

# THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON LOYALTY IN THE HOTEL SECTOR

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**Abstract:** *The growing awareness of the broader social community about the importance of socially responsible activities has led to socially responsible behavior of organizations becoming not just a desirable choice, but an expected one. As a multidimensional concept, Corporate Social Responsibility (CSR) is most often observed within the context of its effects, one of the most significant being its influence on consumer behavior—specifically, their intentions to revisit the hotel and/or share positive experiences with others. Therefore, the aim of this paper is to examine the direct impact of CSR on customer loyalty, and then to explore the mediating effects of key factors identified in the literature that shape users' perceptions of hotel services: service quality, corporate image, corporate reputation, and satisfaction, on the relationship between CSR and customer loyalty in the hotel industry. The research results indicate that CSR has a significant, positive, and direct effect on customer loyalty, which is mediated by service quality, corporate image,*

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*corporate reputation, and satisfaction, with service quality emerging as the strongest interaction factor.*

**Keywords:** *Corporate Social Responsibility, consumer loyalty, service quality, customer satisfaction, corporate image, corporate reputation.*

## INTRODUCTION

Corporate Social Responsibility (CSR) is a concept that continuously attracts attention in scientific and professional circles, as there is still no consensus regarding the meaning of the concept itself, its motives for implementation, potential effects, and the areas in which it is applied (Kotler & Lee, 2005). It is a specific business philosophy adopted either voluntarily as a strategic commitment or through obligations imposed by institutional frameworks or by the broader social community. In the broadest sense, CSR is “the responsibility of companies for their impact on society” (European Commission, 2011). The importance of the CSR concept stems from its multidimensionality, as it involves the company itself, multiple stakeholders, the entire economy, and the social community (Porter & Kramer, 2006). As one of the most cited CSR concepts, the model that includes four components is often referenced in domestic and foreign literature: economic responsibility, legal responsibility, ethical responsibility, and discretionary/philanthropic responsibility. Economic and legal responsibilities are demanded by society, while ethical and discretionary/philanthropic responsibilities are expected by society.

Applying the CSR concept as a marketing tool can lead to a positive corporate image and reputation (Martinez et al., 2014), especially as consumers and investors increasingly direct their consumption and investment decisions toward socially responsible companies. In this context, consumer loyalty can also be viewed as a key indicator of whether corporate activities and goals are perceived positively or accepted in line with expectations.

Analyzing the effects of CSR implementation in the hotel sector, among numerous tangible and intangible benefits, Wong & Kim (2020) highlight the following as most significant: improved hotel image or brand, reduced guest dissatisfaction due to price increases, increased loyalty to the hotel, improved efficiency, and reduced operational costs. Accordingly, hotel managers particularly aim to incorporate CSR into business strategies to

not only address financial and non-financial performance interests (Kim & Kim, 2016) but also to minimize negative impacts of business activities on the environment, cultural setting, and social community. Viewing socially responsible behavior as an element of corporate strategies, numerous researchers have examined the relationship between CSR and consumer loyalty (Adebayo & Ogunshola, 2017; Afridi et al., 2018; Latif et al., 2020), concluding that CSR has a positive influence on consumer loyalty. This is especially significant in conditions of increased consumer awareness regarding socially responsible corporate behavior. However, there is limited research examining mediating effects of key factors, primarily those related to shaping consumer perceptions regarding services, such as quality, image, reputation, etc. Especially, such studies are lacking in the hospitality industry.

Studying these effects in hospitality is important for two reasons: firstly, because of the growing awareness among modern tourists about environmental preservation and socially responsible behavior of hotels; secondly, because tourists increasingly value experiences that include authenticity. Therefore, perceptions of quality, image, and reputation of hotels become critical factors in choosing destinations and hotels, as well as in recommending their experiences to others. Starting from the defined research problem, the subject of this study is the influence of social responsibility on consumer loyalty in the hotel sector in the Republic of Serbia. Since perceptions of CSR activities can additionally influence many other factors such as perceived service quality, consumer satisfaction, corporate image, and reputation (Latif et al., 2020), which individually can significantly affect consumer loyalty, the primary aim of this research is to examine the mediating effects of these factors on the impact of CSR on customer loyalty.

