

Residents' perceptions of hotels' corporate social responsibility initiatives and its impact on residents' sentiments to community and support for additional tourism development



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ABSTRACT

This study investigates residents' perceptions of hotels social responsibility (HSR) practices at a destination level and its impact on residents' sentiments to their community (community satisfaction and community commitment) and support for additional tourism development. Perceptions of HSR practices are examined as a multi-dimensional construct, which consist of economic, social and environmental dimensions. The proposed model is tested using a sample of 629 residents living in Alanya, a well-known mass tourism destination in Turkey. Findings suggest that residents' perceptions of HSR practices contribute to residents' support for additional tourism development directly and indirectly through residents' satisfaction with their community. However, effects of economic and environmental HSR dimensions on community commitment are not significant. Community satisfaction is a strong predictor of community commitment and support for additional tourism development. Findings offer critical implications to hotel companies, community planners as well as interested researchers.

1. Introduction

Corporate social responsibility (CSR) practices are considered as an important strategic necessity for organizations in today's business environment (Bohdanowicz & Zientara, 2009; Polonsky et al., 2013). These activities can have positive impacts on both financial performance (García & Armas, 2007; Ghaderi, Mirzapour, Henderson, & Richardson, 2019; Kang, Lee, & Huh, 2010; Inoue & Lee, 2011; Benavides-Velasco, Quintana-García, & Marchante-Lara, 2014; Rhou, Singal, & Koh, 2016; Theodoulidis, Diaz, Crotto, & Rancati, 2017) and stakeholders' attitudes and behaviors towards an organization (Turker, 2009; Lee & Heo, 2009; Kucukusta, Mak, & Chan, 2013; Fu, Li, & Duan, 2014; Farooq, Payaud, Merunka, & Valette-Florence, 2014; Lee, Choi, Moon, & Babin, 2014; Park & Levy, 2014; Pérez & del Bosque, 2015; Garcia de Leaniz & del Bosque Rodriguez, 2015; Kim, Song, & Lee, 2016; Kim, Rhou, Uysal, & Kwon, 2017; Boğan, Çalışkan, & Dedeoğlu, 2018; Boğan, Türkay, & Dedeoğlu, 2018). Therefore, many hotel chains have been highlighting their corporate social responsibility practices in their policy documents and marketing communications (Bohdanowicz

& Zientara, 2008; Boğan, Ulama, & Saruşık, 2016; De Grosbois, 2012; Holcomb, Upchurch, & Okumus, 2007; Levy & Park, 2011).

Kotler and Lee (2004, p. 3) define CSR as “a commitment to improve community well-being through discretionary business practices and contributions of corporate resources.” According to the World Business Council for Sustainable Development (WBCSD-1999), CSR refers to “the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.” Although both definitions claim that CSR practices are expected to contribute to residents' quality of life, it is surprising to see that residents' perceptions of CSR practices have not received much attention from tourism scholars (Polonsky et al., 2013). Studies focusing on the stakeholders' reactions towards CSR practices have generally considered customers, current and prospective employees as stakeholders with a few exceptions such as the studies conducted by Su, Wang, Law, Chen, & Fong, 2017; Su, Huang and Huang, 2018; Su, Huang and Pearce, 2018; Kim & Lee, 2018; Lee, Kim, & Kim, 2018. Considering the fact that local community is an important stakeholder and a critical component of

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tourism experience, local community members' perceptions of and attitudes towards CSR practices of tourism operators can have significant impacts on travelers' experiences. Thus, it is important to examine residents' CSR perceptions and the impacts of those perceptions on residents' attitudes towards tourism.

During the last few years, studies highlighting the importance of residents' perceptions of corporate social responsibility activities have started gaining traction (Su et al., 2017; Su, Huang and Huang, 2018; Su, Huang and Pearce, 2018; Kim & Lee, 2018; Lee et al., 2018; Boğan, Çalışkan, & Dedeoğlu, 2018, Boğan, Türkay, & Dedeoğlu, 2018). Some of those studies have examined residents' CSR perceptions of only one enterprise (Kim & Lee, 2018; Lee et al., 2018). Others have investigated residents' perceptions of destinations CSR activities. These studies have investigated the effects of locals' perceptions of destinations CSR practices on perceived tourism impacts (Su, Huang and Huang, 2018; Su, Huang and Pearce, 2018), community satisfaction (Su et al., 2017; Su, Huang and Pearce, 2018), identification (Su et al., 2017), perceived benefits (Kim & Lee, 2018; Lee et al., 2018), quality of life (Kim & Lee, 2018; Lee et al., 2018; Su, Huang and Huang, 2018), support (Lee et al., 2018; Su, Huang and Huang, 2018), trust (Su et al., 2017), environmentally responsibility behavior (Su, Huang, & Pearce, 2018b) and destinations economic performance (Su et al., 2017).

While a number of studies have examined various stakeholders' reactions towards CSR practices focusing on CSR practices of individual enterprises or destinations, stakeholders' perceptions of collective corporate social responsibility practices of hotels at destination level and its possible outcomes has not received much attention from scholars (Su et al., 2017; Su, Huang and Huang, 2018; Su, Huang and Pearce, 2018; Boğan, Çalışkan, & Dedeoğlu, 2018, Boğan, Türkay, & Dedeoğlu, 2018). Destination social responsibility, which is defined as “the collective ideology and efforts of destination stakeholders to conduct socially responsible activities as perceived by local residents” (Su, Huang and Huang, 2018, p. 1043), can have significant impacts on residents' quality of life and their commitment to their community. Previous studies have indicated that residents' quality of life perceptions are positively related to their commitment and/or attachment to their communities (Sirgy, Widgery, Lee & Grace, 2010; Grzeskowiak, Sirgy, & Widgery, 2003). Considering the fact that economic, social and environmental responsibility practices at a destination can have significant impacts on residents' life quality and their satisfaction with their community (Kim & Lee, 2018; Lee et al., 2018; Su, Huang and Huang, 2018; WBCSD, 1999), hotels CSR practices at a destination can collectively have an important impact on locals quality of life, and their attitudes and behaviors towards tourists, which can further improve tourists experience quality at a destination. Thus, further examination of hotels CSR practices at destination level and its impacts on local residents can provide critical implications for businesses in a destination and destination management organizations. While CSR practices of all businesses located in a destination make significant contributions to destinations' social responsibility practices, this study focuses only on hotels CSR practices in a destination in order to be able to provide actionable implications to hotel managers since hotels represent a major component of the tourism industry in a destination.

