

Customer value co-creation in the business-to-business tourism context: The roles of corporate social responsibility and customer empowering behaviors

Luu Trong Tuan^{a,*}, Diana Rajendran^a, Chris Rowley^b, Dinh Cong Khai^c

^a Swinburne Business School, Swinburne University of Technology, Hawthorn, Australia

^b Kellogg College, University of Oxford, United Kingdom

^c School of Government, University of Economics, Ho Chi Minh City, Viet Nam

ARTICLE INFO

Keywords:

Corporate social responsibility
Customer value co-creation
Customer-oriented OCB
Service recovery performance
Customer empowering behaviors

ABSTRACT

Customer value co-creation is a process that contributes to a tour company's sustainable growth. The purpose of this study is to explore the role of corporate social responsibility (CSR) in fostering customer value co-creation in the business-to-business (B2B) tourism service context as well as the mechanisms underlying this relationship. Participants in the research were frontline employees and managers of tour companies and their customer companies in Ho Chi Minh City, Vietnam. The quantitative data were cross-sectionally collected via emailed questionnaires and analyzed through structural equation modelling. Our research results confirmed the positive link between CSR and customer value co-creation. The evidence was found for the mediating roles of customer-oriented organizational citizenship behavior (customer-oriented OCB) and service recovery performance. Moreover, empowering behaviors from customers served as a moderator to influence the positive relationships between CSR and customer-oriented OCB as well as service recovery performance. The study thus advances convergence between CSR and customer value co-creation research streams, which has been under-explored in the tourism context. The research also extends these two research streams through a novel dual mediation mechanism and through customer empowering behaviors as a novel moderator.

1. Introduction

Recent tourism research has shown a move towards the perspective on 'value-in-use' (Vargo & Lusch, 2004) or 'value-in-context' (Vargo & Lusch, 2008) that customers can co-create through interactions with tourism organizations (Prebensen, Vittersø, & Dahl, 2013). Values are deemed to be attributes embedded in a service that can be "exchanged" to realize benefits for a customer (Vargo & Lusch, 2004). Tourism research has surrounded tourists' trip or vacation experience value (e.g., Mathis, Kim, Uysal, Sirgy, & Prebensen, 2016; Prebensen, Woo, & Uysal, 2014; Prebensen & Xie, 2017), experience value in tourism destinations (e.g., Buonincontri, Morvillo, Okumus, & Van Niekerk, 2017) or resource value among tourists (Prebensen et al., 2013). Attributes in a service can be co-created through customers' fulfilment of their roles and obligations in the transaction with the organization or through their extra-role contributions to its service improvement and promotion of its brand (Yi & Gong, 2013).

Albeit a growing number of tourism studies have examined the concept of value co-creation (Buonincontri et al., 2017; Hsiao, Lee, &

Chen, 2015; Prebensen et al., 2013; Prebensen & Xie, 2017), they have been limited to co-creation of value between an individual tourist and a tourism organization (Xu, Liu, & Lyu, 2018). Our research seeks to fill this gap in the tourism literature by exploring mechanisms underlying B2B tourism customers' co-creation of value with tour companies (research gap 1). B2B customers can co-create value in a tourism service with their tour companies by meeting their contractual obligations for a tour service to ensure the smoothness of the service operations. This includes timely assembly, complying with safety and other regulations during the tour, or observing and respecting traditions and cultural values of locals at tourist destinations. Tourism customers can further co-create value through contributing feedback and initiatives such as cultural or eco-initiatives for the improvement of existing tourism services or the development of new ones, and through promoting the organizational brand to other customers through, for instance, e-tourism devices.

Studies on customer value co-creation in the tourism and hospitality industry have revolved around organizational levers such as company support for customers (e.g., Grissemann & Stokburger-Sauer, 2012; Im

* Corresponding author.

E-mail addresses: tluu@swin.edu.au (L.T. Tuan), drajendran@swin.edu.au (D. Rajendran), chris.rowley@kellogg.ox.ac.uk (C. Rowley), khai@ueh.edu.vn (D.C. Khai).

<https://doi.org/10.1016/j.jhtm.2019.04.002>

Received 20 June 2018; Received in revised form 21 February 2019; Accepted 2 April 2019

1447-6770/ © 2019 Published by Elsevier Ltd on behalf of CAUTHE - COUNCIL FOR AUSTRALASIAN TOURISM AND HOSPITALITY EDUCATION

Table 1
Recent key empirical studies on customer value co-creation in the tourism and hospitality context.

Articles	Context/Method	Antecedents	Notable findings	Mediators/Moderators	Theoretical framework
Grissmann and Stokburger-Sauer (2012)	Tourism Quantitative method	Company support for customers	Influences the degree of customer co-creation, which further positively affects customer satisfaction with the service company, customer loyalty, and service expenditures	Moderator: the customers' satisfaction with their own co-creation performance	Service-Dominant (SD) logic, social exchange theory
In and Qu (2017)	Hospitality (restaurants) Quantitative method	Perceived physical environment and perceived support for customers	Influences customer co-creation	Mediators: customers' self-efficacy and motivation	Social cognitive theory
Cabiddu et al. (2013)	Tourism Qualitative method	Adoption of information technology (IT)	Appropriates the value co-created in the partnership		Service-Dominant logic (SD logic)
Hsiao et al. (2015)	Hotel Quantitative method	Servant leadership	Stimulates customer value co-creation	Mediators: positive psychological capital and service-oriented organizational citizenship behavior of employees	Social exchange theory
Buonincontri et al. (2017)	Tourism Quantitative method	The interactions among tourists and tourism service providers and the active participation of tourists	Influences experience co-creation, which positively affects the satisfaction of tourists, their level of expenditures, and their happiness		Service-Dominant logic (SD logic)
Taheri et al. (2017)	Hotel Quantitative method	Mood-regulatory processes (mood clarity, mood monitoring, and mood repair)	Relates to customer participation in value creation		Service-Dominant logic (SD logic)
Malone et al. (2018)	Tourism Qualitative method	Emotions	Contributes to customer value creation, cocreation, and destruction		Customer-Dominant logic (CD logic)
Ma, Gu, Wang, and Hampson (2017)	Hotel Quantitative method	Customer involvement	Causes higher coordination cost but shows no direct positive effect on perceived relationship quality	Moderators: service climate, customer complexity	Service-Dominant logic (SD logic)
Prebensen and Xie (2017)	Tourism Quantitative method	Tourists' mastering and psychological co-creation	Influences perceived value of consumers' experience and satisfaction	Mediator: perceived value of consumers' experience	Service-Dominant logic (SD logic)
Xu et al. (2018)	Tourism Quantitative method	The degree of co-creation	Positively influences customers' evaluations of new services	Mediators: self-integration, loss of face Moderators: outcome quality	Service-Dominant logic (SD logic)

Table 2
Recent literature on the CSR-customer outcome linkage in the tourism and hospitality context.

Articles	Context/Method	CSR-related antecedents	Notable findings	Mediators/Moderators	Theoretical framework
Martínez and del Bosque (2013)	Hotel	CSR	Influences customer loyalty	Mediators: customer trust, customer identification, customer satisfaction	Social identity and social exchange perspectives
Cha et al. (2016)	Hospitality (brand coffee shop industry) Quantitative method	CSR-brand fit	Enhances consumers' service brand loyalty	Mediators: brand identification (personal and social identification) Moderator: customers participation in CSR activities	Social identity theory
Siu et al. (2014)	Hospitality (restaurant patrons) Quantitative method	Customers' attributions of the cause of a service failure, their perceptions of a firm's social responsibility	Fosters post-recovery satisfaction	Mediator: customer-company identification Moderator: customer prior expectations	Cognitive-affective model
Prud'homme and Raymond (2013)	Hotel Quantitative method	Sustainable development (SD) practices	Promotes customer behavioral intentions (intention to return to the hotel and intention to recommend the hotel)	Mediator: customer satisfaction	Social contract framework
Ham and Han (2013)	Hotel Quantitative method	Perceived fit between a hotel's core business and green practices	Enhances tourists' purchase-related intentions (visit intentions, willingness to accept premium pricing, and word-of-mouth intention)	Mediator: perceptions of hotels' green practices	Fit theory
Su et al. (2014)	Hotel Quantitative method	CSR	Fosters customer loyalty intentions and word-of-mouth	Moderator: environmental concerns Mediators: corporate reputation, customer emotions Mediator: customer satisfaction	Stakeholder theory and signaling theory
Su et al. (2015)	Lodging industry Quantitative method	CSR and corporate reputation	Promotes repurchase intentions and word-of-mouth	Moderator: service recovery	Stakeholder perspective, CSR halo effect
Albus and Ro (2017)	Hospitality (restaurant setting) Quantitative method	Green practices CSR	Enhances customer satisfaction, trust, word-of-mouth recommendation intentions, and repeat patronage intentions	Mediators: consumption emotions (positive and negative), tourist-destination identification	Stimulus-Organism-Response framework
Su and Swanson (2017)	Chinese tourism industry Quantitative method	Perceived destination social responsibility	Enhances environmentally responsible behavior among tourists	Mediator: employee organizational citizenship behavior for the environment (OCBE) Moderator: environmentally-specific servant leadership	Social identity theory, norm activation model (NAM)
Luu (2018)	Tourism Quantitative method	CSR	Activates customer citizenship behavior for the environment (Customer CBE)		

& Qu, 2017) or servant leadership (Hsiao et al., 2015) and still have been rather quiet about corporate social responsibility (CSR) as an antecedent for customer value co-creation behavior (see Table 1). Most of the studies in this industry have tended to assess the impacts of CSR on only some components of customer citizenship behavior such as customer brand loyalty (e.g., Cha, Yi, & Bagozzi, 2016; Martínez & del Bosque, 2013; Su, Huang, van der Veen, & Chen, 2014), repurchase and word-of-mouth intentions (e.g., Albus & Ro, 2017; Ham & Han, 2013; Prud'homme & Raymond, 2013; Su et al., 2014; 2015), or customer environmental behavior (e.g., Luu, 2018; Su & Swanson, 2017) (see Table 2), rather than examining all components of participation and citizenship behaviors in customer value co-creation. By exploring the nexus between CSR and overall value co-creation behavior among B2B tourism customers, our research can bridge this gap in the tourism management literature (research gap 2).

