Factors Effecting Customer Loyalty in The Hotel Sector: Moderating the Role of Collective Vs. Individualistic Culture

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Abstract: In the current era of intense competition, it is crucial for hotels to maintain customer loyalty. This study investigated the impact of service quality, CSR activities, and customer experience on customer loyalty, with a focus on the mediating role of corporate reputation. This study also investigated the moderating influence of collectivistic and individualistic cultures. The data was collected from hotel customers in Saudi Arabia. The questionnaire was developed based on a review of previous literature in order to collect data from the participants. A total of 300 questionnaires were distributed to respondents, and 208 of these responses were deemed usable for analysis. The collected data was analysed using the Statistical Package for the Social Sciences (SPSS). The results of the study showed that corporate reputation has a positive effect on loyalty. Moreover, CSR, service quality, and experience also have a positive effect on reputation. These findings also confirm the mediation of reputation and the moderating effect of collective culture. The study discusses the implications and limitations in detail.
Keywords: Collectivistic Culture, Individualistic Culture, Loyalty, Reputation, CSR

1. INTRODUCTION

In the hospitality sector, numerous organisations are engaged in serving customers in both domestic and international markets. In contrast, tourists also engage in travel to countries characterised by diverse cultural backgrounds. The examination of customers' cultures holds significant importance, notwithstanding its intricate nature (Kanapathy et al., 2017). Human behaviour is influenced by culture, particularly the values associated with collective and individualistic cultures (Fatehi et al., 2020). The examination of these factors holds significant importance in order to enhance the comprehension of customers from diverse backgrounds. By comprehending the cultural context of their clientele, organisations can

enhance their ability to devise effective strategies for cultivating customer satisfaction. According to Jiao and Zhao (2023), the perception of customers towards a service or product is influenced by their cultural background. The hospitality industry is confronted with various challenges due to the increasing number of customers who travel internationally with the expectation that hotels will cater to their cultural requirements (Kao et al., 2016). The assessment of product quality by customers is subject to variation based on their cultural background.

In many instances, customers do not adhere strictly to collective or individualistic behaviour patterns. However, individuals engage in both collective and individualistic behaviours when utilising a service or making a purchase, driven by their respective motivational objectives (Roy et al., 2018). Individualistic culture is characterised by a cultural perspective that places emphasis on the distinctiveness of individuals' personal characteristics and actions. Complex cities often embody diverse cultures, as individuals or consumers tend to gravitate towards socially adaptable cultures and actively seek to participate in them due to the broad range of social roles they offer (Abdul Halim et al., 2018). The customers' values encompass individualism, characterised by the pursuit of pleasure, self-gratification, and achievement. These factors potentially exert significant influence on the purchasing behaviour of individuals. Customers from individualistic cultures influence their loyalty by means of satisfaction and trust (Cho & Jang, 2017).

In contrast to an individualistic culture, scholars have delineated a collective culture as one that assigns relatively less significance to individual traits and actions (Wu et al., 2020). The collective culture is characterised by societies that adhere to strict norms and values, which are accompanied by a high level of expectations. Individuals acquire or possess societal norms, roles, and values. Customers hailing from collective cultures prioritise interpersonal relationships and social cohesion over individualistic pursuits. The level of behavioural intention exhibited by customers from search cultures is higher in comparison to those from individualistic cultures (Czarnecka & Schivinski, 2022).

One of the primary concerns for contemporary organisations is the establishment and maintenance of customer loyalty. The significance of loyalty in the hotel industry is equally noteworthy. The establishment and sustained operation of hotels in both local and global markets are of paramount importance. Continuous monitoring of hotel services is of paramount importance in fostering customer loyalty. Loyal customers consistently engage in repeat purchases from a particular business, driven

by their level of satisfaction. Customers of this nature exhibit a tendency to exhibit a lack of preference for products originating from competing brands (Yazid et al., 2020). To enhance organisational or hotel performance, it is crucial for decision-makers to formulate strategies that foster enduring customer relationships (Gli et al., 2023). Hence, it is of utmost significance to ascertain the factors that influence customer loyalty.