Tourism has both positive and negative economic, social and environmental impacts on destinations (Gursoy, Ouyang, Nunkoo, & Wei, 2018). Especially in destinations that have already reached the maturity stage, negative impacts of tourism can become more visible because of exceeding the economic, social and environmental carrying capacity of the region (Kim, Uysal, & Sirgy, 2013). One of the main objectives of sustainable tourism development is to minimize those negative impacts and to improve residents' quality of life (Hu, 2007; Numanoğlu & Güçer, 2018). Accomplishing this objective requires all stakeholders in a destination to play active roles in CSR initiatives and work in coordination with other stakeholders in the destination as stated by the stakeholder theory (Bhattacharya, Korschun, & Sen, 2009; Chin, Chin, & Wong, 2018; Lee et al., 2018; Yuen, Wang, Wong, & Zhou,

2017; 2018). Since private sector such as hotels can play a significant role in driving and managing sustainable tourism development in a destination (Hall, 2011), efficient planning and management of hotels collective CSR activities at a destination is critical for the success of destinations level CSR activities, which requires hotel and destination managers to have a clear understanding of community dynamics, stakeholders' expectations, including residents, of hotels CSR practices.

As businesses fulfill their economic, social and environmental responsibilities, they are also likely to improve residents' quality of life, which could contribute to sustainable tourism development in return (Andereck & Nyaupane, 2011; Bohdanowicz & Zientara, 2008). For example, businesses could make economic contributions to sustainable tourism development through employing local residents and working with local firms; could make social contributions through providing financial support to projects focusing on social causes and construction of schools, hospitals, etc.; make environmental contributions through playing active roles in the protection of the environment (Carroll & Shabana, 2010; Kasim, 2006; Tepelus, 2010). Thus, in addition to being admired by different stakeholders such as customers, current and prospective employees for their CSR practices, businesses can also receive support from local residents who play an important role in the success of tourism development.

Tourism studies have empirically demonstrated that when residents gain personal benefit from tourism they exhibit positive attitudes towards tourism and support additional tourism development (Ko & Stewart, 2002; Perdue, Long, & Allen, 1990; Jurowski, Uysal, & Williams, 1997; McGehee & Andereck, 2004; Wang & Pfister, 2008; Andereck & Nyaupane, 2011). Considering that corporate social responsibility initiatives could have a direct and indirect positive impacts on residents' quality of life, businesses could gain additional resident support by initiating and implementing CSR practices (Su, Huang and Huang, 2018). Such social initiatives as having a school constructed or an entertainment event or sports event sponsored could create the impression that the organization is providing direct benefits to the local community. This could enhance individuals' perceptions of the company and their support for tourism. Specifically, we expect that local residents' perceptions of hotels social responsibility practices at a destination level can affect residents' support for additional tourism development through the mediating role of residents' satisfaction with their quality of life, which in turn contributes to their commitment to the community. Thus, this study aims to examine residents' perceptions of hotels social responsibility (HSR) practices at a destination level and its impact on residents' community satisfaction and community commitment and their support for additional tourism development.

This study expands the existing line of work in four significant ways. First, this study examines destination social responsibility with a multidimensional construct and its impact on residents' satisfaction with their community, support for additional tourism development and community commitment. Second, this study examines the CSR practices at a destination level rather than focusing on individual businesses. Third, although destination social responsibility practices include social responsibility practices of all stakeholders, current study examines residents' perceptions of social responsibility practices initiated and implemented only by hotels at destination level in order to provide specific and actionable implications for hotels in a destination. Lastly, this study addresses the recent calls to examine community satisfaction as a predictor of support for tourism (Su et al., 2017; Su, Huang and Huang, 2018).

2. Literature review

2.1. Theoretical foundation

Studies have used a number of conceptual frameworks to investigate locals' attitudes and behaviors towards tourism development including, but not limited to, the “equity theory, growth machine theory, power

theory, stakeholder theory, identity theory and social exchange theory” (Long & Kayat, 2011, p. 125). While many of these conceptual frameworks have received significant attention from tourism scholars, this study utilizes the stakeholder theory and the social exchange theory as its conceptual framework since successful implementation of collective CSR practices by hotels in a destination requires a clear understanding of community dynamics, stakeholders' expectations and collaboration among various stakeholders. The social exchange theory is most commonly used conceptual framework for understanding residents' support for tourism (Ap, 1992; Gursoy et al., 2002, 2010; Jurowski et al., 1997; Jurowski & Gursoy, 2004; Nunkoo & Ramkissoon, 2011; Styliadis, Biran, Sit, & Szivas, 2014; Su, Huang and Huang, 2018). According to this theory, residents assess the development of tourism considering its benefits and costs. If the benefit resulting from the development outweighs the cost to be tolerated, residents support the tourism in the region (Ap, 1992; Gursoy et al., 2010; Ko & Stewart, 2002; Styliadis et al., 2014).

The stakeholder theory emphasizes the importance of collaboration among various stakeholders in order to pool together the resources, know-how and capacity of “multi-stakeholder systems to evolve and transform for survival and success” (Svendsen & Laberge, 2005, p. 103). A number of tourism scholars have utilized the stakeholder theory as the main conceptual framework in their studies (e.g. Bornhorst, Ritchie, & Sheehan, 2010; Kim & Uysal, 2003; Lee et al., 2018; Sinclair-Maragh & Gursoy, 2016; Yuen et al., 2017; 2018) because the stakeholder theory provides the conceptual framework for understating how to incorporate the interests of various stakeholders in a destination. Since residents are critical in development and delivery of high quality tourism experiences at a destination, it is important to examine the impact of hotels social responsibility practices at a destination on residents' quality of life perceptions. If residents believe that hotels CSR practices collective improves their quality of life, they are more likely to support tourism in their community.

2.2. CSR practices in the hotel industry

CSR concept was introduced by Bowen (1953) who defined the concept as “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society”. Although there is still no widely-accepted definition of corporate social responsibility (Glavas, 2016), Dahlsrud (2008), the most commonly utilized definitions were proposed by the Commission of European Communities (CEC) (2001) and World Business Council for Sustainable Development (WBCSD) (1999). The CEC (2001) defined the term as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” whereas WBCSD (1999) defined it as “the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life”.

Corporate social responsibility is not a new phenomenon in the hotel industry (Holcomb et al., 2007; Sheldon & Park, 2011). However, most studies that examined hotels CSR practices mainly focused on CSR practices that are related to environmental issues (energy and water saving, waste management etc.) (Kucukusta et al., 2013; Sheldon & Park, 2011; Shin, Im, Jung, & Severt, 2017). The ‘social’ dimension has not received much attention (Arslan & Emeksiz, 2016). This might be due to the fact that environmental initiatives are considered as cost saving initiatives whereas social initiatives (financial contribution to school, park construction etc.) are considered as initiatives that can bring additional costs to the organization (Kasim, 2009). However, previous studies suggest that social initiatives can provide indirect positive returns through improved employee job satisfaction and commitment to businesses, which can result in significant positive economic outcomes in the long run. In addition, both internal and external

stakeholders expect socially and environmentally responsible initiatives from businesses (Boğan et al., 2016; Cicerali, Kaya Cicerali, & Saldamli, 2017; De Grosbois, 2012; Holcomb et al., 2007).