In a recent review of CSR in the tourism and hospitality industry, CSR is defined as “a company-wide commitment to improving the societal and environmental conditions upon which the business relies to sustain itself, motivated not by financial profit or legal obligations, but as an end in itself” (Farrington, Curran, Gori, O’Gorman, & Queenan, 2017, p. 39). Prior research has viewed CSR as a source of organizational resources (Flammer, 2015; Sun & Price, 2016). However, CSR research has not applied the conservation of resources (COR) theory (Hobfoll, 1989) to shed light on the impacts of CSR on individual behaviors though this theory has been recently utilized to explain the impacts of CSR (Lin & Liu, 2017) as well as other organizational levers such as human resource practices on employee work engagement (Meijerink, Bos-Nehles, & de Leede, 2018). The COR theory holds that when individuals perceive and receive ample resources from the organization, they are inclined to engage in acquiring additional resources (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014) as well as investing their existing resources in behaviors above minimum expectations to sustain their pool of resources and experience resource gain spirals (Stoverink, Chiaburu, Li, & Zheng, 2018). On the contrary, if they possess limited resources, they are more likely to protect their current resources and less likely to invest their resources in such extra-role behaviors. Therefore, obtaining resources through CSR initiatives, employees are inclined to invest in behaviors to serve customers better such as customer-oriented citizenship behavior (customer-oriented OCB) and service recovery performance. By customer-oriented OCB, we mean frontline employees' discretionary act of serving customers beyond the role stated in job descriptions and without expected compensation from the formal reward system (Dimitriadis, 2007). Service recovery performance alludes to frontline employees' abilities and actions to remedy failures in service delivery in order to restore customer satisfaction (Babakus, Yavas, Karatepe, & Avci, 2003; Van Vaerenbergh & Orsingher, 2016).

Previous studies have examined the effect of service-oriented citizenship behavior only on customers' value co-creating behavior in the tourism industry (e.g., Hsiao et al., 2015). Separate studies have also acknowledged the impact of CSR on generic OCB (Kim, Rhou, Uysal, & Kwon, 2017) or service recovery (Choi & La, 2013; Fatma, Khan, & Rahman, 2016). Nevertheless, to our best knowledge, the current research is the first in the tourism literature to delve into the dual mediation mechanism consisting of customer-oriented OCB and service recovery performance for the nexus between CSR and customer value co-creation behavior (research gap 3).

Furthermore, resources come not only from the organization but also from other stakeholders such as customers (Dong, Liao, Chuang, Zhou, & Campbell, 2015). Prior research has tended to focus on alternative resources at organizational level such as leadership (e.g., Luu, 2017a) or at employee level such as their prosocial motivation (e.g., Shao, Cardona, Ng, & Trau, 2017), but it has not considered alternative resources from customers (Dong et al., 2015) (research gap 4).

Empowerment from customers can also serve as a source of resources for employee performance (Dong et al., 2015). Customer

empowering behaviors are defined as customer actions that make employees feel motivated and confident to make decisions concerning how to attain desired outcomes during service encounters (Dong et al., 2015). A process in which customers empower frontline employees may comprise providing employees with resources (e.g., a B2B tourism customer describing the importance of a cultural or eco tour in nurturing cultural or sustainable values among their own employees), showing confidence in their customer service capabilities (e.g., confidence in the tourism employee's expertise in designing the right tour), and providing them with autonomy to be creative in their service design (e.g., expressing willingness to take their suggestions when deciding on a new tour design). In light of the COR theory, we expect customer empowering behaviors to serve as an alternative, more proximal resource for CSR. Hence, the effects of CSR on customer-oriented OCB and service recovery performance will be stronger in case of lack or low levels of customer empowering behaviors for frontline employees in tourism services.

Our study aims to address the research gaps as discussed above by developing a research model that explores how and when CSR contributes to value co-creation behavior among B2B tourism customers. To this end, our study addresses the following research questions:

RQ 1. Does CSR foster value co-creation behavior among B2B tourism customers through frontline employees' customer-oriented OCB and service recovery performance?

RQ 2. Do customer empowering behaviors moderate the relationships between CSR and frontline employees' customer-oriented OCB and service recovery performance?

Addressing these research questions provides the following contributions to the tourism management literature. First, through exploring and explaining the mechanisms underlying value co-creation behavior among B2B tourism customers, our research provides empirical evidence for value co-creation perspective as well as the COR theory.

Second, our inquiry adds CSR to the growing body of organizational levers for customer value co-creation in the B2B tourism literature. Moreover, by exploring a dual mediation mechanism of customer-oriented OCB and service recovery performance, our study distinguishes itself from prior research that has focused on mediation mechanisms such as customer satisfaction, customer trust, or customer-company identification (e.g., Cha et al., 2016; Martínez & del Bosque, 2013; Su et al., 2014; see Table 2). To our best knowledge, our research is also the first to test the moderating role of customer empowering behaviors for the effects of CSR in the tourism service.

Third, the preponderance of the research on customer value co-creation has been conducted in western contexts and less is known about the phenomenon in Asian emerging nations (Xu et al., 2018). The current research is an endeavor to fill this gap and offers an insight into the effects of CSR on customer value co-creation in the tourism industry in a developing economy (Vietnam). Its empirical findings therefore contribute to confirm the validity of Western theorizing in Asian emerging markets as well as provides tourism practitioners with pathways to transform their customers into value co-creators, thereby promoting sustainable partnerships with customers.

2. Literature review and hypothesis development

2.1. Theoretical foundation of the research model: conservation of resources theory

In the tourism literature, service-dominant logic has been employed to cast light on how customers' attitudinal or behavioral antecedents foster their value co-creation behavior. This logic has served as a theoretical underpinning for the effects of some customer predictors such as tourists' emotions (Malone et al., 2018), active participation

(Buonincontri et al., 2017), mastering and psychological co-creation (Prebensen & Xie, 2017), and degree of co-creation (Xu et al., 2018).

Nonetheless, research that has explored the effects of organizational levers such as CSR on customer behaviors has tended to apply social identity theory to explain how CSR shapes customers' self-concepts, thereby influencing their identification with the organization and in turn influencing their behaviors (Cha et al., 2016; Martínez & del Bosque, 2013). However, research that has sought to examine the impacts of organizational levers on customer behaviors via the role of frontline employees has tended to draw on social exchange theory (Martínez & del Bosque, 2013).

Our study draws on conservation of resources (COR) theory (Hobfoll, 1989) as an alternative theorizing to shed light on how CSR contributes to the formation of customer value co-creation behavior via frontline employees' service behaviors for the following reasons. First, this theory is in line with value co-creation perspective since customer value co-creation is created through integration of resources (McCull-Kennedy, Vargo, Dagger, Sweeney, & van Kasteren, 2012, p. 1). Second, CSR is viewed as a source of resources for employees and customers (Flammer, 2015; Sun & Price, 2016). Third, according to the COR theory, possessing ample resources, individuals are inclined to invest their current resources in acquisition of additional resources as well as in behaviors above and beyond minimum expectations and beneficial to others, whereas they are more likely to adopt defensive resource conservation strategy to protect their limited resources and less likely to invest resources in such extra-role behaviors (Halbesleben et al., 2014; Stoverink et al., 2018). This tenet of the COR theory also implies individuals' engagement in social exchange behavior when they receive ample resources from the organization. Therefore, this theory can be appropriate in explaining customer engagement in value co-creation or employee engagement in service behaviors from the receipt of resources from the organization. Fourth, this theory also explains individuals' behaviors to seek an alternative source of resources for the lack of resources (see the discussion on the moderating mechanism in the research model). The COR theory has been recently utilized to elucidate the impacts of CSR (Lin & Liu, 2017) as well as other organizational levers such as human resource practices on employee outcomes such as work engagement (Meijerink et al., 2018).

2.2. Corporate social responsibility (CSR) and customer value co-creation

In this section, we define the two concepts “customer value co-creation” and “corporate social responsibility” as well as discuss their position in the tourism management literature. We then discuss their relationship through the lens of the COR theory.

2.3. Customer value co-creation

Customers not only purchase and use services but also participate in service design and delivery (Chathoth, Ungson, Harrington, & Chan, 2016). Customers can go beyond the role of product or service recipients to engage in the co-creation of value with the organization (Shamim, Ghazali, & Albinsson, 2016). Customer value co-creation is deemed to be “benefit realized from integration of resources through activities and interactions with collaborators in the customer's service network” (McCull-Kennedy et al., 2012, p. 1). Co-creation entails customers' investment of their knowledge, skills, time, and psychological inputs (Chathoth, Altinay, Harrington, Okumus, & Chan, 2013; Xu et al., 2018). Co-creation practices enable interactions and exchanges to take place between customers and organizations that could benefit participating customers. Co-creation produces a higher value through customization of a new service. Specifically, customers bring direct inputs into new services, leading to a uniquely personalized experience (Chathoth et al., 2013; Xu et al., 2018). As a result, customer value co-creation can influence customer satisfaction (Prebensen & Xie, 2017; Xu et al., 2018), perceived value of customers' experience (Prebensen &

Xie, 2017), and customers' evaluations of new services (Xu et al., 2018). Scholars have also analyzed whether customer value co-creation behavior produces value for organizations and enhances their performance (Cambra-Fierro, Melero-Polo, & Sese, 2018).

