traveler satisfaction predicted traveler loyalty.
Ko (2017)	Hospitality	They examined guests' willingness to use self-service technologies. They found that guests desire and value human interaction which is an important reason for achieving customer loyalty.	Lo, Im, Chen, & Qu (2017)	Hospitality	Their study examined loyalty programs and hotel communication activities in determining brand reputation. Their results confirmed that brand reputation is a higher-order construct of trust, satisfaction and commitment; they also found a positive impact of hotel communication.
Ogbeide, Böser, Harrinton, & Ottenbacher (2017)	Hospitality	They examined complaint management and its effect on customer satisfaction and loyalty. Their findings indicate that welcoming and responding to guests' complaints (i.e. effective communication) enhances guests' overall evaluation of satisfaction and loyalty.	Nunkoo, Teerooveng adum, Thomas, & Leonard (2017)	Hospitality	They conceptualized service quality as a second-order construct and analyzed its effect on customer satisfaction, perceived value, image, consumption emotions and customer loyalty. They found support of the second order model of service quality.
Chang & Gibson (2015)	Travel / Tourism	Loyalty is a process where favorable attitudes take precedence over behaviors. Their study finds that although involvement, commitment, loyalty, and habit influence consistency of behaviors, their contributions	Kim et al. (2015)	Hospitality	This paper calls for the need to assess attitudinal loyalty in the hospitality industry. Their findings support the idea that traveler delight and satisfaction influence cognitive and affective loyalty.

Source	Context	Research focus	Source	Context	Research focus
		were limited to certain dimensions of each construct.			
Jani & Han, (2014)	Hospitality (hotels)	This paper argues that, compared to hotel image, satisfaction has a greater impact on hotel guest loyalty; further, there is an indication that hotel image mediates the impact of satisfaction on loyalty.	(Gao, & Lai, 2015)	Travel / Tourism / Hospitality	This study examined the effects of transaction-specific satisfactions and integrated satisfaction on traveler loyalty. Their research finds that traveler satisfaction plays a key part in achieving traveler loyalty.
Polo Peña, Frías Jamilena, & Rodríguez Molina (2013)	Hospitality (hotels)	This paper concludes that reputation and satisfaction generate stronger intentions to recommend and repurchase.	Zhang et al. (2014)	Tourism	This paper reveals that the impact of destination image on traveler loyalty is significant. Cognitive–affective joint image fails to demonstrate a stable impact on traveler loyalty. Destination image has the greatest impact on composite loyalty, and then on attitudinal loyalty and behavioral loyalty, successively.
So, King, Sparks, & Wang (2013)	Hospitality (hotels)	This paper argues that trust leads to brand loyalty and commitment. Their findings suggest that hotel loyalty still depends on the traveler's positive evaluation of factors relating to service experiences.	Prud'homme & Raymond (2013)	Hospitality (hotels)	This study confirms the significant influence of a traveler's satisfaction on intentions to return to the hotel and recommend it to relatives, friends, and work colleagues.
Yoo & Bai (2013)	Hospitality (literature review)	This paper reviews the hospitality literature and highlights that studies have focused more on attitudinal loyalty, while business research studies indicated a more even distribution among behavioral, attitudinal, and composite loyalty issues.	Tanford (2013)	Hospitality (hotels)	This paper explores the impact of tier level on attitudinal and behavioral loyalty of hotel reward program members. Their findings show that behavioral loyalty increased as a function of tier level.

Source	Context	Research focus	Source	Context	Research focus
Kwortnik & Han (2011)	Hospitality (hotels)	This study examines justice in the hospitality industry. It finds that the dimensions distributive justice and interactional justice have a large effect on traveler loyalty.	McKercher et al. (2012)	Tourism	This paper explores vertical loyalty hierarchy where guests may display loyalty at different tiers in the tourism system simultaneously. They argue that repeat behavior does not necessarily mean loyal behavior and their results confirm that vertical and experiential loyalty was supported.

Table 2

Items' Description and Factor Loadings

Constructs	Measures	Item Loadings
Effective communication (Nikolich & Sparks, 1995)		
	[hotel name] communicates clearly.	0.95
	[hotel name] respond immediately when contacted.	0.94
	[hotel name] informs me immediately of any problems.	0.91
Expertise and Competence (Sirdeshmukh et al. 2002)		
	[hotel name] is always reliable.	0.89
	[hotel name] has adequate skills to deliver the right service.	0.92
	[hotel name] always meets my expectations.	0.93
Integrity (Sirdeshmukh et al. 2002)		
	[hotel name] show fairness in transactions.	0.92
	[hotel name] always keeps its word.	0.94
	[hotel name] employees treat me with respect.	0.95
Benevolence (Sirdeshmukh et al. 2002)		
	[hotel name] is open to my needs.	0.91
	[hotel name] acts in a caring manner.	0.93
	[hotel name] is receptive to my needs.	0.87
Attitudinal Loyalty (Yuksel et al., 2010)		
	[hotel name] means a lot to me.	0.85
	I am very attached to [hotel name].	0.90
	I feel a real sense of belonging to [hotel name].	0.88
Behavioral Loyalty (Llach et al., 2013; Zeithaml et al., 1996)		
	I will visit [hotel name] again in the future.	0.80
	I will try new services that are provided by [hotel name].	0.81
	I will recommend other people to visit [hotel name].	0.79

| | | I will say positive things to other people about the services provided at [hotel name]. | | 0.97 | | | | | | |