Despite its strategic importance, there is no widely-accepted tool to measure the social responsibility performance of organizations (Henderson, 2007; Sheldon & Park, 2011). Content and direction of corporate social responsibility vary at a significant extent in many studies (Rupp & Mallory, 2015). Studies have measured CSR through economic, legal, ethical and philanthropic responsibility dimensions of the pyramid developed by Carroll (1979), the stakeholder theory proposed by Freeman (1984) (Boğan et al., 2016; Farooq et al., 2014; Küçükusta et al., 2013; Park & Levy, 2014; Turker, 2009), or through three conceptual dimensions (economic, social and environmental) of sustainable development (Cowper-Smith & de Grosbois, 2011; Martínez, Pérez, & Rodríguez del Bosque, 2013).

2.3. The relationship between HSR and support for additional tourism development

In tourism industry, ensuring local residents' participation and support is essential for the success and sustainability of tourism development. Residents' permissive and hospitable attitudes towards tourists increase satisfaction of tourists, and play a very influential role on tourists' revisiting and recommendation intentions. However, residents' attitudes and behaviors towards tourism are likely to vary depending on destinations lifecycle stage and the type of development. Therefore, residents' perceptions and reactions towards tourism are frequently examined in different regions of the world and maintain its popularity as a research topic (Gursoy et al., 2010; Gursoy et al., 2002; Lawson, Williams, Young, & Cossens, 1998; Nunkoo & Gursoy, 2012; Sirakaya, Teye, & Sönmez, 2002).

According to Freeman (1984), a stakeholder refers to “any group or individual who can affect, or is affected by, the achievement of the organization's objectives” (Freeman, 1984, p. 46). Since hotels social responsibility practices are likely to have significant impacts on residents' satisfaction with their community and their quality of life, residents are one of the important stakeholders of hotels corporate social responsibility practices at a destination. Furthermore, residents HSR perceptions can play a critical role on their support for tourism; thus, hotel enterprises collective CSR activities at a destination that can influence locals' quality of life and their satisfaction with their community can have significant impacts on their support for tourism in their community (Kim & Lee, 2018; Lee et al., 2018).

Many researchers have investigated the factors that influence, both directly and indirectly, residents' support for tourism development utilizing both the stakeholder theory and the social exchange theory. Those studies reported that residents' perceptions of tourism impacts or attitudes towards tourism are influenced by a large number of factors (Bakhsh, Potwarka, Nunkoo, & Sunnassee, 2018; Gursoy et al., 2010; Gursoy & Rutherford, 2004; Jurowski et al., 1997; McGehee & Andereck, 2004; Nunkoo & So, 2016; Rasoolimanesh & Jaafar, 2017; Sinclair-Maragh & Gursoy, 2016; Sirakaya et al., 2002; Yoon, Gursoy, & Chen, 2001), including but not limited to, the potential economic gains (Jurowski et al., 1997), residents' place image (Schroeder, 1996; Styliadis et al., 2014), personal benefit from tourism (Ko & Stewart, 2002; McGehee & Andereck, 2004; Perdue et al., 1990), awareness of tourism projects within the community (Sirakaya et al., 2002), perceived future of the community (Perdue et al., 1990), the level of community concern, community attachment, ecocentric attitudes, use of tourism resource base, state of local economy (Gursoy et al., 2010; Gursoy et al., 2002; Gursoy & Rutherford, 2004; Jurowski et al., 1997) and some demographical variables (Iroegbu & Chen, 2001; Lankford, 1994; Milman & Pizam, 1988), residents' trust (Nunkoo, Ramkissoon, & Gursoy, 2012; Nunkoo & Smith, 2013; Sinclair-Maragh & Gursoy, 2016), residents' identity (Nunkoo, Gursoy, & Juwaheer, 2010; Sinclair-Maragh & Gursoy, 2016), residents' perception of imperialism (Sinclair-

Maragh & Gursoy, 2016), destination social responsibility (Su, Huang and Huang, 2018), residents' quality of life (Woo, Kim, & Uysal, 2015). This study proposes that residents' perceptions regarding the social responsibility activities of hotel businesses could also be influential on their support for tourism. Considering the fact that corporate social responsibility initiatives can improve residents' quality of life (Kotler & Lee, 2004; WBCSD, 1999), businesses could gain additional residents' support for tourism through these initiatives. According to the social exchange theory (Ap, 1992), if the benefits of social responsibility initiatives of hotels (economic, social and environmental) outweighs the costs, residents will be more likely to support the industry and additional tourism development.

H1a. Residents' perceptions of hotels economic responsibility practices positively affect their support for tourism.

H1b. Residents' perceptions of hotels social responsibility practices positively affect their support for tourism.

H1c. Residents' perceptions of hotels environmental responsibility practices positively affect their support for tourism.

2.4. The relationship between HSR and community commitment

Grzeskowiak et al. (2003: 7) define community commitment as “the extent to which residents internalize the community as their own, feel loyal to it, and would not consider moving out of the community at will”. Similarly, McCool and Martin (1994) define the construct as “the extent and pattern of social participation and integration into the community, and sentiment or affect toward the community” (p. 30). Community size, density, type, length of residency, local social involvements, housing quality and ownership are only few factors that can affect residents' commitment to their community (Hummon, 1992). According to Hummon (1992) residents' perceptions of a community and their social experiences as members of the local community and the larger society can affect their feelings about the local community, which includes both the ecological and built environment. Considering tourism's economic, social and environmental positive and negative impacts on destinations, residents' perceptions of these impacts can have significant impact on their commitment to their community. Specifically, we propose that residents' perceptions of hotels social responsibility practices can have significant impact on their commitment to their community.

H2a. Residents' perceptions of hotels economic responsibility practices are positively related to their commitment to their community.

H2b. Residents' perceptions of hotels social responsibility practices are positively related to their commitment to their community.

H2c. Residents' perceptions of hotels environmental responsibility practices are positively related to their commitment to their community.