To effectively prolong customer engagement and retention, it is crucial for hotels to establish and uphold a favourable organisational reputation (González-Rodríguez et al., 2019). Several studies have identified corporate reputation as a highly significant intangible asset for organisations. In the realm of the service industry, the reputation of service providers holds significant importance as it contributes to the attainment of a competitive advantage (Veh et al., 2019). The capacity of an organisation to provide products or services of significant value by leveraging its reputation. The level of uncertainty experienced by customers is diminished. Based on the foundation of corporate reputation. The corporate reputation of an organisation exerts a substantial influence on various constructs, such as positive word of mouth, loyalty, trust, and customer satisfaction (Ali, 2022). Corporate reputation plays a significant role in the development of competitive advantage.

In order to effectively compete with organisations both domestically and internationally, service providing agencies must prioritise the quality of their services (Myo et al., 2019). The differentiation of a hotel from its competitors can be achieved through the utilisation of the most powerful tool available. Organisations can achieve a competitive advantage over their competitors and effectively attract and retain customers by focusing on service quality (Afthanorhan et al., 2019). Several studies have been conducted to enhance service quality within the hotel industry with the aim of increasing customer loyalty. The organisation stands to significantly enhance its profitability if it successfully retains its customer base. The provision of high service quality is not only instrumental in satisfying existing customers but also plays a pivotal role in attracting new customers by ensuring a positive customer experience (Meesala & Paul, 2018).

Organisations should prioritise their social responsibilities in addition to their primary objectives (Scavarda et al., 2019). Businesses have a dual responsibility: to generate profits and to ensure the well-being of their stakeholders. The expectations and requirements of both shareholders and stakeholders are progressively intensifying over time. The concept of CSR entails the adoption of activities by organisations to ensure the ethical practises and protection of the rights of stakeholders. Organisations have

the ability to incorporate social practises across various levels, including employee, customer, environmental, and law and order, in order to foster their interaction with society (Islam et al., 2021). Hence, organisations incorporate corporate social responsibility as integral components of their strategic approach.

The perception and satisfaction of customers play a significant role in influencing the dynamics and outcomes of the service industry. Understanding the needs of customers is of utmost significance in order to effectively cater to their individual requirements. In the context of a globalised world, hotels have the potential to enhance their competitive edge by providing personalised services. Currently, organisations engage in the analysis of customer situations to deliver a more meaningful experience (Suhartanto et al., 2020). Yoshida (2017) suggests that customers in the hotel industry make decisions based on their previous experiences. With increasing competition among hotels in Saudi Arabia, it is crucial to comprehend the diverse backgrounds of customers. This study investigates the impact of service quality, experience, CSR, and reputation on customer loyalty while considering the moderating effects of collective and individualistic cultural orientations.

2. LITERATURE REVIEW

2.1 Corporate Reputation and Customer Loyalty

Loyal customers demonstrate an intention to make repeat purchases from the organisation. They are also inclined to engage in positive word-of-mouth communication about the service or product they have used. Loyalty is a crucial factor for organisations seeking to attain a competitive advantage. Customer retention is crucial for organisations in today's dynamic environment (Leninkumar, 2017). Customer loyalty is defined as the commitment of a customer to consistently purchase a specific brand's product or use its services over an extended period of time. These customers exhibit brand loyalty and are resistant to switching brands, even in the face of innovation or the introduction of new products. Loyal customers are actively involved in repurchasing, advocating for the brand, and expressing positive opinions about the products or services offered by the company (van Asperen et al., 2018). Customer loyalty is crucial for the long-term success and sustainability of an organisation. Organisations can achieve long-term success through customer loyalty, which entails

increasing revenue and reducing costs (Arslan, 2020).

Literature has defined corporate reputation as "the overall impression reflecting the perception of a collective stakeholder group" (Yadav et al., 2018). Reputation refers to stakeholders' perceptions of an organisation based on their purchasing experiences. The organisation's reputation is assessed based on customer perception (Bălan, 2020). Corporate reputation is assessed by considering customer perceptions and their previous experiences. Corporate reputation encompasses the customers' overall experience and their response to an organization's communication and services, as stated by researchers. Corporate reputation plays a crucial role in enhancing customer perception and reducing both direct and indirect costs for the corporation. This factor facilitates long-term customer relationship management (Arslanagic-Kalajdzic & Zabkar, 2017).

