## Research Article published in September 2020

1. Hansen, M., **Fyall, A.**, & Spyriadis, T. (2020). Adventure or amusement? Image and identity challenges for the aerial adventure industry and implications for positioning and policy. *Anatolia: An International Journal of Tourism & Hospitality Research*, *31*(3), 423–435. https://doi.org/10.1080/13032917.2020.1741408

**Abstract:**
This paper seeks to address the changing image and identity of the aerial adventure industry as it becomes increasingly commercialized, which has led to uncertainty over its positioning within either adventure tourism or amusement rides. Such a positioning is critical in order to mitigate the problems caused by an inappropriate identification and image that contributes to poor inspections, poor procedures and policies, and ultimately, poor perceived risks and safety. In an industry where one serious injury impacts all operators, it is essential for all stakeholders to have collective "buy in" to effective policies that are standardized across the entire industry. The current identity confusion has merely led to misconceptions from public stakeholders. Through a qualitative case-study, this paper finds that aerial adventure parks share characteristics with adventure tourism and amusement rides and so resembles a hybrid. This is largely due to the presence of inherent risk and the role of the participant, both of which are less present on amusement rides. The paper therefore calls for state agencies to identify the activity as a stand-alone activity and for the subsequent regulations and policies to reflect this hybrid status.

Author-Supplied Keywords:
aerial adventure; amusement rides; attraction management; co-creation experience; risk management

2. Wang, C., Hu, R., & **Zhang, T. (Christina)**. (2020). Corporate social responsibility in international hotel chains and its effects on local employees: Scale development and empirical testing in China. *International Journal of Hospitality Management*, *90*, N.PAG. https://doi.org/10.1016/j.ijhm.2020.102598

**Abstract:**
Investigated the corporate social responsibility practices of international hotel chains operating in China. • Developed a scale of CSR metrics of international hotel chains. • Validated a formative construct of CSR with 4 dimensions: environment protection, employee wellness, business ethics, and customer wellness. • Considered cultural congruence and empirically tested the effects of international hotel chain's practices on local employee performance. This study aims to investigate the corporate social responsibility (CSR) practices of international hotel chains operating in China and their effects on local Chinese employees. As CSR practices vary across countries and contexts, this study developed a scale of CSR metrics, which was based on CSR reports published by

international hotel chains in China and a comprehensive literature review. Subsequently, the proposed model, which depicts the relationships between CSR practices and local employee work metrics, was tested with a PLS-SEM. Multiple phases of qualitative and quantitative investigations of 2451 local Chinese employees of international hotel chains allowed for validating a formative construct of CSR with four dimensions: environment protection, employee wellness, business ethics, and customer wellness. The PLS-SEM results confirmed the significant effects of CSR practices of international hotel chains in China on local Chinese employee engagement, commitment, job satisfaction, and organizational citizenship behaviors. Theoretical and practical implications are presented.

3. Chaozhi Zhang, IpKin Anthony Wong, Xin Zhang, & **Fyall, A.** (2020). From Online Community to Offline Travel Companions: Technology-Mediated Trust Building and Ad Hoc Travel Group Decision Making. *Journal of Hospitality & Tourism Research*, *44*(7), 1101–1125. https://doi.org/10.1177/1096348020934159

**Abstract:**
This article explores how cycling tourists build trust in the process of transition from online community to offline travel companions. It uses data collected from participant observation and interviews of a cycling tourist group in China. The findings indicate that after building a social circle in an online community, the members of the "community" build trust by: identifying travel companions' attitudes, values, knowledge, and experiences to build dispositional trust; identifying companions' preferences, activities, or the patterns of cycling behavior to build institutional trust; identifying companions' cycling experiences, occupations, and hobbies to build interpersonal trust. After the identification of travel companions and trust has developed, online community members make the decision to travel together as companions and their online social circle becomes a regulated group without hierarchy. A "triple-jump" explanatory model to explain the trust-building process and practical recommendations from these insights were outlined.

4. Xiong, W., Huang, M., **Okumus, B.**, & Fan, F. (2020). Rethinking sleep quality in hotels: Examining the risk and protective factors associated with travel-related insomnia. *International Journal of Hospitality Management*, *90*, N.PAG. https://doi.org/10.1016/j.ijhm.2020.102644

**Abstract:**
Unhealthy sleep habits at ordinary times contribute to developing travel-related insomnia. • Late sleepers are not vulnerable to travel-related insomnia compared with early risers. • Individual behavioral characteristics also affect sleep while travelling. • Business travelers are more prone to poor sleep quality compared to leisure travelers. • High sensitivity to the hotel sleeping environment predicts insomnia. • Low hotel satisfaction of travelers predicts insomnia. This study attempts to illustrate how traveling affects the sleep and well-being of

hotel guests. We collected data from hotel guests and looked at various factors affecting their sleep quality during travel. The particular impact of said variables on insomnia was analyzed using a binary logistic regression. Study results show that the risk factors of developing insomnia while traveling include unhealthy sleep habits at ordinary times, being an early riser, short sleep durations, business trips, and sensitivity to unfamiliar environments. Protective factors include being a late sleeper and being satisfied with the accommodation facilities. The research findings offer specific theoretical and practical implications for improving the sleep experience of hotel guests.