Customers can co-create value with the organization through their participation behavior or citizenship behavior (Yi & Gong, 2013). Engaging in participation behaviors, customers seek to fulfil their required roles for successful value co-creation process (Yi, Natarajan, & Gong, 2011). Customer participation behaviors consist of information seeking, information sharing, responsible behavior, and personal interaction (Yi & Gong, 2013). For instance, a company representative can engage in the interactions with a frontline employee of a tour company to obtain information as regards existing tour designs and share information about the elements and activities that their company plans to build in a tour for their employees. Furthermore, customers can create extraordinary value to the organization by engaging in citizenship behavior, which is defined as voluntary (extra-role) behavior not necessarily required for value co-creation (Yi et al., 2011). Customers can exhibit citizenship behaviors including providing feedback, advocacy, and helping, or expressing tolerance. Based on Revilla-Camacho et al.'s (2015) stance, tourists can suggest adding new destinations or activities to the current tour designs, suggest service enhancements such as through building some new skills for tour guides, help other tourists such as through the tour company's social media, and spread positive word-of-mouth especially through that social media.

Tourism scholars have been exploring drivers and consequences of customer value co-creation behavior. As Table 1 presents, academics have reported contextual antecedents for customer value co-creation including support for customers (Grissmann & Stokburger-Sauer, 2012; Im & Qu, 2017) and physical environment (Im & Qu, 2017) including IT adoption (Cabiddu, Lui, & Piccoli, 2013), and servant leadership (Hsiao et al., 2015). Tourism research in the customer value co-creation stream has also acknowledged the predictive role of tourists' interactions with tourism service providers and their active participation (Buonincontri et al., 2017), their mood-regulatory processes (Taheri, Coelho, Sousa, & Evanschitzky, 2017), or their emotions (Malone et al., 2018). Therefore, a gap has remained in terms of the role of corporate social responsibility (CSR) initiatives that treat customers as valued contributors to organizational sustainability (Luu, 2017a) in activating value co-creation behavior among tourism customers.

2.4. Corporate social responsibility (CSR)

Corporate social responsibility (CSR) refers to “context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis, 2011, p. 855). Considering the value co-creating role of all their stakeholders, socially responsible organizations cater to their interests and contribute to their growth (Kujala & Korhonen, 2017). Implementing CSR policies, organizations deem customers to be their valuable assets and bring customers the best experience possible through their services.

Nevertheless, as shown in Table 2, CSR research in the tourism and hospitality context has tended to focus on customer loyalty (e.g., Cha et al., 2016; Martínez & del Bosque, 2013), customer satisfaction (e.g., Albus & Ro, 2017; Martínez & del Bosque, 2013; Prud'homme & Raymond, 2013), or post-recovery satisfaction (e.g., Siu, Zhang, & Kwan, 2014). Besides some research on the impact of CSR on some extra-role behavioral intentions such as repurchase intentions (e.g., Albus & Ro, 2017; Prud'homme & Raymond, 2013; Su, Swanson, & Chen, 2015), word-of-mouth recommendation intentions (e.g., Ham & Han, 2013; Prud'homme & Raymond, 2013; Su et al., 2014; 2015), or tourist environmentally responsible behavior (e.g., Su & Swanson, 2017), the tourism literature has remained rather quiet about the relationship between CSR and overall dimensions of customer value co-creation behavior comprising participation and citizenship behaviors.

2.5. CSR and customer value co-creation: conservation of resources theory perspective

Through the interactions with frontline employees of a socially responsible organization, customers may enhance not only their knowledge of its services but also their understanding of the organization's mission and values. Customers can perceive its care toward themselves as well as other stakeholders including its employees and community (O'Brien, Jarvis, Soutar, & Ouschan, 2018). Tourists can develop their pride and self-esteem in consuming the services of a socially responsible tour company since they feel they can indirectly contribute to the development of the community in the destinations. Expressed differently, a socially responsible organization can provide customers with structural resources (i.e., knowledge of services), social resources (i.e., support and advice from the organization), and personal resources (i.e., pride and self-esteem). Hence, in light of the COR theory, receiving ample resources from an organization with CSR initiatives, customers are inclined to invest their resources in behaviors above minimum expectations and beneficial to the organization (Halbesleben et al., 2014; Stoverink et al., 2018) such as value co-creation behavior so as to acquire additional resources and experience resource gain spirals. Through sharing feedback on the tour as well as suggestions to improve tour services or tour designs, tourists are prone to enhance their self-esteem in their partial membership role (Baum, 2015) with the socially responsible organization as well as increase the chance to have better tour services in the future. Customers may also feel pride in contributing to the development of better tour services for other tourists through their initiatives as well as in sharing that socially responsible brand with other tourists through word-of-mouth.

In other words, resources that a socially responsible organization offers customers are likely to activate their value co-creation behavior as a means to amplify their resources such as better customer experience and self-esteem in their partial membership role with the organization (Baum, 2015). Tourism literature has reported the role of CSR in fostering some citizenship behavioral intentions among customers such as repurchase intentions (e.g., Albus & Ro, 2017; Prud'homme & Raymond, 2013; Su et al., 2015) and word-of-mouth recommendation intentions (e.g., Ham & Han, 2013; Prud'homme & Raymond, 2013; Su et al., 2014; 2015). The above theoretical and empirical reasoning can lead us to propose the following hypothesis:

H1. CSR is positively related to customer value co-creation.

2.6. Customer-oriented OCB and service recovery as mediators

In this section, we define the two concepts “customer-oriented OCB” and “service recovery performance” and then discuss their mediating roles for the relationship between CSR and customer value co-creation in light of the COR theory.

Organizational citizenship behavior (OCB) refers to an individual discretionary behavior that in the aggregate shapes effective functioning of the organization, but is not explicitly recognized by the formal reward system (Organ, 1988). OCB is classified into organizational citizenship behavior-individual (OCBI) and organizational citizenship behavior-organization (OCBO) (Williams & Anderson, 1991). OCBI alludes to behaviors that benefit the organization indirectly through targeting at individuals such as behaving courteously to colleagues or helping colleagues with work-related issues. Differently, OCBO alludes to behaviors indicating conscientiousness, job dedication, and loyalty, which directly contribute to organizational effectiveness and success, such as supporting changes within the organization or promoting the organization to outsiders (Williams & Anderson, 1991).

Built on the view of OCB (Organ, 1988), customer-oriented organizational citizenship behavior (customer-oriented OCB) is defined as employees' discretionary behavior in their service toward customers that transcends their roles in their job descriptions as well as may not

receive recognition from the formal performance appraisal system (Dimitriades, 2007). Employees engage in customer-oriented OCB through activities that correspond to Williams and Anderson's (1991) dimensions of OCBI and OCBO such as helping coworkers deliver high customer service, helping customers in creative ways when problems arise, and offering creative suggestions for customer service improvement (Dimitriades, 2007).

Service recovery performance is meant to regain a customer's satisfaction through remedying a failure in a service delivery (Babakus et al., 2003; Van Vaerenbergh & Orsingher, 2016). For instance, on a Mekong Delta tour, a tour guide manages to erase tourist dissatisfaction with a boring visit to a quay by bringing interesting traditional music concert onto fruit vendor sampans on a floating market visit beyond the tour agenda.

As presented in Table 2, the commonly investigated mediators for the CSR-customer outcome relationship in the tourism and hospitality industry include customer emotions (Su et al., 2014; Su & Swanson, 2017), customer satisfaction (Martínez & del Bosque, 2013; Prud'homme & Raymond, 2013; Su et al., 2015), and customer-company identification (Cha et al., 2016; Martínez & del Bosque, 2013; Siu et al., 2014). Nonetheless, since the service relationship quality has emerged to be a crucial antecedent of customer value co-creation (Cambra-Fierro et al., 2018) and relationship marketing has been reported as a mediator for the link between CSR and customer value co-creation in service industries (Luu, 2017a), our study takes a step further to explore the mediating role of customer-oriented OCB and service recovery performance, which contribute to service relationship.

Socially responsible organizations treat employees as their valuable assets and the end rather than the means in all their operations. They not only instill customer-oriented value into employees but also arm them with structural resources such as knowledge and skills to create service excellence (Lin & Liu, 2017). Furthermore, in a socially responsible working environment, other-oriented value in general and customer-oriented value in particular spread through the organization (Swanson, 2014). Therefore, employees may receive social resources such as peer support for their service performance. Working in an organization with CSR initiatives, employees may also develop their self-esteem (personal resource) from their pride in social actions of their organization (Chaudhary, 2017). In light of the conservation of resources theory (Hobfoll, 1989; Hobfoll, Halbesleben, Neveu, & Westman, 2018), resources can be transformed from one form to another. Job resources that employees have received from the organization can be transformed into their intrinsic energetic resources that drive them to fulfill their service obligations as well as go extra miles in their service delivery. Besides, when resource availability is high in a socially responsible workplace, employees are more inclined to invest their resources in behaviors above and beyond minimum expectations and beneficial to the organization such as customer service excellence rather than protecting their existing resources (Bordia, Restubog, Bordia, & Tang, 2017; Stoverink et al., 2018).

Employees may thus serve tourists beyond their work roles and without a need for a compensation from the organization. They tend to do their best to recover service failures to regain tourists' positive perceptions of the organizational image. Tourism research has tended to delve into the relationship between CSR and employee OCB in general rather than customer-oriented OCB (Kim et al., 2017). Scholars have recently paid attention to the positive link between CSR and service recovery but in industries other than tourism (Choi & La, 2013; Fatma et al., 2016). From the discussion above, our research takes a further step to expect the impact of CSR on both customer-oriented OCB and service recovery performance.