Corporate reputation is a significant factor in influencing others. It can affect customer loyalty, public relations, competencies, competitiveness, corporate social responsibility, perceived value, service quality, and customer satisfaction (Boni & Abremski, 2022). A positive organisational reputation fosters long-term customer engagement. In essence, they will continue to be affiliated with the corporation (W. Ali et al., 2021). Therefore, the corporate reputation holds a substantial influence in effectively engaging customers (Suhud & Surianto, 2020). Several studies have found that corporate reputation has a positive impact on customer loyalty, as customers tend to exhibit a preference for repurchasing, re-consuming, and revisiting the same service provider in the future (Khan et al., 2022; Le, 2022; Lee et al., 2017).

H1: Corporate reputation has positive impact on loyalty.

2.2 Service Quality and Corporate Reputation

Previous research has conceptualised service quality as the manner in which organisations fulfil or surpass customer expectations (Victoria, 2022). The concept of service quality in literature is often defined as the outcome of customers' evaluation of the quality of service provided by an organisation. This evaluation is based on the comparison between the customers' expectations and their perceived quality of the service received. Sustainable competitive advantage can be achieved by organisations through the enhancement of service quality (B. J. Ali et al., 2021). Li and Shang (2020) have identified various dimensions of service quality, encompassing factors such as customer understanding, communication, accessibility, security, credibility, courtesy, competitiveness, responsiveness, reliability, and

tangibility. Customers frequently encounter various service quality issues. Service quality refers to the evaluation made by customers regarding the extent to which their expectations of quality are met.

The establishment of a strong corporate reputation is of utmost significance for organisations in order to attain a competitive edge. The reputation refers to the cognitive evaluation formed by customers regarding the quality of services provided or rendered. If an organization's service quality is excellent and meets customer expectations, the organization's reputation will be favourable. Therefore, it is imperative for organisations to fulfil customer expectations in order to sustain competitiveness in markets over an extended period of time (Bastaman & Royyansyah, 2017). Scholars have identified a substantial correlation between service quality and customer perception (Hadi & Indradewa, 2019). Enhancing the service quality of the organisation has the potential to enhance the organisational image. Consistently delivering exceptional services by an organisation can have a substantial influence on its reputation and customer loyalty (Song et al., 2019).

H2: Service quality has positive impact on reputation.

2.3 CSR and Corporate Reputation

Corporate reputation is the resultant evaluation of stakeholders' perceptions concerning an organization's intention and capability to fulfil their expectations (Adanlawo & Chaka, 2021). The notion of CSR is founded on the recognition of an implicit agreement between society and businesses, wherein organisations fulfil their social obligations alongside their operational activities. An organisation that demonstrates social responsibility is typically tasked with three primary responsibilities. The aforementioned duties encompass environmental, social, and economic responsibilities (Yadav et al., 2018).

A positive correlation has been observed between customer perception and CSR activities within organisations (Arli et al., 2019). The employees' perception of an organization's CSR activities is closely associated with their perception of the organization's commitment, which has the potential to enhance the organization's reputation (Bianchi et al., 2019). Philanthropic endeavours possess the potential to assume a significant role in this particular domain. Enhancing the reputation of an organisation can be achieved through the implementation of effective communication channels and the implementation of CSR programmes. The reputation of an organisation is assessed by various stakeholders through the

interpretation of signals derived from the organisation's activities. CSR initiatives contribute to the enhancement of an organisation's reputation and image (Adanlawo & Chaka, 2021). However, organisations have the ability to effectively retain their existing customers and cultivate loyalty among them (Ali et al., 2023).

Engaging in CSR activities primarily enhances the corporate reputation of an organisation. If an organisation's CSR participation meets the expectations of its customers and stakeholders, it will positively impact the organisation's reputation. Kumari et al. (2021) also found a positive correlation between the variables. Javed et al. (2020) found that CSR activities have a positive impact on brand reputation.

H3: CSR has positive impact on reputation.