5. **Godovykh, M., & Tasci, A. D. A.** (2020). Satisfaction vs experienced utility: current issues and opportunities. *Current Issues in Tourism*, *23*(18), 2273–2282. https://doi.org/10.1080/13683500.2020.1769573

**Abstract:**
Satisfaction is one of the most studied constructs in many fields, including tourism. As an important marketing metric, satisfaction is typically measured with self-reported retrospective evaluations of travel experience. However, the memory-based approaches have numerous limitations related to social desirability, availability heuristics, previous knowledge, mood at the time of answering questions and do not reflect the moment-by-moment nature of visitor experience. The shortcomings and limitations of self-reported retrospective evaluations could be eliminated by introducing pre-visit, on-site, and post-visit instant components of experienced utility as measures of visitor experience. The experienced utility allows eliminating the majority of self-report biases, capturing the affective components of visitor experience, analyzing relationships between anticipation, experienced, and remembered utilities, and applying emerging moment-based research techniques. Therefore, this manuscript proposes a measurable definition of experienced utility and appropriate measures to assess visitor experience.

6. Dai, Y.-D., Zhuang, W.-L., Ko, A., & **Okumus, F.** (2020). The "if-then" rules matter more? The roles of regulatory focus and leader–member exchange. *International Journal of Hospitality Management*, *90*, N.PAG. https://doi.org/10.1016/j.ijhm.2020.102602

**Abstract:**
In hospitality organizations, enhancing positive work behavior and minimizing negative ones should always be on the top agenda of managers. • Study results confirm that frontline employees will exhibit stronger positive effort behavior when their promotion focus and prevention focus are stronger. • Managers should pay closer attention to developing and communicating the linkage (if-then rules) between a given task and an expected gain. • Study results indicate that prevention-focused employees are significantly and negatively correlated to social loafing. • Employees' orientation to regulatory focus is not a static personality trait but a choice based on their cognitive understanding of the causation. This study aimed to explore the impact of regulatory focus on employees' effort behavior and social loafing in the context of international tourist hotels. The moderating effect of leader–

member exchange on this causal relationship was also examined. Data were analyzed using a regression model of 708 valid responses obtained from frontline employees working in five-star international hotels. The results reveal that regulatory focus is positively related to effort behavior and partially supports social loafing. Leader–member exchange moderates the relationship between promotion focus and effort behavior as well as between prevention focus and effort behavior. These findings provide managerial implications for hotel managers in regard to predicting positive work behavior and minimizing negative behavior in the workplace.

7. Adams, D.C.; Soto, J.R.; Lai, J.; Escobedo, F.J.; **Alvarez, S**.; Kibria, A.S. (2020) Public Preferences and Willingness to Pay for Invasive Forest Pest Prevention Programs in Urban Areas. Forests 11: 1056. https://doi.org/10.3390/f11101056

**Abstract:**
Invasive forest pests can cause environmental and economic damage amounting to billions of dollars (US) in lost revenues, restoration and response costs, and the loss of ecosystem services nationwide. Unfortunately, these forest pests do not stay confined to wildland forest areas and can spread into suburban and urban areas, imposing significant costs on local governments, homeowners, and management agencies. In this study, a contingent valuation experiment is used to estimate Florida residents' willingness to pay (WTP) a monthly utility fee that would protect urban forests from invasive pests by implementing a monitoring and prevention program for their early detection and eradication. On average, the respondents are WTP US $5.44 per month to implement the surveillance program, revealing an aggregate WTP in the order of US $540 million per year. The results also reveal that respondents are sensitive to the scope of the program, with higher rates of participation and higher WTP for a program that is more effective at preventing forest pest invasions.

**Research Article published in October 2020**

1. Cheng, Y., **Wei, W.,** & Zhang, L. (2020). Seeing destinations through vlogs: implications for leveraging customer engagement behavior to increase travel intention. *International Journal of Contemporary Hospitality Management*, *32*(10), 3227–3248. https://doi.org/10.1108/IJCHM-04-2020-0319

**Abstract:**
Purpose: This study aims to understand customers' watching experience with travel vlogs and its impacts on one of the most prominent manifestations of customer engagement behaviors (CEBs) – word-of-mouth (WOM) – and their travel intention. Drawing upon the theory of resonance, this study incorporated both cognitive and emotional aspects of travel vlog watching experience. Design/methodology/approach: Online survey data were collected from 352 participants who have watched travel vlogs over the past 12 months.

Partial least squares structural equation modeling (PLS-SEM) was performed for hypotheses testing. Findings: The study results reveal positive impacts of source credibility, inspiration, escapism and self-congruence on WOM, which further leads to travel intention. While source credibility is the strongest predictor of WOM, more factors representing the emotional resonance turn out to be the driving factors of WOM. Research limitations/implications: This study pinpoints the value of investigating audiences' vlogs watching experience from a CEB perspective within the tourism setting. Future research is encouraged to explore more types of CEBs in the intersection of social media consumption and travel behaviors. Practical implications: Travel vloggers need to convey their intrinsic passion and enthusiasm to create an emotional connection with the audiences. Hospitality and tourism marketers are recommended to promote products and services by incentivizing audiences to engage with the travel vlogs. Originality/value: No prior research integrated vlogs watching experiences, engagement behavior and future travel intention in a tourism setting. This study fills this gap and contributes to the literature on customer engagement, media consumption and marketing.