## **LITERATURE REVIEW**

Despite numerous efforts to create a clear and unbiased definition of social responsibility, there remain various approaches and aspects to the concept, often reflecting the perspective of the author or organization examining it. One of the earliest attempts at theoretical conceptualization of social responsibility is attributed to Bowen, who believed that owners of capital and organizational managers have “an obligation to implement policies, make decisions, or carry out actions that are desirable in terms of fulfilling the goals of our society” (Bowen, 1998). However, this conceptualization as an obligation is challenged by contemporary

approaches emphasizing the voluntary nature of socially responsible business conduct. Being socially responsible does not only mean complying with legal obligations but also going beyond mere legal adherence by investing more in human capital, the environment, and stakeholder relationships (European Commission, 2001). In this broader sense, social responsibility generally refers to organizations' behavior that extends beyond their legal duties towards society and the environment (Zlatanović & Mulej, 2015).

Because of its multidimensionality, the concept of social responsibility is increasingly analyzed within the context of sustainable development (Moon, 2007; Kolk & Van Tulder, 2010; Ebner & Baumgartner, 2006), its impact on financial performance and the significant benefits it can bring, summarized by Vlastelica-Bakić et al. (2012) as: fostering positive attitudes toward the organization (McWilliams & Siegel, 2001), products and services (Sen & Bhattacharya, 2001), brand loyalty (He & Lai, 2014), development of competitive advantages (Porter & Kramer, 2006), cost and risk reduction (Kotler & Lee, 2005), attracting investors, and ultimately, building long-term value. Additionally, research indicates that CSR produces other positive outcomes such as consumer satisfaction and loyalty (Marinković et al., 2019), employee satisfaction, motivation, emotional commitment, reduced turnover intentions, and improved work performance (Kunz, 2020).

Various marketing studies confirm a positive impact of consumers' perceptions of socially responsible business practices on their loyalty. The application of CSR allows consumers to identify companies based on positive perceptions they create about them (Sen & Bhattacharya, 2001), and their willingness to recommend companies that pay more attention to social issues can influence increased loyalty of existing customers or attract new ones (Ofluoğlu & Atilgan, 2014). Kim and Kim (2016) emphasize that companies' CSR efforts generate positive effects such as favorable product/service evaluations, repurchase intentions, increased trust, and enhanced loyalty. When CSR activities are noticed and well accepted by consumers, this leads through positive evaluations of the company and their relationship with it to greater loyalty (McCain et al., 2019). Notably, in the hotel industry, there are positive relationships between customer perceptions of corporate social responsibility initiatives and their loyalty (Kim & Kim, 2016). Based on all the above, the following hypothesis can be proposed:

**H1:** Customer perceptions of CSR in hotel services have a significant and positive impact on consumer loyalty.

However, some research has not found a direct link between CSR and customer loyalty (García de los Salmones et al., 2005). This suggests that the impact may be moderated by certain factors that influence this relationship. Since empirical studies indicate that service quality, corporate image, and corporate reputation significantly influence customer expectations in hotels, it can be hypothesized that these factors play a mediating role in this relationship. Because satisfaction - based on comprehensive prior hotel service experiences - is a key determinant of customer attitudes and behavioral intentions, it is also plausible that satisfaction has a significant moderating effect on the CSR - loyalty link. Accordingly, the following hypotheses are formulated:

**H2:** Service quality influences the relationship between customer perceptions of CSR and customer loyalty in hotel services.