2.4 Experience Quality and Corporate Reputation

Service experience is defined as "subjective personal reactions and feelings that are felt by consumers when consuming or using a service" (Fernando et al., 2023). The quality of experience is the psychological outcome resulting from customers' participation in service delivery and related activities. The quality of experience in literature refers to the individual's effective response in terms of desired psychological and social benefits. It is commonly known as a service transaction involving interactions with various stakeholders who contribute to the overall experience (Kusumawati & Rahayu, 2020). Customer satisfaction is influenced by the quality of experience, which is positively associated with behavioural attentions (Lin et al., 2020). Three factors that contribute to an individual's experience are educational experience, peace of mind, and involvement. In marketing, prioritising the customer experience is crucial (Wu et al., 2018).

Reputation is crucial for addressing issues related to service quality and the reputation of goods (Lin et al., 2020). Research on bus studies has shown that the development of corporate reputation and corporate image primarily relies on two factors: service experience and technical quality. Previous research on corporate reputation has shown that the personal experiences of customers with a product or service have a significant influence on the development of reputation (Kircova & Esen, 2018). Based on their experiential encounters, customers possess the capacity to readily cultivate a positive impression or perception pertaining to an organisation's services. When customers encounter a service or product of superior quality, they develop a perception or impression that the organisation in question is

dependable (Mmutle & Shonhe, 2017). The perception of an organisation and its services, in relation to customer expectations and experiences, is a key determinant of service quality (O'Connor & Assaker, 2022). The enhancement of reputation and trust can be attributed to the customers' perspective regarding the high quality of customer experience attained through product testing and usage. Repeatedly demonstrating high levels of experience in a commendable manner can significantly enhance the reputation of an organisation (Yi, 2023).

H4: Experience has positive impact on reputation.

2.5 Collective and Individualistic Culture Link with Customer Loyalty

Scholars have observed that terms such as collectivism and individualism are used to describe the social dynamics and relationships among individuals within a society (Mmutle & Shonhe, 2017). Individualistic cultures prioritise independence and self-reliance among individuals. They primarily make autonomous decisions. These customers primarily prioritise their own well-being and that of their immediate families (De Mooij, 2019). In contrast, customers within collective cultures exhibit strong bonds with their immediate social circles, including close groups, friends, and family members. Individuals within collectivist cultures tend to prioritise maintaining social harmony, interdependence, and collaborative efforts within a group (Fatehi et al., 2020). Individuals prioritise their dignity, praise, embarrassment, and social status. Individuals from individualistic cultures prioritise personal freedom and self-awareness (Han et al., 2017).

Culture can influence customer purchasing power (Gilboa & Mitchell, 2020). Numerous studies have indicated that individuals' decision-making processes vary based on their cultural norms and values. There are differences between collectivism and individualism in cultural aspects (Or & Berkovich, 2023). Therefore, it is of utmost significance to engage in the study of these cultures with the aim of preserving customer retention and fostering loyalty (Han et al., 2019). According to Halim and Ghani (2023), the cultivation of enduring relationships is favoured within a collective cultural context. In contrast, customers hailing from individualistic cultures have a tendency to anticipate personalised attention and empathetic treatment from service providers. The provision of such services to customers has the potential to foster customer loyalty (Abdul Halim et al., 2018).

H5: Reputation mediates between service quality and loyalty.

H6: Reputation mediates between CSR and loyalty.

H7: Reputation mediates between experience and loyalty.

H8: Collective culture moderates the relationship among reputation and loyalty.

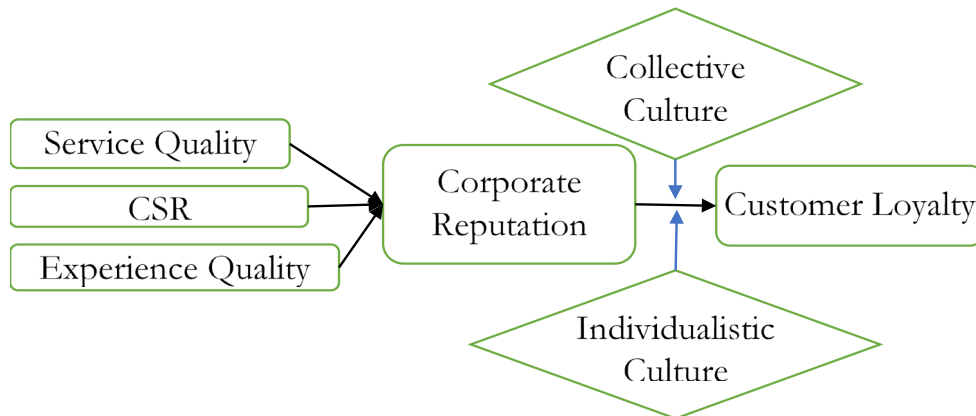H9: Individualistic culture moderates the relationship among reputation and loyalty.