2.5. The relationship between HSR and overall community satisfaction

Grzeskowiak et al. (2003) define community satisfaction as “residents' overall satisfaction with the community-at-large” (p. 5). Hummon (1992) argues that “community satisfaction is strongly influenced by the community as an ecological and built environment, though such evaluations are also mediated by people's perceptions of the quality of the local environment, both physically and socially”. The construct of community satisfaction has been used interchangeably with residents' overall quality of life satisfaction perceptions (Sirgy, Rahtz, Cicic, & Underwood, 2000). Since tourism can have positive/negative effects on the quality of environmental, social, economic conditions of the community, residents' satisfaction with these conditions can lead to community satisfaction/dissatisfaction (Grzeskowiak

et al., 2003; Sirgy et al., 2000). By implementing social responsibility initiatives, hotels send value-laden CSR messages to their stakeholders and demonstrate their moral values such as fairness, integrity and compassion, which could lead to residents' satisfaction with their community. Based on the preceding discussion, we posit the following hypotheses:

H3a. Residents' perceptions of hotels economic responsibility practices positively affect overall community satisfaction.

H3b. Residents' perceptions of hotels social responsibility practices positively affect overall community satisfaction.

H3c. Residents' perceptions of hotels environmental responsibility practices positively affect overall community satisfaction.

2.6. The relationship between overall community satisfaction and community commitment

In marketing and organizational behavior literature, the link between satisfaction and commitment has been empirically supported. Specifically, when customers are satisfied with the products and services of a brand, they will be more commitment and loyal to that brand (Rahimi, 2017; Küçükergin & Dedeoğlu, 2014). The more employees are satisfied with their organization and their job, the more they will be commitment to the organization (Gunlu, Aksarayli, & Sahin Perçin, 2010; Kim & Brymer, 2011). This study proposes that the same relationship exists between community satisfaction and community commitment (Grzeskowiak et al., 2003).

H4. Residents' satisfaction with community positively affects their commitment to community.

2.7. The relationship between overall community satisfaction and support for additional tourism

Previous studies proposed that residents' satisfaction with their community is a significant predictor of residents' behaviors such as support for tourism or environmentally responsible behaviors (Ko & Stewart, 2002; Nunkoo & Ramkissoon, 2011; Vargas-Sánchez, Plaza-Mejía, & Porrás-Bueno, 2009; Vargas-Sánchez, Porrás-Bueno, & de losÁngeles Plaza-Mejía, 2011; Su, Huang and Pearce, 2018). If residents are satisfied with overall community conditions, they would support additional tourism development. Thus, this study proposes that:

H5. Residents' satisfaction with their community positively affects their support for additional tourism development.

The conceptual model which underlies influences of residents' perceptions of hotels social responsibility practices on their reactions to tourism (support for additional tourism) and on their commitment to community through overall community satisfaction is depicted in Fig. 1. Residents' overall community satisfaction is proposed as a mediator for the relationship between HSR perceptions and support for additional tourism and the relationship between HSR perceptions and community commitment (see Fig. 2).

3. Methodology

3.1. Instrument

All of the constructs included in the proposed model were measured utilizing the scales used in previous studies as presented in Appendix A (Martinez, Perez and del Bosque, 2013; McCool & Martin, 1994; Grzeskowiak et al., 2003; Shin, Im, Jung, & Severt, 2018; McGehee & Andereck, 2004). Economic (6 items), social (10 items) and environmental (7 items) dimensions of residents' perceptions of all hotels social responsibility practices located in Alanya were measured with 23 items

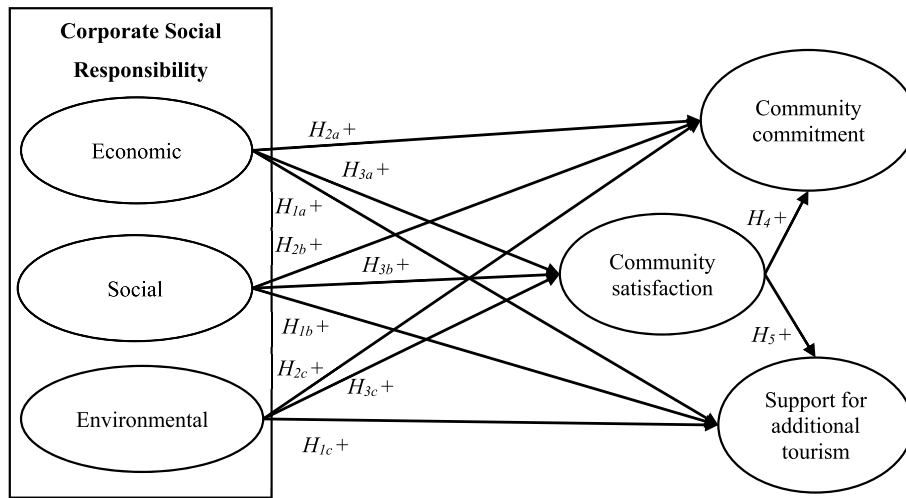


Fig. 1. Conceptual model.

utilizing a 5-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree). Sixteen of those items were adopted from the scale developed by Martínez et al. (2013). Seven items were developed by authors of this study. Community commitment was measured with four items and community satisfaction with four items using a 5-point Likert scale. As presented in the Appendix, one item in the community commitment scale (If I could, I would move away from Alanya) was reverse coded for the analysis because it was negatively worded. Residents' support for additional tourism development was measured with 8 items using a 5-point Likert scale.

3.2. Sampling and data collection

Alanya is one of the most important and popular tourist destinations in Turkey. Approximately 8% of Turkey's tourism income comes from the tourists visiting Alanya (Alanya Economic Report, 2016). According to the destination lifecycle model developed by Butler (1980), Alanya is a destination that is at the stagnation stage (Spilanis, Le Tellier, & Vayanni, 2012). Thus, residents' positive attitudes towards tourism is critical at this stage of the lifecycle for the destination to move towards the rejuvenation stage.

Data were collected utilizing a structured survey questionnaire. Surveys were conducted with the help of interviewers through personal interviews and using the drop off-pick up method. Personal interviews

were conducted at respondents' residences. A number of survey questionnaires were also dropped off at small businesses that are frequented by local residents such as women and men hairdresser shops, restaurants etc. They were picked up after two weeks. A total of 412 responses were received through the drop off-pick up method and a total of 316 personal interviews were conducted at respondents' residences. An examination of the responses indicated that 43 questionnaires had a “straight-lining” problem, and more than 5% of the values were missing in 56 questionnaires. Those 99 responses were discarded, which resulted in 629 complete responses. An a priori sample size calculation indicated that the sample size of 629 was adequate for this study (Soper, 2017; Westland, 2012). Given the number of observed ($N = 46$) and latent ($N = 6$) variables, the anticipated effect size ($d = 0.30$), the desired probability ($p = .05$), and the statistical power (0.80), a recommended minimum of 589 observations were required for this study. Our sample of 629 fulfilled the recommended minimum sample size for sampling adequacy.