When frontline employees serve customers beyond their assigned roles as well as strive to restore customer satisfaction and trust through service recovery performance, employees are representing their socially responsible organization to offer resources to customers. Customers can receive from frontline employees not only quality services but also self-

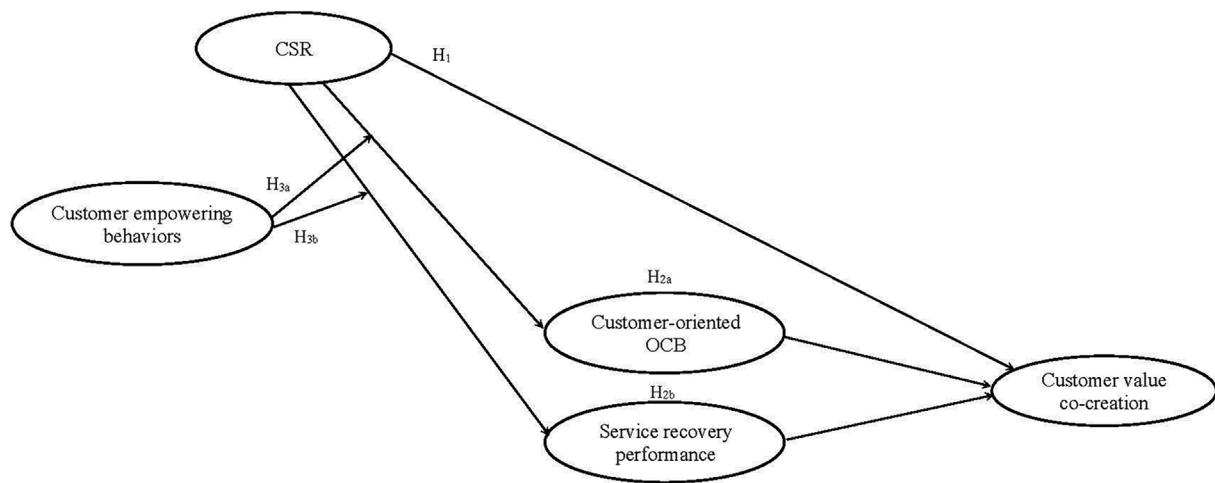


Fig. 1. Research model.

esteem from their appreciation toward customers' choice of their service and contribution to service enhancement. Through the lens of the COR theory (Hobfoll et al., 2018), through resources from frontline employees, customers are likely to invest their existing resources in behaviors such as participation and citizenship behaviors in a value co-creation process. Furthermore, through customer-oriented OCB and service recovery performance, frontline employees can create pleasant, congenial, and positive service scenarios, which Hsiao et al. (2015) reported to enhance the willingness of customers to engage in value co-creation with the organization. In conjunction with the previous discussion, we anticipate that customer-oriented OCB and service recovery performance can serve as a dual mediation mechanism for the positive link between CSR and customer value co-creation:

H2a. Customer-oriented OCB mediates the positive relationship between CSR and customer value co-creation.

H2b. Service recovery performance mediates the positive relationship between CSR and customer value co-creation.

2.7. Customer empowering behaviors as a moderator

Empowerment is an important resource for service employees, who need autonomy to serve customers' flexible needs the way they see fit (Martin, Liao, & Campbell, 2013). However, this resource stems not only from the organization or the leader, but also from customers (Dong et al., 2015). Dong et al. (2015) define customer empowering behaviors as their act of creating conditions that foster employees' motivation and confidence in their ability to make crucial service decisions for customers. Customers can empower service employees by acknowledging the meaningfulness of their work to their organization and customers, displaying trust in their ability to make effective service decisions without customer intervention, and providing them with further autonomy to be creative in their service deliveries (Dong et al., 2015). In a B2B tourism service, a company representative can exhibit empowering behaviors such as seeking suggestions on a tour design from a tourism employee and expressing confidence in his or her ability to create a meaningful trip for their company.

Through the empowerment from customers, employees are inclined to find meanings in their service work and gain personal resources such as self-esteem. They may also develop further motivation to seek more knowledge (structural resources) and support (social resources) to create the best tour designs as they can for tourists. Expressed differently, customer empowering behaviors can serve as a source of resources that employees can derive from to gain more resources to serve tourists beyond their work roles as well as restore tourist satisfaction

beyond their original expectations through service recovery performance.

The conservation of resources (COR) theory holds that since lack or loss of resources may induce negative psychological effects, individuals are inclined to avoid or minimize resource loss and seek to acquire new resources (Hobfoll, 2011; Hobfoll & Shirom, 2001). Therefore, when a resource is lost or lacking, employees are likely to seek and switch to a second resource of largely equivalent value from another resource domain (Hobfoll, 2001; Hobfoll et al., 2018). Support that comes from CSR initiatives can be categorized as an organizational resource (Izzo, 2014; Orliutzky, Schmidt, & Rynes, 2003). Therefore, perceptions of CSR and customer empowering behaviors can be alternative resources. However, since frontline employees tend to be more influenced by proximal levers such as from customers than organizational distant levers (Dong et al., 2015), frontline employees are more likely to be influenced by customer empowering behaviors as a more proximal lever than CSR as an organizational lever. This indicates that CSR is more strongly related to customer-oriented OCB and service recovery performance when employees perceive low levels of customer empowering behaviors than when employees perceive high levels of empowering behaviors from customers.

Nonetheless, the extra resources provided by perceiving both high levels of CSR and customer empowering behaviors are not necessarily related to even higher customer-oriented OCB or service recovery performance, since a high level of resources may enhance the likelihood that some resources are not useful or mismatched, leading to some resources offsetting others (Hobfoll, 2001). With such a surplus of resources to draw from, employees do not need to focus on both and may select one kind of resource over the other. This line of reasoning leads to the ensuing hypotheses:

H3. Customer empowering behaviors moderate the positive relationship between CSR and customer-oriented OCB (H3a) as well as service recovery performance (H3b) such that the relationship is less strong when customer empowering behaviors are higher.

Fig. 1 depicts the relationships among the constructs in the current research model.

3. Research methods

3.1. Sampling

The data set was built from tour companies in Ho Chi Minh City, Vietnam. Tour service companies were chosen as the research context for two reasons. First, tourists tend to serve as active co-creators of value with tour companies to achieve their utmost tourism experience.

Second, for a tour design to be finalized, there tend to be multiple interactions between a frontline employee and a tourist (or a customer company), which allow the employee to be able to perceive the customer's behaviors such as empowering behaviors as well as allow the customer to co-create value.

Tour companies recruited for the current study had at least 100 employees (Luu, 2014; Opute & Madichie, 2017) and had issued CSR reports. These criteria were set to ensure that participating organizations at least had endeavored to develop formal CSR policies (Shen & Benson, 2016). We initially sought to gain the permission and support of each tour company's chief executive for data collection. 44 tour companies agreed to participate in our surveys. We asked HR managers to provide the lists of department members and their contact details for this recruitment. We then telephoned, invited their participation, and emailed survey packages to them. A reminder email was sent to the non-respondents after ten days.

Data on CSR and customer empowering behaviors were garnered from employees. We collected data on customer-oriented OCB and service recovery performance from their direct managers, who had supervised those employees for at least one year (Groen, Wilderom, & Wouters, 2017; Luu, 2017b). The customer companies that these employees had served through at least three interactions (Wang et al., 2016) in a tourism service transaction were randomly invited to provide responses on customer value co-creation. Our goal was to accumulate five customer responses per frontline employee (Román & Iacobucci, 2010), and we ceased collecting data related to a dyad after having completed five customer observations.

We approached 161 tour departments of 44 tour companies, 161 managers, and 1126 frontline employees, of which 124 tour departments (77.01%), 124 managers (77.01%), and 672 employees (59.68%) responded. Surveys were delivered to 3360 customers. Removing incomplete responses led to the final sample comprising 2954 complete customer responses matched with 658 frontline employees working with 121 managers from 121 tour departments.

Among the employees, 407 employees (61.85%) were female, their average age was 30.27 years (SD = 7.24), and their average organizational tenure was 5.39 years (SD = 3.61). Out of the managers, 42 managers (34.71%) were female, their average age was 35.92 years (SD = 7.83), and their average organizational tenure was 8.51 years (SD = 4.48).

3.2. Measures

Participants indicated their responses to scale items on a five-point Likert scale of 1 = 'strongly disagree' to 5 = 'strongly agree'. Following the back translation procedure, the scale items were translated into Vietnamese (Schaffer & Riordan, 2003).

Corporate social responsibility (CSR). Turker's (2009) 17-item scale was used to assess corporate social responsibility, including CSR to social and non-social stakeholders (e.g., "Our company contributes to the campaigns and projects that promote the well-being of the society"), CSR to customers (e.g., "Our company protects consumer rights beyond the legal requirements"), CSR to employees (e.g., "The managerial decisions related with the employees are usually fair"), and CSR to government (e.g., "Our company complies with the legal regulations completely and promptly").

Customer value co-creation behavior. A 29-item scale from Yi and Gong (2013) was employed to measure customer participation behavior and customer citizenship behavior in their value co-creation. Customer participation behavior consists of four dimensions: information seeking (e.g. "We have asked others for information on what this service offers", information sharing (e.g. "We provided necessary information so that the employee could perform his or her duties"), responsible behavior (e.g. "We fulfilled responsibilities to the business"), and personal interaction (e.g. "We were kind to the employee"). Customer citizenship behavior, on the other hand, consists of feedback (e.g. "If we have a

useful idea on how to improve service, we let the employee know"), advocacy (e.g. "We said positive things about the company and the employee to others"), helping (e.g. "We assist other customers if they need our help"), and tolerance (e.g. "If the employee makes a mistake during service delivery, we would be willing to be patient").

Customer-oriented OCB. Supervisors assessed their employees' customer-oriented OCB using seven items adapted from Dimitriadis (2007). An illustrative item is "To serve the customers, this employee volunteers for things that are not required".

Service recovery performance. Supervisors rated their employees' service recovery performance through Babakus et al.'s (2003) five-item scale. A sample item is "Complaining customers this employee has dealt with in the past are among today's most loyal customers".

Customer empowering behaviors. Employees rated their customers' empowering behaviors through Dong et al.'s (2015) eight-item scale. An illustrative item is "This customer allowed me to make important decisions to satisfy his/her needs".

Control variables. Control variables encompass employee age (years), employee gender (0 = male, 1 = female), employee education (high school degree or lower = 1, bachelor's degree or equivalent = 2, and master's degree or higher = 3), and employee organizational tenure (years).