Figure 1: Framework

3. METHODOLOGY

3.1 Research Goal

This study investigates the relationship between service quality, CSR, experience quality, corporate reputation, and customer loyalty. Specifically, it examines the mediating role of corporate reputation in this relationship. Additionally, this study examines how culture influences the relationship between corporate reputation and customer loyalty. To accomplish this goal, the researcher employed a survey-based methodology to gather data (Couper, 2017).

3.2 Sample and Data Collection

The researcher employed a quantitative research design to gather data. The study employed purposive sampling to select the unit of analysis. The study focused on employees working in organisations in the Kingdom of Saudi Arabia (KSA). Data was collected using a questionnaire (Ebert et al., 2018). The survey instrument was developed using reliable and valid measurements (Kimberlin & Winterstein, 2008). The survey consisted of two sections: one focused on demographic information and the other on measuring the observed constructs. The researcher conducted meetings with employees and administration to explain the purpose and objectives of the study. They also communicated the meaning and concepts of the

study's constructs to ensure efficient and effective data collection. Initially, the employees displayed hesitancy in divulging the information. However, subsequent meetings resulted in their willingness to address the study's inquiries and the problem at hand (Zhou, 2022). The researcher obtained consent from the participants before collecting their contact information, including cell phone numbers and email addresses. The researcher administered a questionnaire to a sample of 300 participants, collecting responses through face-to-face interactions. The face-to-face methodology was chosen in order to achieve a high response rate and minimise issues related to confusion and clarity (Jaques & Salmon, 2007).

3.3 Measures

A comprehensive questionnaire was utilised to gather data in the present study. The measurement items used in this study were adapted from previous research that demonstrated high levels of reliability and validity. CSR was assessed using an eight-item scale developed by Latif et al. (2020). Service quality was assessed using a five-item scale, while reputation was evaluated using items adapted from a study by Latif et al. (2020). Customer loyalty, on the other hand, was measured using a six-item scale (Su et al., 2022), the study utilised a five-item scale (Suhartanto et al., 2022) to measure collectivistic culture; individualistic culture was measured using an eight-item scale (Valaei et al., 2016); and experience quality was measured using a four-item scale (Suhartanto et al., 2022). Previous research has consistently demonstrated high reliability and validity across all measures. There are five key points. The Likert scale was employed to capture the responses of the participants.

3.4 Data Cleaning

In order to prepare the data for subsequent analysis, the researcher examines the data and resolves any existing issues (Osborne, 2013). Initially, the researcher performed a missing value analysis. The researcher excluded the questionnaires with more than 90% missing data. Subsequently, the missing data were substituted with the mean of the measurements using SPSS (Olinsky et al., 2003). The researcher identified and removed outliers from the dataset in order to enhance the effectiveness of the data analysis. After data cleaning, the researcher identified 208 respondents whose responses were suitable for further analysis.

3.5 Data Analysis

Following data cleaning and screening procedures, the researcher

proceeded to assess the measurement model using SPSS. All hypothesised relationships were examined.

3.6 Demographics

The demographics of respondents are important for comprehending the underlying mechanisms and relationships among the constructs being investigated. The initial section of the research instrument comprises the demographic data of the participants.

The survey results indicated that 76% of the participants identified as male, while 24% identified as female. 19.2% of the respondents fell within the age range of 18 to 28 years. 33.7% of the respondents fell within the age range of 28 to 38 years. 32% of the respondents fell within the age range of 38 to 48 years, while 14.4% were aged above 48 years. In terms of respondents' qualifications, 63.5% held undergraduate degrees, 31.7% held graduate degrees, and 4.8% held postgraduate degrees.