3.3. Data analysis

A Partial Least Squares Structural Equation Modeling (PLS-SEM), using the SmartPLS 3.2.7 (Ringle, Wende, & Becker, 2015), was conducted to test the proposed hypotheses (Fig. 1). A two-step PLS-SEM process (Chin, 1998) was employed first to test the measurement model

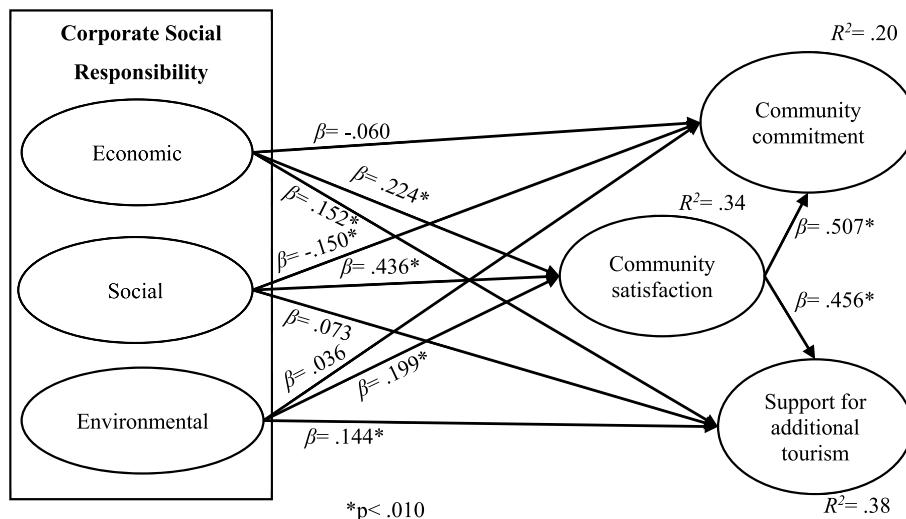


Fig. 2. Results of structural model.

and then to test the structural model on the full sample of 629 respondents. Bootstrapping method with individual sign changes option was employed to attain inferential statistics with 300 cases and 5000 sub-samples (Hair, Ringle, & Sarstedt, 2011; Usakli & Kucukergin, 2018). Afterwards, an evaluation of common method bias (CMB) was conducted. Explanatory power (R^2), predictive relevance (Q^2), effect sizes (f^2), and mediation effects were estimated.

Before conducting the two-step PLS-SEM, a data screening process was performed. First, the missing values and outliers were examined with Mahalanobis distance. Afterwards, the normal distribution assumption was checked. As suggested by Hair, Hult, Ringle, and Sarstedt (2014), missing values were replaced using the mean substitution method. An examination of the Mahalanobis distance values indicated that there were no outliers (Mahalanobis' D (39) > 125.54, $p < .001$). Afterwards, the skewness and kurtosis values were examined. Since the lowest and highest values were -1.439 and -0.079 for skewness and -1.462 and 2.118 for kurtosis, respectively, the normal distribution assumption was met (Kline, 2011).

Common method bias (CMB) is of a particular concern when survey respondents are asked to complete questionnaires that include both independent and dependent variables. CMB was examined with Harman's single-factor approach (Podsakoff & Organ, 1986). CMB is present if a single or general factor appears to account for the majority of variance. An unrotated factor analysis using the eigenvalue-greater-than-one criterion revealed ten different factors that accounted for 71.82 percent of the variance. The first factor captured only 19.03 percent of the variance in the data. Since a single factor did not emerge and the first factor did not account for most of the variance, CMB does not appear to be a problem.

4. Results

4.1. Respondents demographic profile

A total of 58.8% of the respondents in the present study were female ($f = 370$), 51.8% ($f = 326$) of respondents were 42 years old or older and 80.9% of them were married ($f = 509$). A total of 61.2% of them ($f = 385$) indicated that they were from Alanya and 41% ($f = 258$) indicated that at least one of their relatives work in the tourism industry. Most of the respondents (62.5%) ($f = 393$) have been residing in Alanya more than 15 years, 45.3% of them ($f = 285$) stated that they directly generate income from the tourism industry whereas 41.7% ($f = 262$) earn income from the industry indirectly. Only 27.8% of respondents worked in the hotels in Alanya. Majority of respondents were craftsmen (%35.5, $f = 223$) and retired individuals (%20.3, $f = 128$). Education level of respondents were; primary school 44% ($f = 277$), secondary school 33.2% ($f = 209$) and post-graduates and above 12.4% ($f = 78$).

4.2. Testing the conceptual model

Because the causality in the conceptual model of this study flows from the latent variable to the indicators, all constructs (latent variables) were measured as reflective constructs using the items discussed earlier in the “instrument” section utilizing a factor model approach (Hair et al., 2014). Therefore, indicator reliability, internal consistency, convergent validity, and discriminant validity of the measurement scale were examined (Hair et al., 2014). During the assessment of the measurement model, three items from the environmental dimension and the social dimension, one item from the community and four items from additional support for tourism were removed from the analysis due to the low factor loadings (see Appendix A for removed items). After removing those items, the measurement model was finalized. As shown in Table 1, all item loadings in the final measurement model exceeded the minimum cut off point of 0.40 (Hair et al., 2014), thus internal consistency was achieved. In terms of convergent validity, all composite

reliability (CR) values were above the minimum cut off point of 0.70 (Fornell & Larcker, 1981) and all average variance extracted (AVE) values met the minimum criteria of 0.50 (Fornell & Larcker, 1981). Discriminant validity was assessed utilizing the approach recommended by Fornell and Larcker (1981) and also by examining the heterotrait-monotrait (HTMT) ratio of correlations, which is considered to be a stricter criterion (Henseler, Ringle, & Sarstedt, 2015). Findings indicated that the constructs examined in this study exceeded the requirements of both discriminant validity approaches as shown in Table 2. Thus, the measurement model was found to be satisfactory and provided sufficient evidence in terms of reliability, convergent validity, and discriminant validity.

Afterwards, proposed hypotheses and the conceptual model were tested (Fig. 1). Significance of the proposed relationships were determined by examining the t-values of the path coefficients, which were estimated utilizing the bootstrapping procedure (5000 samples). Furthermore, indirect and total effects were also estimated. Structural model's overall explanatory power was evaluated through R^2 value, predictive power through Q^2 and f^2 values and path coefficient β -values. Findings of structural model are presented in Table 3.