4. Results

4.1. Measurement models

The confirmatory factor analysis (CFA) results reflected a good fit between the hypothesized five-factor model and the data ($\chi^2/df = 277.18/149 = 1.86 < 2$, TLI = 0.97, IFI = 0.96, CFI = 0.96, SRMR = 0.039, RMSEA = 0.036). It was a better fit than that in other, more parsimonious models, which comprise the four-factor model collapsing CSR and customer empowering behaviors ($\chi^2/df = 352.67/154 = 2.29$, TLI = 0.91, IFI = 0.93, CFI = 0.92, SRMR = 0.094, RMSEA = 0.088, $\Delta\chi^2_{(5)} = 75.49$, $p < .01$), the three-factor model collapsing CSR, customer-oriented OCB, and service recovery performance ($\chi^2/df = 421.86/158 = 2.67$, TLI = 0.87, IFI = 0.86, CFI = 0.86, SRMR = 0.119, RMSEA = 0.125, $\Delta\chi^2_{(9)} = 144.68$, $p < .01$), the two-factor model collapsing all antecedents into one factor ($\chi^2/df = 539.54/163 = 3.31$, TLI = 0.73, IFI = 0.74, CFI = 0.73, SRMR = 0.138, RMSEA = 0.134, $\Delta\chi^2_{(14)} = 262.36$, $p < .01$), and the one-factor model by loading all variables on a single factor ($\chi^2/df = 599.56/167 = 3.59$, TLI = 0.62, IFI = 0.62, CFI = 0.61, SRMR = 0.164, RMSEA = 0.159, $\Delta\chi^2_{(18)} = 322.38$, $p < .01$). These results provided evidence for the construct distinctiveness. Moreover, discriminant validity was achieved since the square root of the average variance extracted (AVE) of each construct surpassed its correlations with the other constructs (Fornell & Larcker, 1981) (Table 3).

The reliabilities of the constructs and scales were estimated through the composite construct reliability coefficients and AVE (Table 3). Composite reliabilities ranged from 0.81 (for customer value co-creation) to 0.87 (for customer-oriented OCB), above the 0.70 cutoff value (Bagozzi & Yi, 1988). AVE ranged from 0.62 (for customer empowering behaviors) to 0.79 (for service recovery performance), which exceeded the recommended threshold of 0.50 (Fornell & Larcker, 1981).

4.2. Common method issue

Lindell and Whitney's (2001) marker variable approach was used to estimate common method variance (CMV) bias. The survey included a marker variable (i.e., attitude toward social media usage), which was theoretically unrelated to other variables. In our research, all significant zero-order correlations remained significant after the marker variable was partialled out, which demonstrated the low CMV risk in the data set. Besides, the interaction effects in our research model could not be the artifacts of CMV but rather could only be deflated by it (Siemsen,

Table 3
Correlation matrix and average variance extracted.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	CCR	AVE
1 Employee age	30.27	7.24										
2 Employee gender	.62	.25	.02									
3 Employee education	1.64	.46	.03	.01								
4 Employees' organizational tenure	5.39	3.61	.05	.04	.06							
5 CSR	3.44	.41	.06	.04	.09	.08	(.82)					.84	.67
6 Customer value co-creation	3.58	.53	.03	.02	.05	.02	.36***	(.85)				.81	.72
7 Customer-oriented OCB	3.49	.44	.04	.05	.03	.01	.44***	.39***	(.83)			.87	.68
8 Service recovery performance	3.52	.48	.02	.03	.05	.03	.38***	.32**	.23*	(.89)		.85	.79
9 Customer empowering behaviors	3.41	.39	.01	.02	.04	.01	.19*	.22*	.25*	.17*	(.79)	.82	.62

CCR = Composite construct reliability, AVE = Average variance extracted. Values in parentheses demonstrate the square root of the average variance extracted. Standardized correlations reported * p < .05; **p < .01; ***p < .001.

Roth, & Oliveira, 2010).

4.3. Aggregation

The appropriateness of aggregating individual scores to the group level was examined through intra-class correlations (i.e., ICC(1) and ICC(2)) (Stewart, Fulmer, & Barrick, 2005). ICC(1) is interpreted as the proportion of variance in a variable that is accounted for by group membership, while ICC(2) denotes the reliability of group mean scores. The ICC(1) and ICC(2) for CSR were 0.19 and 0.68 respectively. The r_{wg} average value was also computed (James, Demaree, & Wolf, 1984). The r_{wg} average value for CSR was .79 [0.72 - 0.87], surpassing the recommended benchmark of 0.70 (Klein et al., 2000). These results indicated the appropriateness for analysis of the data at the group level.

4.4. Hypothesis testing

As displayed in Table 4 and Fig. 2, CSR indicated the significantly positive association with customer value co-creation (β = 0.34, p < .01), providing support for hypothesis H1 that postulates the positive relationship between CSR and customer value co-creation behavior.

The indirect effect of CSR on customer value co-creation via customer-oriented OCB was .17 (p < .01). The 1000 bootstrap sampling result revealed that 95% confidence interval (CI) for the distribution of the product of coefficients ranged between 0.11 and 0.24, not containing zero. These results provided support for hypothesis H2a that CSR indirectly influences customer value co-creation through the mediation of customer-oriented OCB. Hypothesis H2b with reference to the indirect effect of CSR on customer value co-creation via service recovery performance as a mediator was substantiated through the

Table 4
Findings from the structural equation model.

Hypothesis	Description of path	Path coefficient (Unstandardized)	Conclusion
Step 1 (Control)			
	Employee age	.03	
	Employee gender	.01	
	Employee education	.04	
	Employees' job tenure	.01	
	R ²	.03	
Step 2			
H1	CSR → Customer value co-creation	.34**	Supported
H2a	CSR → Customer-oriented OCB	.42***	Supported
	Customer-oriented OCB → Customer value co-creation	.37***	Supported
H2b	CSR → Service recovery performance	.39***	Supported
	Service recovery performance → Customer value co-creation	.31**	Supported
H3a	CSR x Customer empowering behaviors → Customer-oriented OCB	-.21*	Supported
H3b	CSR x Customer empowering behaviors → Service recovery performance	-.25**	Supported

Model fit: χ² = 277.18, df = 149; TLI = 0.97; IFI = 0.96; CFI = 0.96; SRMR = 0.039; RMSEA = 0.036; *p < .05; **p < .01; ***p < .001.

significant indirect effect (0.14 [0.07, 0.19], p < .01).

An interaction pattern of CSR × customer empowering behaviors was examined through the significance level of its interaction term and by testing the relationship between CSR and an employee outcome at high (one SD above the mean) and low (one SD below the mean) values of customer empowering behaviors (Dawson & Richter, 2006). The interaction term of CSR × customer empowering behaviors in predicting customer-oriented OCB was negatively significant (β = -0.21, p < .05) (see Table 4). The plotted interaction in Fig. 3 demonstrated that CSR augmented customer-oriented OCB to a lower extent when customer empowering behaviors were high (simple slope = .22, p < .05) than when customer empowering behaviors were low (simple slope = .47, p < .05), providing evidence for hypothesis H3a on the role of customer empowering behaviors in attenuating the positive influence of CSR on customer-oriented OCB.

Likewise, the interaction term of CSR × customer empowering behaviors in predicting employees' service recovery performance was significantly negative (β = -0.25, p < .01) (see Table 4). The plotted interaction in Fig. 4 reflected that CSR increased service recovery performance at a lower degree when customers exhibited high levels of empowering behaviors (simple slope = .24, p < .01) than when they exhibited low levels of empowering behaviors (simple slope = .61, p < .01), supporting hypothesis H3b on the moderating role that customer empowering behaviors play to attenuate the positive link between CSR and service recovery performance.

5. Discussion

5.1. Summary of findings

The results from the data analysis provided support for hypothesis

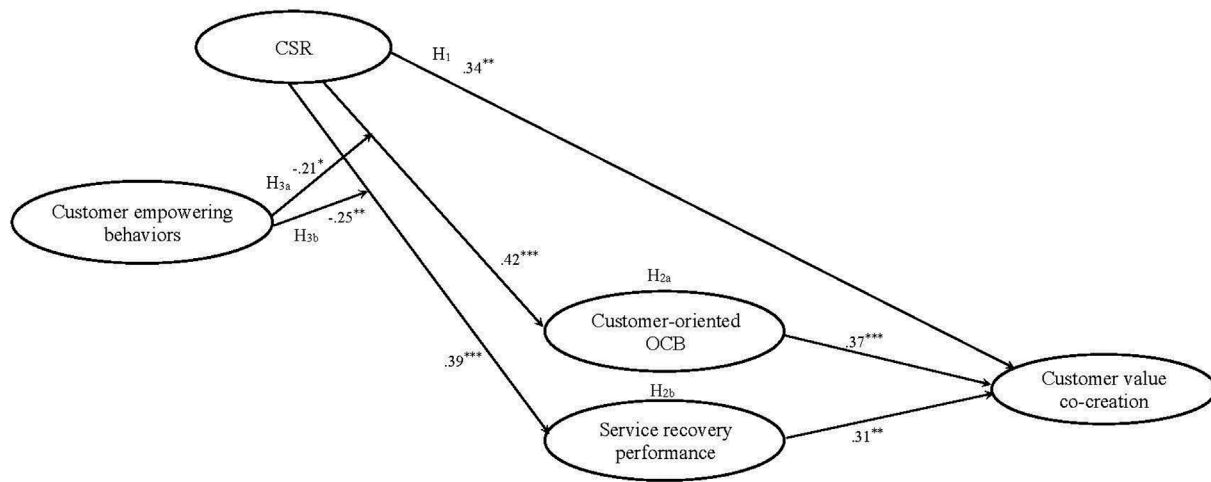


Fig. 2. Model estimating results.