Table 1: Demographics

Variable	groups	frequency	%age
Gender	Male	158	76%
	Female	50	24%
Age	18–28 years	40	19.2%
	28– 38 years	70	33.7%
	38–48 years	68	32.7%
	> 48 years	30	14.4%
Education	Undergraduate	132	63.5%
	Graduate	66	31.7%
	Postgraduate	10	4.8%

3.7 Correlation

To assess the measurement model, it is crucial to initially evaluate the correlation between the independent and dependent variables. The table demonstrates significant relationships among all variables, indicating the suitability of the data for further analysis.

Table 2: Correlation and descriptive statistics

	Mean	SD	1	2	3	4	5	6	7	α
SQ	3.19	1.46	1							0.79
CSR	3.68	1.86	0.16**	1						0.81
EXP	3.31	1.62	0.21**	0.19**	1					0.74
CR	3.22	1.25	0.36**	0.10**	0.14**	1				0.76
CC	3.54	1.62	0.31**	0.26**	0.27**	0.29**	1			0.73
IC	3.29	1.40	0.29**	0.34**	0.32**	0.23**	0.34**	1		0.71
CL	3.44	1.57	0.21**	0.23**	0.28**	0.31**	0.26**	0.22**	1	0.80

3.8 Factor Loadings

The table demonstrates that all variables exhibit a reliability exceeding

0.70. Additionally, all factor loadings exceed 0.70 (see the Table 3)

Table 3(a): Factor Loadings

Measure	TR	ES	OC	LD	CC	OCM	CR
Service Quality							
Employees at that hotel were knowledgeable about their services.	0.78						
I would rate the physical environment of the hotel highly appreciable.	0.73						
The employees had a positive approach and they worked with professionalism and dedication.	0.86						
The hotel is well organized to make it easy to get a good service when required.	0.71						
Overall, I would say the quality of my interaction with the hotel employees was excellent.	0.76						
Customer Loyalty							
I will continuously use this hotel in the future		0.78					
I consider this hotel to be my first choice when I want to order food		0.73					
I prefer using this hotel to others		0.86					
I do recommend this hotel to someone who seeks my advice		0.74					
I will encourage friends and relatives to use this hotel		0.81					
I will say positive things about this hotel		0.77					
Experience Quality							
I had a unique experience			0.75				
I felt involved with the attraction			0.77				
I had a difference attraction			0.83				
I had a new experience			0.79				
CSR							
The company Checks the quality of goods and/or services provided to customers.				0.82			

Table 3(b): Factor Loadings

Measure	TR	ES	OC	LD	CC	OCM	CR
CSR							
Is helpful to customers and advises them about its products and/or services.				0.76			
respects its commitments to customers.				0.73			
invests in innovations that are to the advantage of customers.				0.79			
ensures that its products and/or services are accessible for all its customers.				0.77			
seems to be environmentally responsible.				0.78			
looks like a good company to work for.				0.81			
seems to treat its people well.				0.76			
Collectivistic Culture							
A person should sacrifice their self-interest					0.70		
A person should stick with their group					0.72		
Group interest is more important than my interest					0.76		
Group success is more important than my success					0.80		
Being a group member is important					0.79		
Individualistic Culture							
I would rather depend on myself than others						0.74	
I rely on myself most of the time; I rarely rely on others.						0.76	
I often do my own thing.						0.73	
My personal identity, independent of others, is very important to me.						0.72	
It is important that I do my job better than others.						0.74	
Winning is everything						0.78	
Corporate Reputation							
The hotel is well thought out							0.77
The hotel is successful							0.71
The hotel is well established							0.78
The hotel has good reputation							0.84
The hotel has good reputation of offering good services and products							0.72

3.9 Model testing

The measurement model was assessed using SPSS, and stepwise regression analysis was conducted to examine the mediation analysis.