Results presented in Table 3 show that all of the proposed hypotheses were supported, except for (H_{1b} , H_{2a} , H_{2b} , and H_{2c}). Results indicated that the proposed model had a 34% explanatory power for community satisfaction, 38% explanatory power for additional tourism support and 20% explanatory power for community commitment. The Stone-Geisser Q^2 values obtained through the blindfolding procedures for community satisfaction, additional tourism support and community commitment were larger than zero, providing support for the predictive validity of the model (Hair et al., 2014).

Results indicated that Cohen's effect size f^2 values (1988) were above 0.02, which indicated satisfactory effects for the endogenous latent constructs (Henseler, Ringle, & Sinkovics, 2009). Community satisfaction was found to have significant impacts on additional tourism support ($f^2 = 0.22$) and community commitment ($f^2 = 0.21$) whereas social CSR perceptions ($f^2 = 0.28$) had significant impact on community satisfaction. The “inverse square root” method proposed by Kock and Hadaya (2018) was used to determine whether the non-significant effects were due to a small sample size. According to this method, with the desired probability ($p = .05$) and statistical power (0.80), the minimum suggested sample size was 299. Therefore, the non-significant effects were not due to sample size (Mayr, Erdfelder, Buchner, & Faul, 2007).

4.3. Testing of mediator role of community satisfaction

The mediator role was examined as recommended by Hair et al. (2014) and Preacher and Hayes (2008) by creating and testing two models. In the first model, community satisfaction and how residents' perceptions of hotels social responsibility activities affect their community commitment and attitudes towards additional tourism support were excluded from the model. In the second model, all excluded constructs were included in the model. Results for both models are presented in Table 4.

In Model 1, no significant impact of economic and social dimensions of CSR perceptions on community commitment was found, which suggested that there was no mediating effect (Preacher & Hayes, 2008). In order to examine whether community satisfaction's indirect effect was significant in these relationships, the bootstrapping method was used. As seen in Model 2, community satisfaction's indirect effect in these relationships was found to be significant. Accordingly, VAF (variance accounted for) value was checked in order to determine whether community satisfaction plays a mediator role between the mentioned variables. Based on the values recommended by Hair et al. (2014), findings indicated that community satisfaction plays a partial mediator role in all above mentioned relationships.

As can be seen in the total effect column in Table 4, only the

Table 1
Result of measurement model.

| Dimensions | Statements | Path coeff. | Mean | CR | AVE |
|--------------------------------|---|-------------|------|-----|-----|
| Environmental | Hotels in Alanya protect the environment | .860 | 3.54 | .93 | .68 |
| | Hotels in Alanya reduce its consumption of natural resources | .888 | 3.66 | | |
| | Hotels in Alanya give importance to recycles | .850 | 3.52 | | |
| | Hotels in Alanya communicate to their customers about their environmental practices | .855 | 3.74 | | |
| | Hotels in Alanya exploit renewable energy in a productive process compatible with the environment | .736 | 3.67 | | |
| | Hotels in Alanya have a high environmental awareness level | .750 | 3.72 | | |
| Economic | Hotels in Alanya obtain the greatest possible profits | .730 | 3.70 | .94 | .72 |
| | Hotels in Alanya try to achieve long-term success | .859 | 3.88 | | |
| | Hotels in Alanya improve their economic performance | .852 | 3.78 | | |
| | Hotels in Alanya ensure their survival and success in the long run | .898 | 3.94 | | |
| | Hotels in Alanya encourage tourists to buy from local businesses | .875 | 3.87 | | |
| | Hotels in Alanya provide employment to locals | .856 | 3.83 | | |
| Social | Hotels in Alanya are committed to improving the welfare of the communities in which it operates | .964 | 3.73 | .98 | .85 |
| | Hotels in Alanya actively participate in social and cultural events (music, sports, etc.) | .906 | 3.60 | | |
| | Hotels in Alanya play a role in society that goes beyond mere profit generation | .934 | 3.78 | | |
| | Hotels in Alanya work in partnership with non-governmental organizations in the region | .931 | 3.61 | | |
| | Hotels in Alanya provide financial support in the construction of schools, hospitals etc. | .945 | 3.76 | | |
| | Hotels in Alanya contribute to the protection of the local culture | .899 | 3.70 | | |
| Community Satisfaction | Hotels in Alanya try to prevent local language corruption | .871 | 3.61 | .83 | .56 |
| | Overall satisfaction with quality of life | .855 | 3.79 | | |
| | Overall conditions of Alanya | .890 | 3.89 | | |
| | Future conditions of Alanya in the years to come | .609 | 3.34 | | |
| Community Commitment | Alanya as a desirable place to live | .583 | 3.48 | .87 | .70 |
| | If I could, I would move away from Alanya | .858 | 3.48 | | |
| | If I had to move away from my community, I would be very sorry to leave | .872 | 3.53 | | |
| Support for additional tourism | I'd rather live in the town where I live now than anywhere else | .769 | 3.46 | .84 | .58 |
| | Most important industry for my community | .830 | 3.71 | | |
| | Help my community grow in the right direction | .792 | 3.55 | | |
| | Continue to play an important economic role | .767 | 3.58 | | |
| | Proud that tourist are coming in my community | .634 | 3.46 | | |

Table 2
Result of discriminant validity.

| Fornell and Larcker | Community Commitment | Environmental | Support for additional tourism | Economic | Social | Community Satisfaction |
|--------------------------------|----------------------|-------------------|--------------------------------|-------------------|-------------------|------------------------|
| Community Commitment | .834 ^a | | | | | |
| Environmental | .157 | .825 ^a | | | | |
| Support for additional tourism | .284 | .319 | .759 ^a | | | |
| Economic | .089 | .186 | .335 | .847 ^a | | |
| Social | .098 | .138 | .339 | .136 | .922 ^a | |
| Community Satisfaction | .425 | .300 | .584 | .321 | .494 | .747 ^a |
| HTMT | | | | | | |
| Community Commitment | | | | | | |
| Environmental | .183 | | | | | |
| Support for additional tourism | .364 | .383 | | | | |
| Economic | .103 | .202 | .398 | | | |
| Social | .111 | .147 | .396 | .137 | | |
| Community Satisfaction | .579 | .390 | .791 | .392 | .583 | |

^a The square root of the AVE.

environmental dimension of HSR had a significant impact on the community commitment levels of residents. However, each dimension of HSR (social (0.272), economic (0.254) and environmental (0.234)) was found to have significant total effect on support for additional tourism. In addition, findings indicated that satisfaction levels of the residents strongly affect the level of commitment (0.507) and the attitudes towards additional support for tourism (0.456). Thus, findings suggest that social, economic and environmental dimensions of HSR and community satisfaction are the key drivers of residents' attitudes towards additional support for tourism. While community satisfaction plays a critical role in the formation of local community commitment, only the environmental dimension of HSR was found to be a key driver for community commitment.