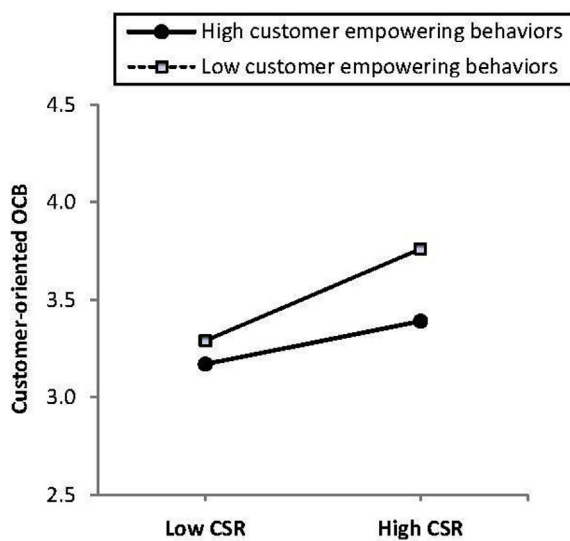


Fig. 3. Moderating effect of customer empowering behaviors on the relationship. Between CSR and customer-oriented OCB.

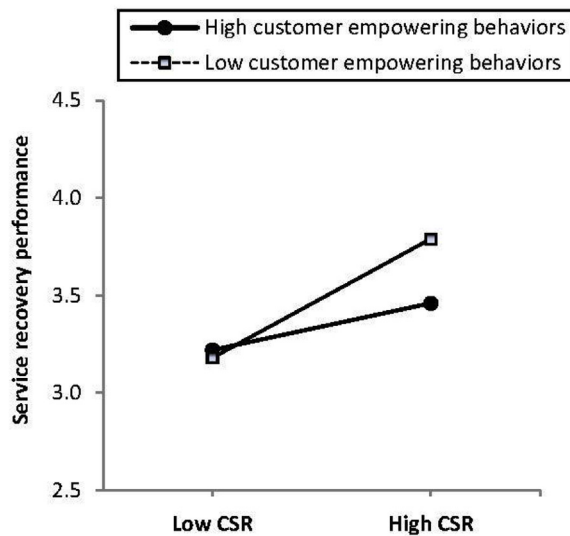


Fig. 4. Moderating effect of customer empowering behaviors on the relationship. Between CSR and service recovery performance.

H1 that posits the positive relationship between CSR and customer value co-creation behavior. This finding is consistent with the prior findings on the impacts of CSR on some components of customer citizenship behavior such as customer brand loyalty (e.g., Cha et al., 2016; Martínez & del Bosque, 2013; Su et al., 2014), repurchase and word-of-mouth intentions (e.g., Albus & Ro, 2017; Ham & Han, 2013; Prud'homme & Raymond, 2013; Su et al., 2014; 2015).

Bootstrap sampling results also corroborated hypotheses H2a and H2b that expect the indirect effects of CSR on customer value co-creation behavior via customer-oriented OCB and service recovery performance. Thus, our study further confirmed the previous findings on the effects of CSR on generic OCB (Kim et al., 2017) or service recovery (Choi & La, 2013; Fatma et al., 2016).

Through significant interaction terms as well as slope test results, our study confirmed hypotheses H3a and H3b regarding the attenuating moderating role of customer empowering behaviors for the effects of CSR on customer-oriented OCB and service recovery performance respectively. This result provides further support for Dong et al.'s (2015) finding on the role of customer empowering behaviors as a proximal alternative resource for an organizational resource (in their case, leadership). However, our research further advances such joint effects of customer empowering behaviors and organizational levers by looking at CSR rather than leadership.

5.2. Research implications

From such findings, our study can make some contributions to the tourism management literature. First, our research extends the CSR research stream in the tourism service context by focusing on customer value co-creation as the customer outcome of CSR. This customer outcome has received scant attention not only from the CSR research (Luu, 2017a) but also from the B2B tourism literature (Malone, McKechnie, & Tynan, 2018). Recent studies on the CSR-customer outcome nexus in the tourism and hospitality context (see Table 2) have tended to focus on customer loyalty (e.g., Cha et al., 2016; Martínez & del Bosque, 2013), customer satisfaction (e.g., Albus & Ro, 2017; Martínez & del Bosque, 2013; Prud'homme & Raymond, 2013), post-recovery satisfaction (e.g., Siu et al., 2014), or some extra-role behavioral intentions such as repurchase intentions (e.g., Albus & Ro, 2017; Prud'homme & Raymond, 2013; Su et al., 2015) or word-of-mouth recommendation intentions (e.g., Ham & Han, 2013; Prud'homme & Raymond, 2013; Su et al., 2014; 2015) rather than overall customer value co-creation behavior.

Second, most prior research has explained customers' value co-creation actions through their development of social identification (e.g.,

Cha et al., 2016; Kwan, 2016) or social exchange relationship (e.g., Kwan, 2016) in response to the organization's CSR initiatives. Given the view of CSR as a source of resources (Flammer, 2015; Sun & Price, 2016), our inquiry draws on the conservation of resources (COR) theory (Hobfoll, 1989; Hobfoll et al., 2018) as an alternative theoretical underpinning to cast light on the effect of CSR on customer value co-creation. Socially responsible tour companies care about their tourists not only by offering them high quality travel services but also by building their knowledge of the meaningfulness of a tourism service to themselves and to the community, their skills to engage in tourism activities, and their personal resources such as meaning-laden experience, pride and self-esteem in consuming tourism services from such organizations. Receiving such resources from socially responsible organizations, tourists are inclined to invest their resources in behaviors above minimum expectations (Halbesleben et al., 2014; Stoverink et al., 2018) such as value co-creation.

Third, separate studies have examined the impacts of CSR on generic OCB (Kim et al., 2017) or service recovery (Choi & La, 2013; Fatma et al., 2016) as well as the relationships between customer-oriented OCB or service recovery and customer value co-creation (e.g., Hsiao et al., 2015; Park & Ha, 2016). Our research takes a step further to delve into the dual mediation mechanism of customer-oriented OCB and service recovery performance for the relationship between CSR and customer value co-creation by drawing on the COR theory. CSR is a source of resources not only for customers but also for employees (Flammer, 2015; Sun & Price, 2016). A socially responsible organization brings to its employees customer service knowledge and skills (Lin & Liu, 2017), other-oriented value in general and customer-oriented value in particular (Swanson, 2014), and pride and self-esteem in being its member (Chaudhary, 2017). As beneficiaries of such resources, employees are inclined to sustain their pool of resources and experience resource gain spirals by acquiring additional resources and invest their current resources in behaviors above minimum expectations (Halbesleben et al., 2014; Stoverink et al., 2018). Employees are thus likely to serve customers beyond their duty roles as well as recover service failures to restore and enhance customer satisfaction. In other words, in light of the COR theory, employees' customer-oriented OCB and service recovery performance can link CSR with customer value co-creation.

With this dual mediation mechanism, our study differentiates itself from prior research on CSR and customer outcome relationship in the tourism and hospitality industry that has focused on the mediators such as customer emotions (e.g., Su et al., 2014; Su & Swanson, 2017), customer satisfaction (e.g., Martínez & del Bosque, 2013; Prud'homme & Raymond, 2013; Su et al., 2015), or customer-company identification (e.g., Cha et al., 2016; Martínez & del Bosque, 2013; Siu et al., 2014).

Last, in the COR framework, our research takes into account the moderating role of customer empowering behaviors for the effects of CSR on employees' service behaviors. When empowering employees, customers provide them with a variety of resources such as their perception of the meaningfulness of their service work, confidence in their customer service capabilities, and autonomy to be creative in their service design (Dong et al., 2015). Thus, customer empowering behaviors can act as a potential alternative resource in a more proximity to frontline employees in comparison to organizational levers (Dong et al., 2015) such as CSR. The effects of CSR on customer-oriented OCB and service recovery performance will therefore be stronger in case of lack or low levels of customer empowering behaviors.

With customer empowering behaviors as a moderator for the CSR effects, the current inquiry distinguishes itself from prior CSR research that has focused on organization-level moderators such as leadership (e.g., Luu, 2017a) or employee-level moderators such as prosocial motivation (e.g., Shao et al., 2017). Utilizing the COR theory to shed light on the moderation mechanism of customer empowering behaviors, our study extends the application of this theory to alternative resources from customers rather than traditional alternative resources

such as leadership or coworker support. Furthermore, our research advances the research stream on customer empowering behaviors by examining this concept as a moderator rather than an antecedent as in prior research (Dong et al., 2015).

5.3. Managerial implications

Our research results offer some managerial insights for organizations in the tourism service industry. The current research model indicates that, to transform tourism customers into value co-creators with tour companies, their leaders should integrate CSR into the organizational strategy. CSR initiatives should reflect strong customer orientation in delivering their tourism services as well as in building the service workforce. CSR strategy should be further translated into actions oriented toward the sustainable growth of employees, customers, and community, which customers can observe (Luu, 2017a).

Customer-oriented CSR activities should be designed not only to serve tourism customers to their utmost satisfaction but also to encourage them to participate in the design, production, and consumption of tourist experiences and to collaborate with the tour company in improving the current tourism services or creating new tourism services (Campos, Mendes, Valle, & Scott, 2018). B2B tourism customers may operate in a variety of services such as education, healthcare, and information technology. Such customers should be a source of experience in managing services as well as initiatives for developing e-tourism or integrating educational programs (e.g., eco- or cultural initiatives) or healthcare programs into tourism packages. Socially responsible tour companies should hence engage such B2B tourism customers in co-creating value for their tourism services.

Furthermore, CSR strategy should be translated into practices that shape service behaviors such as customer-oriented OCB and service recovery performance among frontline service employees in tour companies. Training and mentoring programs under the CSR strategy should instill customer-oriented value into tourism employees as well as provide them with knowledge about customers and skills to serve customers beyond their role and recover service failures. Due to the effects of customer-oriented OCB and service recovery on customer value co-creation behavior, managers should encourage, appraise, and reward such service behaviors among frontline employees. Managers should also encourage frontline employees to share experience in recovering service failures to further spread customer-oriented value and customer service skills through the tourism department. Additionally, frontline employees should be trained to be appreciative to the empowerment that customers provide during service delivery as well as take advantage of it in reconfiguring tourism services.