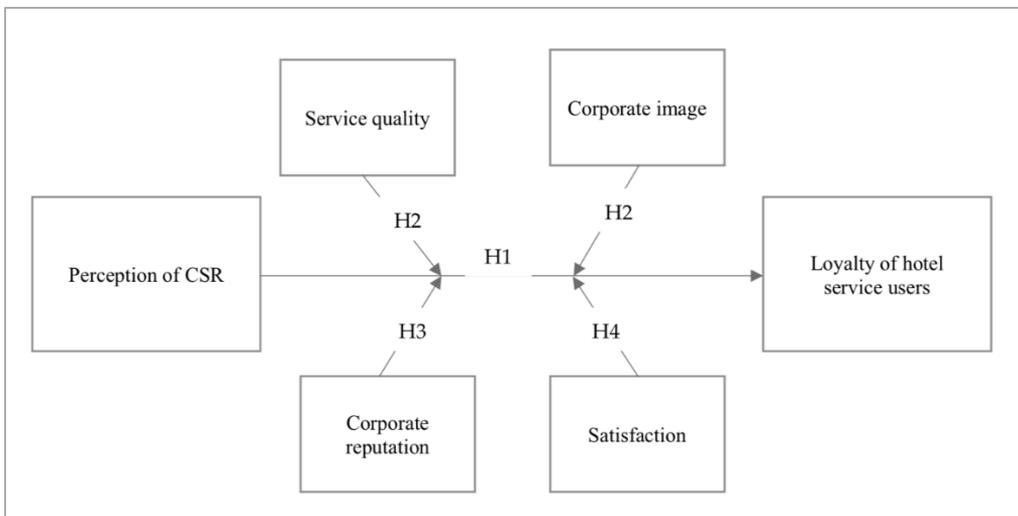
**H3:** Corporate image influences the relationship between customer perceptions of CSR and customer loyalty in hotel services.

**H4:** Corporate reputation influences the relationship between customer perceptions of CSR and customer loyalty in hotel services.

**H5:** Customer satisfaction influences the relationship between customer perceptions of CSR and customer loyalty in hotel services.

The research model can be visually summarized as follows:

**Figure 1.** Research Model



Source: Authors

## RESEARCH METHODOLOGY

The research was conducted on a sample of 52 hotel service users. The sample of respondents was segmented by gender, age, and frequency of hotel use. Among the 52 respondents, 39 were female (75%), and 13 were male (25%). The largest number of respondents, 28, were aged between 41 and 50 years (53.8%), and 29 indicated that they use accommodation services occasionally throughout the year (55.8%). The obtained results are presented in Table 1.

**Table 1.** Sample structure (total of 52 respondents)

Gender	Freq- uency	%	Age	Frequency	%	Frequency of use	Frequency	%
male	13	25	< 20	2	3.8	once a month	14	26.9
female	39	75	21-30	4	7.7	several times a month	6	11.5
			31-40	12	23.1	occasionall y during the year	29	55.8
			41-50	28	53.8	once a year	3	5.8
			> 50	6	11.5			
	52	100		52	100		52	100

Source: Authors

Data were collected during 2022 using a structured questionnaire developed based on relevant claims from the analyzed literature. Specifically, the items in the questionnaire were defined by reviewing theoretical and empirical studies related to perceptions of CSR (Radivojevic et al., 2022), service quality (Latif et al., 2020), consumer satisfaction (Saad Andaleeb & Conway, 2006), corporate image (Latif et al., 2020), corporate reputation (Özkan et al., 2019), and consumer loyalty (Josimovic et al., 2025a). Respondents' statements were measured on a 5-point Likert scale (1 – strongly disagree; 5 – strongly agree). The questionnaire is presented in Table 2.

**Table 2.** Questionnaire

User perceptions of social responsibility (CSR) - Cronbach' alpha = 0.903
The hotel you last visited:
CSR1: supports cultural and social events and projects.
CSR2: strives to contribute to the development of the local economy.
CSR3: is dedicated to the establishment of ethical principles.
CSR4: shows responsibility for environmental protection.
CSR5: strives to comply with regulations related to the welfare of its clients.
CSR6: correctly applies health and safety rules and regulations.
CSR7: offers environmentally friendly products and services.
CSR8: continuously improves the quality of its products and services.
CSR9: strives to make products and services available to all guests.
CSR10: ensures that employees respect professional standards.
CSR11: shows a good attitude towards employees.
CSR12: offers a pleasant working environment.
Service quality (SQ) - Cronbach' alpha = 0.807
SQ1 The physical environment of the hotel is very good.
SQ2 The hotel staff is professional and dedicated.
SQ3 A good organization of the hotel makes it possible to respond to guests' requests in a timely and quality manner.
SQ4 My interaction with the hotel staff was excellent.
SQ5 The hotel staff provides complete information about the hotel's products/services.
User satisfaction (SAT) - Cronbach' alpha = 0.958
SAT1 The hotel offer is in line with my needs
SAT2 I would be a hotel guest again.
SAT3 I would recommend the hotel to others.
SAT4 Hotel provides excellent service.
SAT5 Hotel provides the service I expect
SAT6 Compared to other hotels, this hotel is good or better.
SAT7 I think that the decision to choose this hotel was correct.
SAT8 Overall, my experience with the hotel was positive.
Corporate image (CI) - Cronbach' alpha = 0.861
CI1 I have always had good impressions of this hotel.
CI2 In my opinion, this hotel has a good image.
CI3 I believe that the image of this hotel is better than its competitors.
CI4 I think the quality of service provided by the hotel is adequate.