Table 4: Direct Results

	Independent Variable	Dependent Variable	Standardized β	Sig	Adjust R2	F-value	T value
1	Service Quality	Corporate Reputation	0.42	0.000	0.18	45.85	16.78
	CSR		0.45	0.000	0.20	53.57	7.31
	Exp Quality		0.63	0.000	0.40	141.05	11.88
2	Corporate reputation	Customer Loyalty	0.43	0.000	0.18	46.43	6.81

Table 5: In Direct Results

	Independent Variable	Mediator	Dependent Variable	Standardized β	Sig	T value
3	Service quality	Corporate Reputation	Customer loyalty	0.18	0.001	14.02
	CSR			0.19	0.000	8.09
	Exp Quality			0.27	0.000	10.27

Table 6

Relationship	Coefficient	St. Error	T-statistics
CC*CR-----CL	0.19	1.09	16.212
IC*CR------CL	0.07	3.23	0.18

4. RESULTS DISCUSSION

Above Table demonstrate that service quality significantly positively effects the corporate reputation (β=0.42; P=0.000), CSR positively significantly effects the corporate reputation having (β=0.45; P=0.000). Experience quality significantly positively effects the corporate reputation (β=0.63; P=0.000). Corporate reputation positively significantly effects the customer loyalty (β=0.43; P=0.000).

Corporate reputation mediates the relationship between service quality and customer loyalty in a positive and significant manner (β=0.18; P=0.000). The influence of collectivistic culture on corporate reputation and customer loyalty is statistically significant (β=0.27; P=0.000). However, the influence of individualistic culture on the relationship between corporate reputation and customer loyalty is

minimal.

Collectivistic Culture Significantly Positively Moderates the Effect of Corporate Reputation and Customer Loyalty
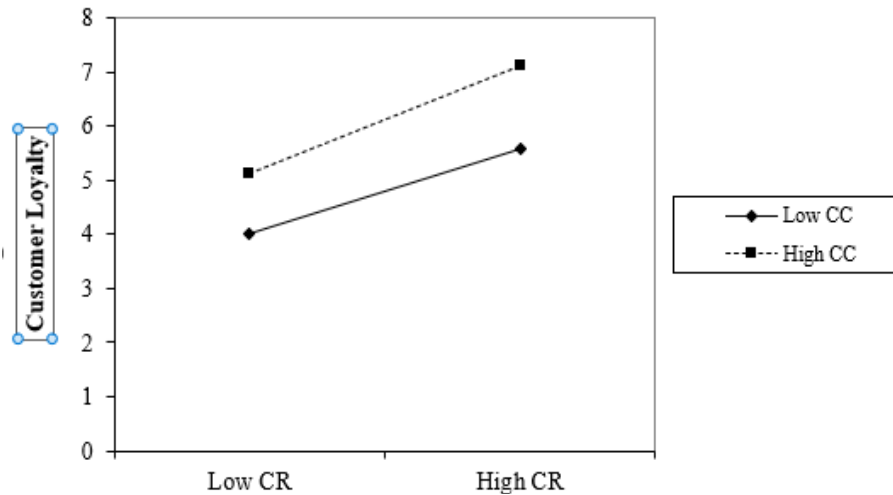

Figure2: Mod Graph

5. DISCUSSION

Hotels play a crucial role in the Saudi Arabian economy. Tourists with diverse cultural backgrounds visit Saudi Arabia, each with their own cultural preferences. Maintaining customer loyalty is crucial for the hotel industry due to increasing competition over time. It is imperative to examine the factors that can enhance the perception of hotels and foster loyalty towards the organisation. The objective of this study was to investigate the impact of service quality, CSR, and customer experience on customer loyalty, with a focus on the mediating role of corporate reputation. This study also examined the moderating influence of collectivistic and individualistic cultures.

The findings of the research indicate that corporate reputation plays a significant role in predicting customer loyalty. Customers are more likely to choose a hotel that has a favourable reputation in the market. When selecting a hotel, individuals take into account the level of careful consideration given to the establishment. Furthermore, the profitability of the hotel is also a factor that customers take into account. The business is expected to achieve success by consistently delivering high-quality services to its customers. Therefore, it is plausible that the participants may exhibit a preference for lodging in a hotel that has achieved a high level of success. The respondents take into account the reputation of the hotels when deciding where to stay, as they may need to use the hotels for their

professional obligations and meetings. When taking these factors into account, it is imperative that the hotel possess a strong establishment and maintain a favourable reputation within the market. Lee et al. (2017) similarly observed identical findings in their literary investigation.