5.4. Limitations and future research paths

Limitations in this study should be overcome on the future research paths. One of its limitations is its lack of the assessment of the cross-lagged relations between the independent and dependent variables. Our research is hence incapable of providing information as regards their cause-and-effect relationships (Kasl & Jones, 2003). Moreover, self-report data might be vulnerable to CMV threat (Podsakoff, MacKenzie, & Podsakoff, 2012). Nonetheless, CMV bias proved to be not a serious risk in the current research through the data collection from multiple sources (i.e., employees, managers, and customers) (Podsakoff et al., 2012), the interaction effect tests (Siemsen et al., 2010), as well as the marker variable test (Lindell & Whitney, 2001).

Prudence should be drawn to the generalization of our research findings beyond the tourism industry. The results of the current inquiry should be re-examined in service industries other than tourism such as hospitality or healthcare services. Moreover, the Vietnamese context, on which our research based for the data collection, is collectivistic and other-oriented by nature (Park & Tran, 2018) and likely to nurture the positive perceptions of social responsibility initiatives. Therefore,

comparative analyses across collectivistic versus individualistic cultures should be conducted on the current research model.

Furthermore, further insights can be obtained if we can decipher more mechanisms underlying the relationship between CSR and customer value co-creation. Future research should consider other mediation mechanisms especially at the team level such as team service climate or customer learning climate. In a service or customer learning climate, ideas and feedback from customers tend to be valued, leading to the likelihood of customer engagement in value co-creation. In addition, organizational moderators should be incorporated into the current research model. Sales leader humility, which reflects the openness and appreciation toward views and solutions from others (Zhou & Li, 2018), has propensity to influence customer contributions and may thus moderate the effect of CSR on customer value co-creation.

Declaration of interest

Authors declare that they have no conflict of interest or financial disclosure.

References

- Aguinis, H. (2011). Organizational responsibility: Doing good and doing well. In S. Zedeck (Vol. Ed.), *APA handbook of industrial and organizational psychology: Vol. 3*, (pp. 855–879). Washington, DC: American Psychological Association.
- Albus, H., & Ro, H. (2017). Corporate social responsibility: The effect of green practices in a service recovery. *Journal of Hospitality & Tourism Research*, 41(1), 41–65.
- Babakus, E., Yavas, U., Karatepe, O. M., & Avci, T. (2003). The effect of management commitment to service quality on employees' affective and performance outcomes. *Journal of the Academy of Marketing Science*, 31(3), 272–286.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation for structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94.
- Baum, T. (2015). Human resources in tourism: Still waiting for change?—A 2015 reprise. *Tourism Management*, 50, 204–212.
- Bordia, P., Restubog, S. L. D., Bordia, S., & Tang, R. L. (2017). Effects of resource availability on social exchange relationships: The case of employee psychological contract obligations. *Journal of Management*, 43(5), 1447–1471.
- Buonincontri, P., Morvillo, A., Okumus, F., & Van Niekerk, M. (2017). Managing the experience co-creation process in tourism destinations: Empirical findings from Naples. *Tourism Management*, 62, 264–277.
- Cabiddu, F., Lui, T. W., & Piccoli, G. (2013). Managing value co-creation in the tourism industry. *Annals of Tourism Research*, 42, 86–107.
- Cambra-Fierro, J., Melero-Polo, I., & Sese, F. J. (2018). Customer value co-creation over the relationship life cycle. *Journal of Service Theory and Practice*, 28(3), 336–355.
- Campos, A. C., Mendes, J., Valle, P. O. D., & Scott, N. (2018). Co-creation of tourist experiences: A literature review. *Current Issues in Tourism*, 21(4), 369–400.
- Chathoth, P., Altinay, L., Harrington, R. J., Okumus, F., & Chan, E. S. (2013). Co-production versus co-creation: A process based continuum in the hotel service context. *International Journal of Hospitality Management*, 32, 11–20.
- Chathoth, P. K., Ungson, G. R., Harrington, R. J., & Chan, E. S. (2016). Co-creation and higher order customer engagement in hospitality and tourism services: A critical review. *International Journal of Contemporary Hospitality Management*, 28(2), 222–245.
- Chaudhary, R. (2017). Corporate social responsibility and employee engagement: Can CSR help in redressing the engagement gap? *Social Responsibility Journal*, 13(2), 323–338.
- Cha, M. K., Yi, Y., & Bagozzi, R. P. (2016). Effects of customer participation in corporate social responsibility (CSR) programs on the CSR-brand fit and brand loyalty. *Cornell Hospitality Quarterly*, 57(3), 235–249.
- Choi, B., & La, S. (2013). The impact of corporate social responsibility (CSR) and customer trust on the restoration of loyalty after service failure and recovery. *Journal of Services Marketing*, 27(3), 223–233.
- Dawson, J. F., & Richter, A. W. (2006). Probing three-way interactions in moderated multiple regression: Development and application of a slope difference test. *Journal of Applied Psychology*, 91(4), 917–926.
- Dimitriades, Z. S. (2007). The influence of service climate and job involvement on customer-oriented organizational citizenship behavior in Greek service organizations: A survey. *Employee Relations*, 29(5), 469–491.
- Dong, Y., Liao, H., Chuang, A., Zhou, J., & Campbell, E. M. (2015). Fostering employee service creativity: Joint effects of customer empowering behaviors and supervisory empowering leadership. *Journal of Applied Psychology*, 100(5), 1364–1380.
- Farrington, T., Curran, R., Gori, K., O'Gorman, K. D., & Queenan, C. J. (2017). Corporate social responsibility: Reviewed, rated, revised. *International Journal of Contemporary Hospitality Management*, 29(1), 30–47.
- Fatma, M., Khan, I., & Rahman, Z. (2016). The effect of CSR on consumer behavioral responses after service failure and recovery. *European Business Review*, 28(5), 583–599.
- Flammer, C. (2015). Does corporate social responsibility lead to superior financial performance? A regression discontinuity approach. *Management Science*, 61(11), 2549–2568.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable and measurement errors. *Journal of Marketing Research*, 18(1), 39–50.
- Grisseman, 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.
- Groen, B. A., Wilderom, C. P., & Wouters, M. J. (2017). High job performance through co-developing performance measures with employees. *Human Resource Management*, 56(1), 111–132.
- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014a). Getting to the “COR” understanding the role of resources in conservation of resources theory. *Journal of Management*, 40(5), 1334–1364.
- Ham, S., & Han, H. (2013). Role of perceived fit with hotels' green practices in the formation of customer loyalty: Impact of environmental concerns. *Asia Pacific Journal of Tourism Research*, 18(7), 731–748.
- Hobfoll, S. (1989). Conservation of resources. *American Psychologist*, 44(3), 513–524.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3), 337–421.
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116–122.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 103–128.
- Hobfoll, S. E., & Shirom, A. (2001). Conservation of resources theory: Applications to stress and management in the workplace. In R. T. Golembiewski (Ed.), *Handbook of organization behavior* (pp. 57–81). New York, NY: Dekker.
- Hsiao, C., Lee, Y. H., & Chen, W. J. (2015). The effect of servant leadership on customer value co-creation: A cross-level analysis of key mediating roles. *Tourism Management*, 49, 45–57.
- Im, J., & Qu, H. (2017). Drivers and resources of customer co-creation: A scenario-based case in the restaurant industry. *International Journal of Hospitality Management*, 64, 31–40.
- Izzo, M. F. (2014). Bringing theory to practice: How to extract value from corporate social responsibility. *Journal of Global Responsibility*, 5(1), 22–44.
- James, L. R., Demaree, R. G., & Wolf, G. (1984). Estimating within-group interrater reliability with and without response bias. *Journal of Applied Psychology*, 69(1), 85–98.
- Kasl, S. V., & Jones, B. A. (2003). An epidemiological perspective on research design, measurement and surveillance strategies. In J. C. Quick, & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 379–398). Washington, DC, US: American Psychological Association.
- Kim, H. L., Rhou, Y., Uysal, M., & Kwon, N. (2017). An examination of the links between corporate social responsibility (CSR) and its internal consequences. *International Journal of Hospitality Management*, 61, 26–34.
- Klein, K. J., Biesse, P. D., Kozlowski, S. W. J., Dansereau, F., Gavin, M. B., Griffin, M., et al. (2000). Multilevel analytical techniques: Commonalities, differences, and continuing questions. In K. J. Klein, & S. W. J. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions* (pp. 512–553). San Francisco, CA: Jossey-Bass.
- Kujala, J., & Korhonen, A. (2017). Value-creating stakeholder relationships in the context of CSR. In E. Freeman, J. Kujala, & S. Sachs (Eds.), *Stakeholder engagement: Clinical research cases* (pp. 63–85). Cham, Switzerland: Springer.
- Kwan, H. Y. (2016). *Customer-company identification in service failure context: The role of service recovery, corporate social responsibility, and customer participation*. Kowloon Tong, Hong Kong: Unpublished doctoral dissertation, Hong Kong Baptist University.
- Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology*, 86(1), 114–121.
- Lin, C. P., & Liu, M. L. (2017). Examining the effects of corporate social responsibility and ethical leadership on turnover intention. *Personnel Review*, 46(3), 526–550.
- Luu, T. T. (2014). Knowledge sharing and competitive intelligence. *Marketing Intelligence & Planning*, 32(3), 269–292.
- Luu, T. T. (2017a). CSR and customer value co-creation behavior: The moderation mechanisms of servant leadership and relationship marketing orientation. *Journal of Business Ethics* (in press).
- Luu, T. T. (2017b). CSR and organizational citizenship behavior for the environment in hotel industry: The moderating roles of corporate entrepreneurship and employee attachment style. *International Journal of Contemporary Hospitality Management*, 29(11), 2867–2900.
- Luu, T. T. (2018). Activating tourists' citizenship behavior for the environment: The roles of CSR and frontline employees' citizenship behavior for the environment. *Journal of Sustainable Tourism*, 26(7), 1178–1203.
- Ma, S., Gu, H., Wang, Y., & Hampson, D. P. (2017). Opportunities and challenges of value co-creation: The role of customer involvement in hotel service development. *International Journal of Contemporary Hospitality Management*, 29(12), 3023–3043.
- Malone, S., McKechnie, S., & Tynan, C. (2018). Tourists' emotions as a resource for customer value creation, co-creation, and destruction: A customer-grounded understanding. *Journal of Travel Research*, 57(7), 843–855.
- Martínez, P., & del Bosque, I. R. (2013). CSR and customer loyalty: The roles of trust, customer identification with the company and satisfaction. *International Journal of Hospitality Management*, 35, 89–99.
- Martin, S. L., Liao, H., & Campbell, E. M. (2013). Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity. *Academy of Management Journal*, 56(5), 1372–1395.
- Mathis, E. F., Kim, H. L., Uysal, M., Sirgy, J. M., & Prebensen, N. K. (2016). The effect of co-creation experience on outcome variable. *Annals of Tourism Research*, 57, 62–75.
- McCull-Kennedy, J. R., Vargo, S. L., Dagger, T. S., Sweeney, J. C., & van Kasteren, Y.