CI5 The hotel staff is very friendly.
CI6 The appearance of the hotel is attractive.
CI7 The area around the hotel is clean.
CI8 Hotel is located in a beautiful area.
CI9 The prices in the hotel are correct.
CI10 I feel that I am getting the expected value for my money
Corporate reputation (CR) - Cronbach' alpha = 0.916
CR1 This hotel is well managed.
CR2 This hotel has good employees.
CR3 This hotel is oriented towards the needs of the guests.
CR4: The hotel is well designed.
CR5: I heard good comments about this hotel.
CR6: The hotel has a good reputation.
CR7: A hotel's reputation is based on offering good products and services.
CR8: The hotel has a better reputation than its competitors.
Customer loyalty (LOY) - Cronbach' alpha = 0.942
LOY1 I would recommend friends and relatives to visit this hotel.
LOY2 I would book this hotel again.
LOY3 I would pass on positive comments about this hotel to other people.
LOY4 I think this hotel was my best choice.
LOY5 Whenever I have the chance, I would extend my stay at this hotel.

Before testing the validity of the questionnaire as a measurement instrument, an analysis of the frequency and quality of the data was conducted. The results showed that the data were not normally distributed. For this reason, a transformation was applied using the Box-Cox transformation. The same sample was used for testing the questionnaire's validity. Since the first step in this process involves assessing the adequacy of the sample, the Kaiser-Meyer-Olkin (KMO) test was first performed (0.830), followed by Bartlett's test of sphericity on the entire sample ( $\chi^2 = 1128$ ,  $p < 0.001$ ). The KMO test result clearly indicates a strong correlation among factors, while Bartlett's test of sphericity suggests that the correlation matrix is appropriate for factor analysis. Therefore, the results of both tests confirm the adequacy of the sample for further analysis.

The results of the exploratory factor analysis indicate that factors are grouped according to expectations, noting that Promax rotation was used, which is common in social research. Since all factors had factor loadings greater than 0.5, they were retained for further analysis. Also, no items had cross-loadings greater than 0.3. Internal consistency among items was tested using Cronbach's alpha coefficient. The values ranged from a minimum of 0.807 for SQ (service quality), indicating acceptable internal consistency, to a maximum of 0.958 for SAT (satisfaction), indicating excellent internal consistency. The convergent and discriminant validity of the questionnaire was tested using confirmatory factor analysis. The results of the confirmatory factor analysis are presented in Table A1, while the goodness-of-fit indices are shown in Table 3. Since different indices provide various perspectives and insights into the data structure, indices from different groups were used in the study. All indices show satisfactory values.

**Table 3.** Fit indexes

Comparative Fit Index (CFI)	0.898
Tucker-Levis Index (TLI)	0.889
Bentler-Bonett normalized fit index (NNFI)	0.889
Relative non-central index (RNI)	0.898
Root Mean Square Error (RMSEA)	0.028
Standardized root means square error (SRMR)	0.037