All items are measured using a five-point scale anchored by 1 = *strongly disagree* and 5 = *strongly agree*. Trustworthiness is a higher-order construct with its three dimensions: expertise and competence, integrity, and benevolence.

Table 3

AVE, CR/Cronbach Alpha, SD VIF/Tolerance Values and Interfactor Correlation

	AVE	CR/ Cronbach Alpha	SD	Tolerance level/ VIF level	Effective communication	Expertise and competence	Integrity	Benevolence	Attitudinal loyalty	Behavioral loyalty
Effective communication	0.87	0.91/0.92	2.5	0.67/1.47	-					
Expertise and competence	0.83	0.83/0.90	4.2	0.80/1.24	0.344	-				
Integrity	0.88	0.95/0.93	2.9	0.68/1.46	0.494	0.488	-			
Benevolence	0.82	0.93/0.89	3.3	0.51/1.95	0.420	0.448	0.453	-		
Attitudinal loyalty	0.77	0.91/0.85	3.2	0.72/1.38	0.569	0.567	0.791	0.541	-	
Behavioral loyalty	0.67	0.89/0.84	2.0	0.46/2.15	0.277	0.322	0.333	0.395	0.569	-
Trustworthiness	0.52	0.90/0.88	2.3	0.66/1.50	-	-	-	-	-	-

Trustworthiness is a higher-order construct and, therefore, all of its values are based on the composite scores. All correlations are significant at $p < .01$

Table 4

Standardized Path Coefficients

	Hypotheses			Estimates
H1	Effective communication	→	Behavioral loyalty	0.06 (NS)
H2	Effective communication	→	Attitudinal loyalty	0.18*
H3	Trustworthiness	→	Attitudinal loyalty	0.55*
H4	Trustworthiness	→	Behavioral loyalty	0.36*
H5	Attitudinal loyalty	→	Behavioral loyalty	0.21 *
H6	Effective communication	→	Expertise and competence	0.32*
H7	Effective communication	→	Integrity	0.46*
H8	Effective communication	→	Benevolence	0.38*
Control variables				
	Age			-0.05(NS)
	Gender			-0.07(NS)
	Length of relationship			-0.15(NS)
	Purpose of visit			-0.02 (NS)
Variance explained by Expertise		0.11		
Variance explained by Integrity		0.22		
Variance explained by Benevolence		0.14		
Variance explained by Attitudinal loyalty		0.62		

Variance explained by Behavioral loyalty	0.15

$\chi^2 = 469.2$, $d.f. = 203$, $p < 0.000$; CFI = 0.92; RMSEA = 0.07; SRMR = 0.059; IFI = 0.92 - *$p < .001$, and $Q^2 = .45$, NS= Non significant

Trustworthiness is a higher-order construct, and therefore its R^2 value is not reported.