2. Guchait, P., Qin, Y., Madera, J., **Hua, N.,** & Wang, X. (2020). Impact of error management culture on organizational performance, management-team performance and creativity in the hospitality industry. International Journal of Hospitality & Tourism Administration, 21(4), 335–361. https://doi.org/10.1080/15256480.2018.1478357

**Abstract:**
The purpose of this study is to examine how organizational error management culture impacts organizational performance, management-team performance, and creativity in the hospitality industry. In addition, this study examined the mediating effect of management-team learning behavior between error management culture and outcomes. Data were collected from general managers of 148 hotels in China using survey questionnaires. Results indicated that general managers' perceptions of organizational error management culture had a significant impact on all outcome variables. Additionally, the study found the mediating effect of management-team learning behavior.

3. **Lelo de Larrea, G., & Gregory, A. M.** (2020). Informing timeshare exchange services on the drivers of customer-driven co-production. International Journal of Hospitality Management, 91, N.PAG. https://doi.org/10.1016/j.ijhm.2020.102645

**Abstract:**
Timeshare exchange companies present a unique context for co-creation research. • Results are inconsistent with extant research on customer-driven co-production. • Timeshare exchange companies are positively reasserting their roles as intermediaries. • Interaction between customers and the firm drives customer-driven co-production. • Service process improvements are needed to boost customer-driven co-production. Given the continued growth of the timeshare segment and its unique characteristics as an owned leisure lodging

product, adopting a service-dominant logic and developing opportunities for co-creation is highly relevant for companies that provide services to this industry. Specifically, the purpose of this study is to explore the drivers that lead to customer-driven co-production in timeshare exchange services, due to the popularity of this option among consumers owning timeshare. Our results indicate that interaction between timeshare owners as customers of the exchange company is a significant driver of customer-driven co-production. To the authors' knowledge, this is the first study to explore customer-driven co-production in the timeshare industry. Moreover, our findings are highly significant for timeshare exchange companies and point them to potential areas of improvement in their service processes that could lead to higher customer-driven co-production and, consequently, more valuable experiences.

4.  Chathoth, P. K., Harrington, R. J., Chan, E. S. W., **Okumus, F.,** & Song, Z. (2020). Situational and personal factors influencing hospitality employee engagement in value co-creation. International Journal of Hospitality Management, 91, N.PAG. https://doi.org/10.1016/j.ijhm.2020.102687

**Abstract:**
This study identified key situational factors and personal factors influencing co-created value for hotel guests in the luxury sector. • Exploratory research and qualitative methods were used in the identification of situational and personal factors. • Situational factors ranged from understanding customer needs to customer engagement, attitude and behavior. • Personal factors included employee propensity to process information, empathy, skills and experience, motivation, attitude and personality. • The identified factors help better manage employee engagement and the customer experience in the co-creation of value. This study explores the situational and personal factors affecting hospitality employees' engagement in the co-creation of value. The concept of value co-creation emerged from the general co-creation literature, and little research has assessed how situational and personal factors enhance our understanding of value creation. To explore these underlying factors, a qualitative study involving in-depth and focus group interviews was conducted at three luxury hotels in Hong Kong and Macao. The research findings indicate five situational factors and five personal factors impact co-created value for hotel guests in the luxury sector. Insights are provided into the potential use of these factors to better manage employee engagement and the customer experience to facilitate value co-creation. The implications of the study and directions for future research are discussed.

5. **Huang, A.,** Makridis, C., **Baker, M., Medeiros, M.,** & Guo, Z. (2020). Understanding the impact of COVID-19 intervention policies on the hospitality labor market. International Journal of Hospitality Management, 91, N.PAG. https://doi.org/10.1016/j.ijhm.2020.102660

**Abstract:**
We integrate multiple datasets to examine how COVID-19 intervention policies impact the hospitality labor market. • We find that business closure policies are associated with a 20–30% reduction of non-salaried workers in the hospitality industry with the biggest impact on leisure from March-April of 2020. • Business reopening policies play a statistically significant role in slowly reviving the labor market. • The rise of new cases on a daily basis is associated with the continued deterioration of the labor market. Using new high-frequency data that covers a representative sample of small businesses in the United States, this study investigates the effects of the COVID-19 pandemic and the resulting state policies on the hospitality industry. First, business closure policies are associated with a 20–30% reduction of non-salaried workers in the food/drink and leisure/entertainment sectors during March-April of 2020. Second, business reopening policies play a statistically significant role in slowly reviving the labor market. Third, considerable differences exist in the impact of policies on the labor market by state. Fourth, the rise of new COVID-19 cases on a daily basis is associated with the continued deterioration of the labor market. Lastly, managerial, practical, and economic implications are described.