Source: Authors

All factor loadings shown in Table A1 are statistically significant. It is a common practice to eliminate from the questionnaire all items with factor loadings below 0.4; however, Josimović et al. (2025) suggest that only items with factor loadings greater than 0.5 should be used in further analysis. Besides factor loadings, the average extracted variance (AVE) is also a good indicator of the convergent validity of the questionnaire, and in the case of all subscales, it exceeds the critical value of 0.5 (Parrey et al., 2019). The composite reliability index was used to assess the consistency of the questionnaire. The results of this index are also presented in Table A1 and indicate satisfactory values. Discriminant validity of the scales was tested based on the Fornell-Larcker criterion. The squared root of AVE for each latent factor was compared with the correlations between the constructs, as shown in Table 5. It is important to note that the squared

root of AVE for each latent factor is displayed along the main diagonal. The results confirmed discriminant validity, as the correlations between each latent factor were lower than the square root of their respective AVE.

**Table 4.** Table 5. Results of the discriminant analysis

	CSR	SQ	SAT	QI	QR	LOY
CSR	0.782					
SQ	.656**	0.793				
SAT	.577**	.454**	0.781			
QI	.662**	.690**	.568**	0.8		
QR	.756**	.687**	.457**	.789**	0.860	
LOY	.595**	.432**	<b>.716**</b>	.665**	.698**	0.810

Source: Authors

Since the questionnaire met the conditions for convergent and discriminant validity of the measurement instrument, as well as reliability, it can be concluded that it is suitable for further analysis. In other words, in the continuation of the study, the validity of the hypotheses was tested using structural equation modeling (SEM). SEM was employed to determine the validity of the proposed research model and the relationships among variables within that model. The study used a covariance-based SEM model.

## RESULTS OF THE RESEARCH AND DISCUSSION OF THE FINDINGS

As previously emphasized, the validity testing of the research model was conducted using structural equation modeling (SEM) to evaluate the proposed hypotheses. The first step in model validation, as well as in assessing the validity of the measurement component, involves examining the fit indices; this step was initiated accordingly. The same indices used in the measurement model component yielded good values, indicating that the testing of the proposed hypotheses could proceed. The results of applying the SEM model are presented in Table 5.

**Table 5.** SEM model results

Latent factor	Coefficient	St. error	Z-test	p-value	Results
LOY - CSR	0.324	0.009	2.571	0.010	H1 is accepted
LOY - (CSR*SQ)	0.143	0.013	11.000	0.000	H2 is accepted
LOY - (CSR*SAT)	0.089	0.019	4.684	0.000	H3 is accepted
LOY - (CSR*IC)	0.106	0.011	9.636	0.000	H4 is accepted
LOY - (CSR*SR)	0.121	0.015	8.067	0.000	H5 is accepted
Fit index: CFI = 0.898; TLI = 0.889; RNI = 0.898; RMSEA = 0.027; SRMR = 0.038					

Source: Author's calculations

As illustrated in Table 5, the values of all coefficients are statistically significant at the 0.05% confidence level, which is standard in this type of research. The obtained results indicate the following:

1. CSR has a strong and statistically significant positive impact on customer loyalty in hotel services. This finding suggests that modern hotel customers are aware of the importance of sustainable business practices and value such behavior. From a theoretical standpoint, this aligns with the stimulus-response theory, which validates CSR as a stimulus that influences and shapes consumer behavior. In other words, CSR can be used as a stimulus that affects hotel choice and subsequently influences users' intentions to revisit the same hotel. Furthermore, CSR acts as an effective stimulus impacting both the cognitive and affective components in the customer, leading to a range of positive effects that establish a deeper relationship between the customer and the hotel. According to social exchange theory, this created bond will influence customers' intentions to maintain the relationship to protect their interests (Josimovic et al., 2024). This, in turn, manifests in discretionary behaviors by customers and their efforts to justify potential service shortcomings by the hotel (Josimovic et al., 2025b). It is well known that in such situations, hotel customers feel a moral obligation to support the hotel and justify any service failures, thus maintaining the reciprocity of the relationship and mutual benefit.
2. Service quality, satisfaction, corporate image, and corporate reputation moderate the relationship between CSR and customer loyalty. This result is expected and significant for two reasons. First, perceptions and emotions triggered by CSR can be adjusted through these factors. Second, the consequences of failing to implement CSR can be mitigated by acting upon these factors. From the perspective of expectation theory, the finding indicates that customers' expectations regarding hotel services are formed

based on these factors, which also serve as antecedents to CSR. For hotel management, this implies that deficiencies in these factors cannot be compensated solely through CSR implementation; however, shortcomings in the execution of CSR-related behaviors can be alleviated by influencing these factors. An additional implication is that CSR cannot be the primary factor directly affecting customer loyalty to hotels despite its strong overall impact. Therefore, hotel management should not focus solely on one factor but should consider an integrated approach, recognizing the influence and interaction of all these factors in shaping customer loyalty.