Table 5

Indirect Effects

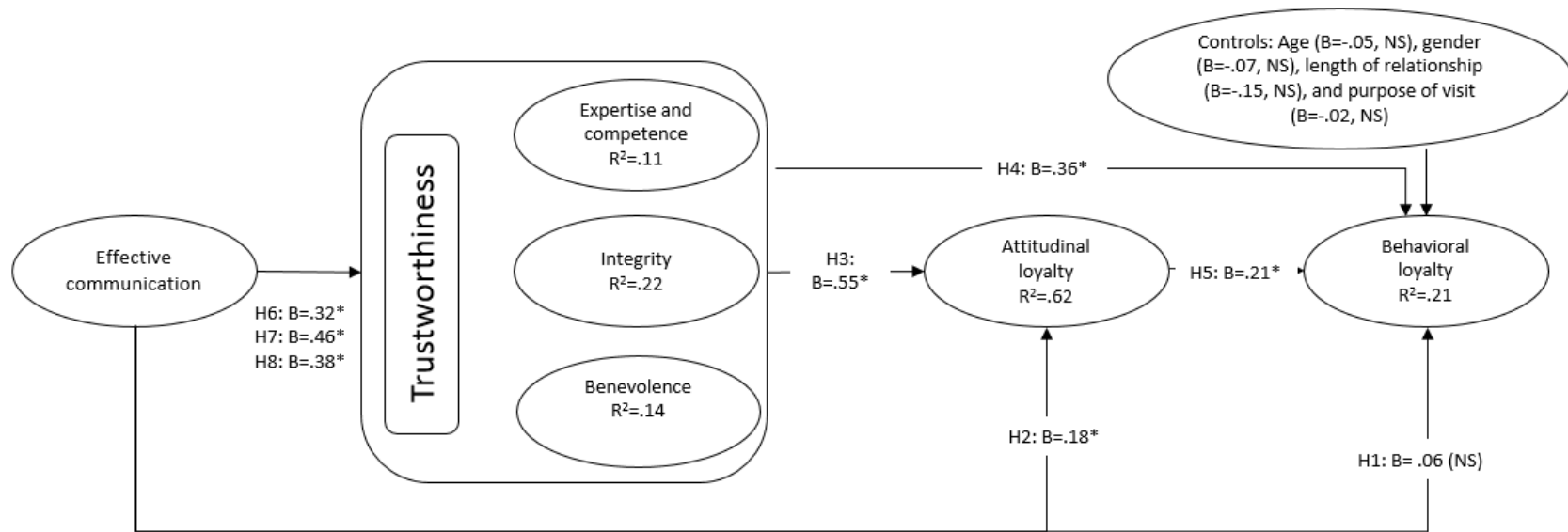| Paths	Independent variable	Dependent variable	Point estimates	(95% CI) Bootstrapping (Lower bound-Upper bound)
Expertise and competence □ Attitudinal loyalty □Behavioral loyalty	Expertise and competence	Behavioral loyalty	0.149	(0.104)-(0.195)
Integrity □ Attitudinal loyalty □Behavioral loyalty	Integrity	Behavioral loyalty	0.185	(0.134)-(0.234)
Benevolence □ Attitudinal loyalty □Behavioral loyalty	Benevolence	Behavioral loyalty	0.15	(0.102)-(0.292)
Effective communication □ Trustworthiness□□Attitudinal loyalty	Effective communication	Attitudinal loyalty	0.328	(0.248)-(0.398)
Effective communication □ Trustworthiness □Behavioral loyalty	Effective communication	Behavioral loyalty	0.189	(0.134)-(0.249)
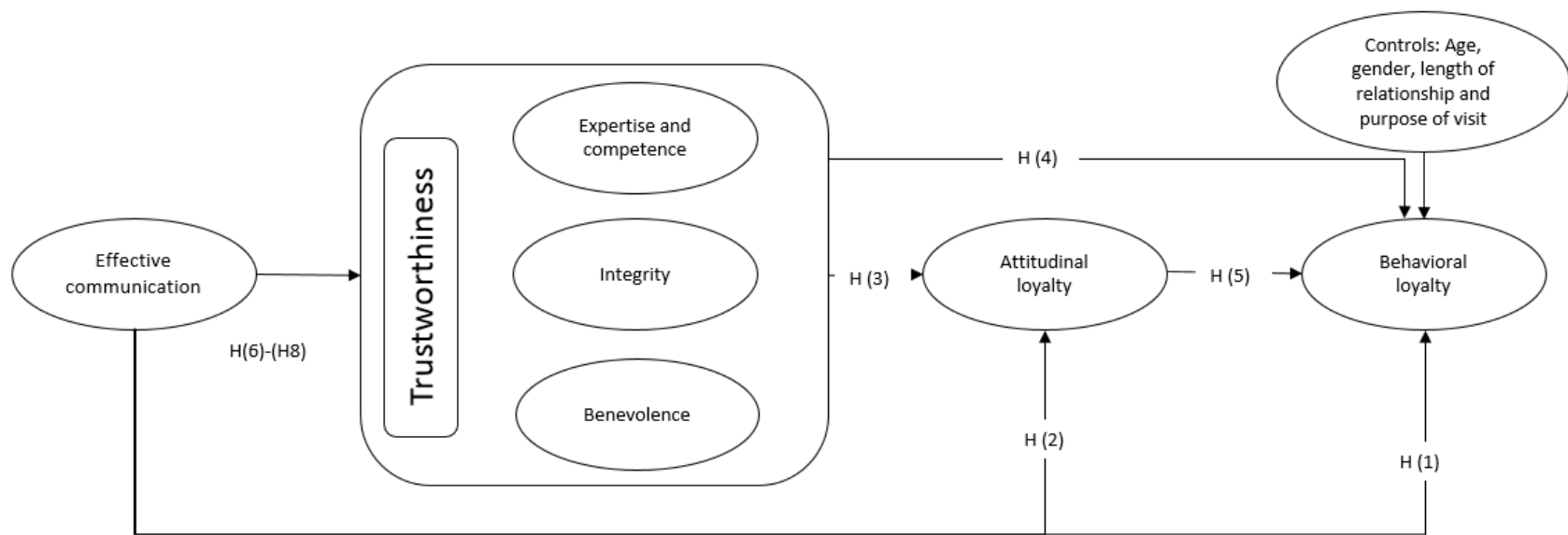
Figure 1. Conceptual model.

Figure 2. Final model.