5. Conclusion and discussion

In today's business environment, businesses are expected to be sensitive to the economic, social and environmental issues in the region

they operate. Thus, development and implementation of corporate social responsibility initiatives and practices become critical for success in tourism industry. Furthermore, stakeholders' positive responses to businesses CSR-based initiatives have rendered this concept as a strategic necessity for the success of any business. Nevertheless, in tourism industry, how residents' –being one of the most important stakeholders in tourism industry–perceptions of such kind of social initiatives would affect their attitudes and behaviors towards the industry has not received much attention from scholars. Findings of this study fill this gap in the literature to a certain extent and provide practical and theoretical implications to both tourism academicians and businesses.

5.1. Theoretical implications

The current study investigates residents' perceptions of hotels social responsibility (HSR) practices at destination level and its impact on their sentiments to community (specifically focusing on community satisfaction and community commitment) and their reactions to

Table 3
Results of hypotheses.

| Relations | Path Coefficients | t values | p value | Hypotheses |
|-------------------|---------------------|----------|---------|-----------------|
| Economic→SAT | .152* | 3.969 | .000 | H _{1a} |
| Social →SAT | .073 ^{NS} | 1.712 | .087 | H _{1b} |
| Environmental→SAT | .144* | 4.380 | .000 | H _{1c} |
| Economic→CC | -.060 ^{NS} | 1.531 | .126 | H _{2a} |
| Social → CC | -.150* | 3.847 | .000 | H _{2b} |
| Environmental→ CC | .036 ^{NS} | .996 | .319 | H _{2c} |
| Economic→CS | .224* | 5.184 | .000 | H _{3a} |
| Social →CS | .436* | 11.568 | .000 | H _{3b} |
| Environmental→CS | .199* | 5.272 | .000 | H _{3c} |
| CS→CC | .507* | 10.790 | .000 | H ₄ |
| CS→SAT | .456* | 9.503 | .000 | H ₅ |

Adjusted R²: CS = .34; SAT = .38; CC = .20
The Stone-Geisser Q²: SAT = (SSO = 2.516, SSE = 1.997, Q² = .206); CC = (SSO = 1.887, SSE = 1.641, Q² = .130)

*p < .01; ^{NS}: Not significant. CS = Community satisfaction; SAT = Support for additional tourism; CC = Community Commitment.

tourism industry (support for additional development). Findings of our study provide several theoretical implications. First, findings suggest that residents' perceptions of HSR practices in all three dimensions have positive influence on residents' satisfaction with their community. Social dimension is found to have the largest impact followed by economic and environmental dimensions. Findings clearly suggest that the more hotels perform social responsibility practices, the more satisfied with the community residents become. This finding is consistent with the findings reported by Su et al., 2017; Su, Huang and Huang, 2018; Su, Huang and Pearce, 2018. Specifically, Su et al. (2017) and Su, Huang and Pearce, 2018 found that residents' perceptions of DSR positively influence their overall satisfaction with their community. In other study, Su, Huang and Huang (2018) found that residents' perceptions of DSR contribute to their quality of life. Nevertheless, there are certain differences between our study and the other studies. While other studies have examined residents' social responsibility perceptions of all businesses in a destination (DSR), this study only focuses on residents' perceptions of hotels social responsibility (HSR) practices. Second, even though the corporate social responsibility is a multi-dimensional construct (Carroll, 1991; Martínez et al., 2013; Park & Levy, 2014; Turker, 2009), previous studies measured DSR as a unidimensional construct while CSR is measured as a multi-dimensional construct in this study.

Second, findings indicate that residents' perceptions of HSR practices have positive effects, both directly and indirectly through community satisfaction, on residents' support for additional tourism development. These findings are also consistent with the previous studies

Table 4
Mediator role of community satisfaction.

| Relationships | Model without mediator (Model 1) | | Model with mediator (Model 2) | | | VAF |
|-------------------|----------------------------------|--------------------|-------------------------------|-----------------|--------------------|-----|
| | Path coefficients | Standard deviation | Direct effect | Indirect effect | Total effect | |
| Economic→CC | .060 ^{NS} | .045 | -.060 ^{NS} | .114* | .054 ^{NS} | + |
| Social → CC | .078 ^{NS} | .040 | -.150* | .221* | .071 ^{NS} | + |
| Environmental→ CC | .142* | .041 | .036 ^{NS} | .101* | .137* | %74 |
| Economic→SAT | .248* | .044 | .152* | .102* | .254* | %40 |
| Social →SAT | .281* | .043 | .073 ^{NS} | .199* | .272* | %73 |
| Environmental→SAT | .238* | .039 | .144* | .091* | .234* | %61 |
| Economic→CS | | | .224* | | .224* | |
| Social →CS | | | .436* | | .436* | |
| Environmental→CS | | | .199* | | .199* | |
| CS→CC | | | .507* | | .507* | |
| CS→SAT | | | .456* | | .456* | |

*p < .01; ^{NS}: Not significant. CS = Community satisfaction; SAT = Support for additional tourism; CC = Community commitment. +: According to the method of Preacher and Hayes (2008), since the first step is not met there is no mediating effect.

(Lee et al., 2018; Su, Huang and Huang, 2018; Su, Huang and Pearce, 2018). Specifically, Su, Huang and Huang, 2018 found that residents' perceptions of DSR had a positive effect, both directly and indirectly through residents' positive impact perceptions, on residents' support for tourism. In another study, residents' perceptions of DSR was found to contribute to residents environmental responsibility behaviors directly and indirectly through overall community satisfaction (Su, Huang and Pearce, 2018). Furthermore, Lee et al. (2018) reported that gaming company's CSR practices have an indirect effect on residents' support toward gaming development mediated by perceived benefits and quality of life.

Third, findings show that residents' perceptions of only the social dimension of HSR practices have direct effect on residents' commitment to their community. Contrary to our expectations, the others two dimensions (economic, environmental) of HSR perceptions have no significant effect on residents' community commitment. This might be due to the fact that community commitment, as individuals' emotional investments in a place, is to a greater extent shaped by local social involvement and to a lesser extent, shaped by the objective features of the built environment and individual's subjective perceptions of that environment (Hummon, 1992, p. 256). Findings also suggest that residents' satisfaction with their community is a critical antecedent of their community commitment and support for additional tourism development. This finding support the findings of Su, Huang and Pearce, (2018) who reported positive effect of overall community satisfaction and environmentally responsible behavior on support for tourism.