## CONCLUSION

The increasing awareness of the importance of socially responsible behavior conditions broader societal expectations for organizations to align their operations with social and ethical standards. When dedication to social causes is recognized, it can lead to improvements in reputation and corporate image. On the other hand, customers, as key promoters of a company, can significantly influence the development of a sustainable image. Given the belief that companies actively engaged in CSR activities may achieve better results than those that are not, it follows that investing in strategic corporate social responsibility and caring for the interests of all stakeholders can bring substantial advantages to businesses, including a high reputation, a good image, and satisfied and loyal consumers.

By analyzing the concept of socially responsible business, the work provides insight into how applying this concept individually can influence consumer loyalty, as well as modeling the effects of key factors that shape the perceptions of hotel service users. Although the study's sample consisted of users of hotel services in the Republic of Serbia, the examined influences and the significance of the modeling effect can serve as a basis for analysis in other service sectors. Comparing these results can lead to general conclusions about CSR's impact on user behavior across different services. Additionally, the results should inform hotel managers on how perceptions of socially responsible behavior can determine the behavior of potential and existing guests. Since market survival depends not only on attracting new customers but also on expanding the base of loyal guests, it is essential to understand the potential effects of planning and implementing socially responsible activities. As social responsibility influences consumer loyalty through both direct and indirect paths, it cannot be driven solely by promotional purposes. The way hotel guests perceive CSR will significantly influence their perception of service

quality, satisfaction, and their impression of the company's image and reputation. Ultimately, how CSR activities shape guest satisfaction, as well as the hotel's image and reputation, will condition their intention to revisit or whether they consider the hotel the best choice worth recommending and leaving positive comments.

However, like any study, this work may have certain limitations. The first limitation pertains to the sample size, which included 52 hotel service users. The second limitation arises from the questionnaire method used for data collection and primarily from the subjectivity of respondents. The restriction also lies in the fact that the empirical study was conducted among consumers, one of many key stakeholders, and it only covered certain aspects (dimensions) of social responsibility. In response to these limitations, further research opportunities can be identified. Initially, considering the potential number of hotel guests, future studies should include a larger number of respondents to ensure more relevant conclusions and more comprehensive recommendations for decision-makers. Additionally, to examine whether visiting a hotel significantly influences respondents' attitudes, subsequent research should compare attitudes before and after visiting a particular hotel.

Since the CSR concept is oriented toward the broader community and involves respecting the interests of a large number of stakeholders, future research should investigate how socially responsible activities influence the attitudes and behaviors of employees in the hotel industry or whether they can also affect the hotel's reputation, as evaluated by media or other organizations within the wider social community. Furthermore, considering the results of numerous studies exploring the benefits of implementing the CSR concept, future research can specify this aspect for the hotel industry. This would provide a more realistic picture of the expected benefits and effects, thereby enabling the formulation of clear recommendations for improving operations in this field so that the benefits of CSR in broader contexts become more meaningful and purposeful.