However, the findings provided evidence that the service quality of the hotel is a significant predictor of the hotel's reputation. The potential factors contributing to these findings may include the customers' consistent emphasis on the overall quality of services offered by the hotels. The preference is consistently directed towards the physical aesthetics of the hotel premises and the demeanour of its staff members. The hygiene and cleanliness of the hotel in which these customers are lodging hold significant importance to them. Additionally, the proficiency and level of expertise exhibited by the hotel staff are also significant factors to be taken into account when evaluating the service quality of hotels. Given that these customers may originate from various nations; it is imperative for them to regard processing time as a crucial element of the services provided. Therefore, respondents may exhibit a preference for hotels that offer expeditious check-in and check-out procedures. The dedication and professionalism of the staff working in these hotels are also highly valued. It is imperative for the professional staff to possess comprehensive knowledge pertaining to the various services offered by the hotel. The results of Song et al. (2019) were consistent with those of their earlier studies.

Furthermore, the collective experience of customers plays a significant role in shaping the reputation of hotels. According to the findings of their study, Yi (2023) reported that experience had a positive impact on corporate reputation. There exist multiple factors that may account for these outcomes. One plausible explanation is that the hotel may be offering a distinctive experience to its customers, thereby establishing a competitive advantage over its rivals. In addition, the aesthetically pleasing appearance of the hotel may captivate the respondents, thereby fostering a distinctive customer experience. In general, the hotel's clientele had a distinctive and satisfactory experience, which contributed to the establishment of a favourable corporate reputation among the customers.

The findings also indicated the influence of CSR on the hotels' reputation. One possible explanation for this finding is that customers possess a strong awareness of global health and environmental concerns. Customers are more likely to choose and patronise hotels that demonstrate a strong commitment to CSR initiatives focused on the environment and employees. These customers think that customers value high-quality goods

and services. Furthermore, the hotel demonstrates a strong regard for the customers' dedication to the establishment. Customers are increasingly prioritising their environment and health. They prefer organic food. However, it is essential that the food provided undergoes environmentally-friendly processing to avoid any detrimental impact on the environment. These results are consistent with the findings reported by Javed et al. (2020).

The present study revealed a noteworthy finding regarding the moderating effect of collective culture and the lack of significance of the effect of individualistic culture. This suggests that customers of hotels in Saudi Arabia place importance on feedback provided by their social circles, including groups, family members, and friends. Positive word-of-mouth within the culture significantly influences the hotel's reputation. A negative customer experience can significantly damage the overall reputation of a hotel. Therefore, it is crucial for hotel service providers to prioritise customer feedback, as it has the potential to enhance the connection between reputation and loyalty.

6. CONCLUSION, LIMITATIONS AND FUTURE DIRECTIONS

The hotel industry is experiencing increased competition due to the presence of numerous international and local brands entering the market. Therefore, it is crucial for hotels to maintain customer loyalty. An additional significant aspect to consider in this situation is the cultural diversity of the hotel customers, which encompasses both collective and individualistic cultural backgrounds. The decision makers of hotels should prioritise the cultural backgrounds of their customers, as indicated by this study. In addition, it is important for hotels to prioritise delivering high-quality services to customers, encompassing aspects such as food, staff expertise, and the physical arrangement of the establishment. Hotels should engage in CSR initiatives due to customer concerns regarding health and environmental issues. Engaging in CSR initiatives can enhance the organisation's reputation.

This study was limited to hotel customers from both collectivistic and individualistic cultures. Future research should investigate the influence of collective culture as an independent variable on the outcome variable. The study utilised a quantitative research method. Future studies can employ qualitative research methods to obtain comprehensive feedback from customers. This study does not include any technological variables. Future

research should consider the impact of digital and social media marketing on organisational reputation. This study is one of the few that has examined both collectivistic and individualistic cultures, contributing to the theoretical implications in this area. This study is among those that have investigated various cultures within the context of Saudi Arabia. The findings of this study can be utilised by the hotel industry to enhance customer loyalty. These findings can also be utilised by researchers in future studies.

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