5.2. Practical implications

Findings provide several implications for hotel businesses in a destination. Findings clearly show the impact of hotels social responsibility practices on residents' support for additional tourism development and on residents' sentiments towards their community. Through fulfilling their economic, social and environmental responsibilities in the region they operate, hotel businesses can increase residents' satisfaction levels with their community. Especially social initiatives create the largest impact on residents' satisfaction. Hotel businesses can partner with other non-profit and grassroots organizations in developing and implementing socio-cultural, economic and environmental CSR initiatives and practices to improve the quality of life of the residents. However, hotels business practices should be consistent with their CSR and philanthropic initiatives (McShane & Cunningham, 2012). For instance, without developing and implementing any energy, water saving and waste management initiatives and practices on site while providing financial support to a school construction could create the impression that the business is not sincere in its initiatives. This can result in businesses losing local residents trust in and support for their CSR

efforts, which can create animosity and dislike against the company and its business practices among locals.

Ensuring residents' support is vital for the success of tourism development. Findings of this study clearly suggest that social responsibility initiatives of hotel businesses have direct and indirect positive impacts on residents' support for tourism. Specifically, hotel businesses could directly gain residents' support through providing them with economic and environmental benefits. Hotel business can conduct studies to find out residents' wishes and expectations and develop initiatives in the region that directly correspond with residents' wishes and expectations. Those initiatives can also positively affect residents' community satisfaction levels. Findings suggest that social initiatives are likely to have relatively more impact on residents' quality of life compared to other initiatives. Thus, hotel businesses should attempt to identify the most critical social issues and develop initiatives to address those issues in cooperation with other non-profit organizations in the region. This is likely to improve residents trust in the company and residents' support for tourism. As suggested by [Jurowski et al. \(1997\)](#) “businesses seeking the support of the host community should promote their ecological efforts not only to their customers but also to the community residents” (p. 9).

Community planners should view community satisfaction and community commitment as end goals in their community development activities ([Grzeskowiak et al., 2003](#)). Therefore, identifying the critical factors that can improve residents' satisfaction and commitment to the region is very important for community planners during the development of regional strategies ([Grzeskowiak et al., 2003](#)). Findings of this study suggest that residents' satisfaction with their community is an important antecedent of their commitment to the community ([Rather, 2018](#)). Community planners should encourage hotel companies to develop and implement socially, economically and environmentally responsible initiatives and practices that can contribute to residents' satisfaction with their community. Besides, community planners, policy

makers and hotel industry can work together to design internal marketing strategies to inform residents of the benefits they receive from the hotel industry to gain their support for additional tourism development ([Gursoy et al., 2002](#); [Jurowski et al., 1997](#)).

6. Limitations and future directions

Like any other study, this study is not free of limitations. The first limitation of this study is that the data for this study were collected from a mature destination in Turkey. Perceptions of locals residing in destinations that are at exploratory or development stage could be different. Thus, future studies should examine locals' perceptions at destinations that are at different stages of their lifecycle in order to validate the findings of this study. Furthermore, even though the community satisfaction is a multidimensional construct comprising of several community constructs such as satisfaction with community, social ties, housing, neighborhood, social and family life, community services, work, and financial life ([Nunkoo & Ramkissoon, 2011](#)), this study only examined one aspect of community satisfaction. Therefore, future studies should examine residents' satisfaction level with their community utilizing a multidimensional approach. This study examined resident's satisfaction as a mediator variable. However, other variables may also mediate the relationships examined in this study such as trust. Future studies should examine the mediation effects of other variables such as trust in hotel businesses CSR practices ([Kang, Manthiou, Sumarjan, & Tang, 2017](#)), and residents' subjective evaluations of hotels' initiatives ([Donia, Tetrault Sirsly, & Ronen, 2017](#); [Vlachos, Panagopoulos, & Rapp, 2013](#)).

Conflicts of interest

There is no conflict of interest.

Appendix A. Measurement Items

Table 1

| Dimension | Measurement Items ^b | References |
|--|---|---|
| Environmental | Hotels in Alanya protect the environment | Martínez et al. (2013) |
| | Hotels in Alanya reduce its consumption of natural resources | |
| | Hotels in Alanya give importance to recycles | |
| | Hotels in Alanya communicate to their customers about their environmental practices | |
| | Hotels in Alanya exploit renewable energy in a productive process compatible with the environment | |
| Social | Hotels in Alanya participate in environmental certifications ^a | By authors |
| | Hotels in Alanya have a high environmental awareness level | |
| | Hotels in Alanya are committed to improving the welfare of the communities in which it operates | Martínez et al. (2013) |
| | Hotels in Alanya actively participate in social and cultural events (music, sports, etc.) | |
| | Hotels in Alanya play a role in society that goes beyond mere profit generation | |
| | Hotels in Alanya provide a fair treatment of employees (without discrimination and abuse, regardless of gender, race, origin, or religion) ^a | By authors |
| | Hotels in Alanya provide training and promotion opportunities for employees ^a | |
| | Hotels in Alanya help to solve social problems ^a | |
| | Hotels in Alanya work in partnership with non-governmental organizations in the region | |
| | Economic | Hotels in Alanya provide financial support in the construction of schools, hospitals etc. |
| Hotels in Alanya contribute to the protection of the local culture | | |
| Hotels in Alanya try to prevent local language corruption | | By authors |
| Hotels in Alanya obtain the greatest possible profits | | |
| Hotels in Alanya try to achieve long-term success | | |
| Community satisfaction | Hotels in Alanya improve their economic performance | Grzeskowiak et al. (2003) |
| | Hotels in Alanya ensure their survival and success in the long run | |
| | Hotels in Alanya encourage tourists to buy from local businesses | |
| | Hotels in Alanya provide employment to locals | |
| | Overall satisfaction with quality of life | |
| | Overall conditions of Alanya | |
| | Future conditions of Alanya in the years to come | |
| | Alanya as a desirable place to live | |

(continued on next page)

Table 1 (continued)

| Dimension | Measurement Items ^b | References |
|--------------------------------|--|--|
| Community commitment | I enjoy living in Alanya ^a If I could, I would move away from Alanya ^c If I had to move away from my community, I would be very sorry to leave I'd rather live in the town where I live now than anywhere else | Grzeskowiak et al. (2003); Shin et al. (2018) |
| Support for additional tourism | Tourism can be one of the most important industries for a community Additional tourism would help this community grow in the right direction The tourism industry will continue to (or could) play a major economic role in this community I am happy and proud to see tourists coming to see what my community has to offer I support tourism having a vital role in this community ^a Tourism holds great promise for my community's future ^a The tourism organization of my community's government should do more to promote tourism ^a I favor building new tourism facilities which will attract more tourists ^a | McGehee and Andereck (2004) |

^a This item was deleted after examining measurement model.

^b All items were measured with 5-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree).

^c This item was reverse-coded.

Appendix B. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.jhtm.2019.03.005>.

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