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## Appendix

**Table 1.** Results of Exploratory factor analysis

Latent factor	Item	Factor loadings	St. error	z test	p	AVE	CR
CRS	Q1	0.764	0.024	2.571	0.010	0.611	0.95
	Q2	0.782	0.024	32.583	0.000		
	Q3	0.709	0.024	29.542	0.000		
	Q4	0.732	0.024	30.500	0.000		
	Q5	0.829	0.022	37.682	0.000		
	Q6	0.822	0.021	39.143	0.000		
	Q7	0.709	0.028	25.321	0.000		
	Q8	0.776	0.028	27.714	0.000		
	Q9	0.824	0.032	25.750	0.000		
	Q10	0.842	0.022	38.273	0.000		
	Q11	0.765	0.043	17.791	0.000		
	Q12	0.814	0.024	33.917	0.000		
SQ	Q13	0.773	0.031	24.935	0.000	0.63	0.89
	Q14	0.821	0.033	24.879	0.000		
	Q15	0.751	0.031	24.226	0.000		
	Q16	0.763	0.028	27.250	0.000		
	Q17	0.848	0.032	26.500	0.000		
SAT	Q18	0.773	0.029	26.655	0.000	0.61	0.93
	Q19	0.823	0.033	24.939	0.000		
	Q20	0.696	0.028	24.857	0.000		
	Q21	0.737	0.031	23.774	0.000		
	Q22	0.735	0.031	23.710	0.000		
	Q23	0.892	0.031	28.774	0.000		
	Q24	0.769	0.028	27.464	0.000		
	Q25	0.803	0.032	25.094	0.000		
CI	Q26	0.771	0.035	22.029	0.000	0.64	0.93
	Q27	0.728	0.033	22.061	0.000		
	Q28	0.737	0.035	21.057	0.000		
	Q29	0.727	0.035	20.771	0.000		

Latent factor	Item	Factor loadings	St. error	z test	p	AVE	CR
	Q30	0.948	0.016	59.250	0.000		
	Q31	0.823	0.016	51.438	0.000		
	Q32	0.598	0.016	37.375	0.000		
	Q33	0.809	0.016	50.563	0.000		
	Q34	0.888	0.032	27.750	0.000		
	Q35	0.877	0.034	25.794	0.000		
	Q36	0.872	0.018	48.444	0.000		
	Q37	0.908	0.023	39.478	0.000		
	Q38	0.873	0.019	45.947	0.000		
CR	Q39	0.785	0.018	43.611	0.000	0.73	0.96
	Q40	0.861	0.006	143.500	0.000		
	Q41	0.802	0.017	47.176	0.000		
	Q42	0.871	0.034	25.618	0.000		
	Q43	0.868	0.033	26.303	0.000		
	Q44	0.948	0.016	59.250	0.000		
	Q45	0.762	0.019	40.105	0.000		
LOY	Q46	0.801	0.021	38.143	0.000	0.65	0.91
	Q47	0.763	0.026	29.346	0.000		
	Q48	0.746	0.031	24.065	0.000		

Source: Authors

# UTICAJ KORPORATIVNE DRUŠTVENE ODGOVORNOSTI NA LOJALNOST U HOTELSKOM SEKTORU

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**Sažetak:** *Rastuća svest šire društvene zajednice o značaju društveno odgovornih aktivnosti uticala je da društveno odgovorno ponašanje organizacija više ne bude stvar poželjnog, već podrazumevanog izbora. Kao višedimenzionalan koncept, društvena korporativna odgovornost (CSR) se najčešće posmatra u kontekstu efekata koje implicira, pri čemu se kao jedan od najbitnijih efekata ističe uticaj na ponašanje potrošača, odnosno na njihove namere da ponovo posete hotel i/ili da svoja pozitivna iskustva prenesu drugima. Otuda, cilj rada jeste da se ispita direktan uticaj CSR na lojalnost potrošača značajan, a potom istraži modelirajući efekte, u literaturi identifikovanih kao ključnih faktora koji oblikuju percepciju korisnika hotelskih usluga: kvalitet usluge, korporativni imidž, korporativnu reputaciju i satisfakciju, na odnos između CSR i lojalnost korisnika hotelskih usluga. Rezultati istraživanja pokazuju da CSR ima značajan, pozitivan i direktan uticaj na lojalnost korisnika hotelskih usluga, na koji modelirajuće deluju kvalitet usluge, korporativni imidž, korporativnu reputaciju i satisfakciju, pri čemu kao najjači interakcijski faktor se javlja kvalitet usluge.*

**Ključne reči:** *korporativna društvena odgovornost, lojalnost potrošača, kvalitet usluge, satisfakcija potrošača, korporativni imidž, korporativna reputacija.*