- (2012). Health care customer value cocreation practice styles. *Journal of Service Research*, 15(4), 370–389.
- Meijerik, J., Bos-Nehles, A., & de Leede, J. (2018). How employees' pro-activity translates high-commitment HRM systems into work engagement: The mediating role of job crafting. *International Journal of Human Resource Management* (in press).
- Opute, A. P., & Madichie, N. O. (2017). Accounting-marketing integration dimensions and antecedents: Insights from a frontier market. *Journal of Business & Industrial Marketing* (in press).
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Orlitzky, M., Schmidt, F. L., & Rynes, S. L. (2003). Corporate social and financial performance: A meta-analysis. *Organization Studies*, 24(3), 403–441.
- O'Brien, I. M., Jarvis, W., Soutar, G., & Ouschan, R. (2018). Co-creating a CSR strategy with customers to deliver greater value. In M. Brueckner, R. Spencer, & M. Paull (Eds.). *Disciplining the undisciplined?* (pp. 89–107). Cham, Switzerland: Springer.
- Park, J., & Ha, S. (2016). Co-creation of service recovery: Utilitarian and hedonic value and post-recovery responses. *Journal of Retailing and Consumer Services*, 28, 310–316.
- Park, J. H., & Tran, T. B. H. (2018). *From internal marketing to customer-perceived relationship quality: Evidence of Vietnamese banking firms*. Total Quality Management & Business Excellence (in press).
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569.
- Prebensen, N. K., Vittersø, J., & Dahl, T. I. (2013). Value co-creation significance of tourist resources. *Annals of Tourism Research*, 42, 240–261.
- Prebensen, N. K., Woo, E., & Uysal, M. S. (2014). Experience value: Antecedents and consequences. *Current Issues in Tourism*, 17(10), 910–928.
- Prebensen, N. K., & Xie, J. (2017). Efficacy of co-creation and mastering on perceived value and satisfaction in tourists' consumption. *Tourism Management*, 60, 166–176.
- 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, 116–126.
- Revilla-Camacho, M.Á., Vega-Vázquez, M., & Cossío-Silva, F. J. (2015). Customer participation and citizenship behavior effects on turnover intention. *Journal of Business Research*, 68(7), 1607–1611.
- Román, S., & Iacobucci, D. (2010). Antecedents and consequences of adaptive selling confidence and behavior: A dyadic analysis of salespeople and their customers. *Journal of the Academy of Marketing Science*, 38(3), 363–382.
- Schaffer, B. S., & Riordan, C. M. (2003). A review of cross-cultural methodologies for organizational research: A best-practices approach. *Organizational Research Methods*, 6(2), 169–215.
- Shamim, A., Ghazali, Z., & Albinsson, P. A. (2016). An integrated model of corporate brand experience and customer value co-creation behaviour. *International Journal of Retail & Distribution Management*, 44(2), 139–158.
- Shao, B., Cardona, P., Ng, I., & Trau, R. N. (2017). Are prosocially motivated employees more committed to their organization? The roles of supervisors' prosocial motivation and perceived corporate social responsibility. *Asia Pacific Journal of Management*, 34(4), 951–974.
- Shen, J., & Benson, J. (2016). When CSR is a social norm: How socially responsible human resource management affects employee work behavior. *Journal of Management*, 42(6), 1723–1746.
- Siemsen, E., Roth, A., & Oliveira, P. (2010). Common method bias in regression models with linear, quadratic, and interaction effects. *Organizational Research Methods*, 13(3), 456–476.
- Siu, N. Y. M., Zhang, T. J. F., & Kwan, H. Y. (2014). Effect of corporate social responsibility, customer attribution and prior expectation on post-recovery satisfaction. *International Journal of Hospitality Management*, 43, 87–97.
- Stewart, G. L., Fulmer, I. S., & Barrick, M. R. (2005). An exploration of member roles as a multilevel linking mechanism for individual traits and team outcomes. *Personnel Psychology*, 58(2), 343–365.
- Stoverink, A. C., Chiaburu, D. S., Li, N., & Zheng, X. (2018). Supporting team citizenship: The influence of team social resources on team-level affiliation-oriented and challenge-oriented behaviour. *Human Resource Management Journal*, 28(2), 201–215.
- Su, L., Huang, S., van der Veen, R., & Chen, X. (2014). Corporate social responsibility, corporate reputation, customer emotions and behavioral intentions: A structural equation modeling analysis. *Journal of China Tourism Research*, 10(4), 511–529.
- Sun, W., & Price, J. M. (2016). The impact of environmental uncertainty on increasing customer satisfaction through corporate social responsibility. *European Journal of Marketing*, 50(7/8), 1209–1238.
- Su, L., & Swanson, S. R. (2017). The effect of destination social responsibility on tourist environmentally responsible behavior: Compared analysis of first-time and repeat tourists. *Tourism Management*, 60, 308–321.
- Su, L., Swanson, S. R., & Chen, X. (2015). Social responsibility and reputation influences on the intentions of Chinese Huitang Village tourists: Mediating effects of satisfaction with lodging providers. *International Journal of Contemporary Hospitality Management*, 27(8), 1750–1771.
- Swanson, D. L. (2014). A call for socially responsible corporate leadership. In D. L. Swanson (Ed.). *Embedding CSR into corporate culture* (pp. 1–12). London, UK: Palgrave Macmillan.
- Taheri, B., Coelho, F. J., Sousa, C. M., & Evanschitzky, H. (2017). Mood regulation, customer participation, and customer value creation in hospitality services. *International Journal of Contemporary Hospitality Management*, 29(12), 3063–3081.
- Turker, D. (2009). How corporate social responsibility influences organizational commitment. *Journal of Business Ethics*, 89(2), 189–204.
- Van Vaerenbergh, Y., & Orsingher, C. (2016). Service recovery: An integrative framework and research agenda. *The Academy of Management Perspectives*, 30(3), 328–346.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.
- Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: Continuing the evolution. *Journal of the Academy of Marketing Science*, 36(1), 1–10.
- Wang, Q. (2016). The relational self and the Confucian familial ethics. *Asian Philosophy*, 26(3), 193–205.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617.
- Xu, H., Liu, Y., & Lyu, X. (2018). Customer value co-creation and new service evaluation: The moderating role of outcome quality. *International Journal of Contemporary Hospitality Management*, 30(4), 2020–2036.
- Yi, Y., & Gong, T. (2013). Customer value co-creation behavior: Scale development and validation. *Journal of Business Research*, 66(9), 1279–1284.
- Yi, Y., Natarajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64(1), 87–95.
- Zhou, J., & Li, Y. (2018). The role of leader's humility in facilitating frontline employees' deep acting and turnover: The moderating role of perceived customer-oriented climate. *Journal of Leadership & Organizational Studies* (in press).

Luu Trong Tuan is currently a senior lecturer at Swinburne Business School, Swinburne University of Technology, Hawthorn, Australia. He received his master's degree from Victoria University, Australia and PhD degree in management from Asian Institute of Technology (AIT), Thailand. His research interests include organizational behavior, human resource management, and healthcare management in both private and public sector. Widely published his research has appeared in refereed academic journals such as *Journal of Business Ethics*, *Public Management Review*, *Personnel Review*, *Group & Organization Management*, *Journal of Business Research*, *Knowledge Management Research & Practice*, *Journal of Organizational Change Management*, *Leadership & Organization Development Journal*, *Tourism Management*, *Journal of Sustainable Tourism*, *International Journal of Contemporary Hospitality Management*, *Journal of Business and Industrial Marketing*, *Journal of Strategic Marketing*, *Marketing Intelligence & Planning*, among others.

Diana Rajendran, PhD, has published in leading academic journals and has presented her research at several international conferences. Her expertise and areas of interest include Managing Workplace Diversity, Migration and Workplace integration, Management of Change, Spirituality and well-Being, Quality of Worklife and Emotional Intelligence.

Chris Rowley is the professor in Kellogg College, University of Oxford, UK. He is a well-known figure in the Human Resource Management and Asia business and management areas. He is the Editor of the journal 'Asia Pacific Business Review' and is an Editorial Board member for leading international journals. He is a respected author and has published over 500 articles, books, book chapters and other contributions and knowledge transfer outputs.

Dinh Cong Khai is currently a senior lecturer at University of Economics Ho Chi Minh City (UEH). He is the Dean of School of Government and Director of Institute of Public Policy. He earned his PhD in Economics from University of Colorado, Boulder. His research interests cover public policy, public management, and economics.