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Predicting and Mitigating Reactance Impact on Attitude and Behavioral Intention

Matthew Ryan

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PREDICTING AND MITIGATING REACTANCE IMPACT ON ATTITUDE AND
BEHAVIORAL INTENTION

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Abstract

At times messaging may be of an instructive nature that can be perceived as an attempt to threaten or limit an individual's freedom. This freedom limitation can range from individual choice to physical requirements. How a message is framed, or positioned, is very important. In certain instances, even when the message has the best intentions, if framed incorrectly can have the opposite, or boomerang, effect on people. This state is known as psychological reactance. When invoked, consumers will act in a way that eliminates the threat of freedom to restore balance. Such a state can also lead to negative implications on attitude and behavioral intention towards the message.

Customer relationship management is a means to create an emotional commitment with consumers. Establishing this relationship, along with the core components of loyalty and trust, can have a positive effect on attitude and behavioral intention. Thus, it is important for firms to develop effective consumer relationship practices to counter any potential perceived messaging constraints that may lead to reactance, thus helping offset any adverse attitude or behavioral intention implications.

Keywords: psychological reactance, attitude, emotional commitment, behavioral intent, customer relationship management, framing

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Chapter 1

Introduction

This chapter provides a conventional review of customer relationship marketing, brand communities, framing, emotional commitment, psychological reactance. These components will then be tied to how each plays a role in developing consumer attitude and behavioral intention. The chapter includes the following sections: problem statement, research questions, significance of study, delimitations, and definition of key terms. Chapter Two provides an in-depth literary review of the concepts involved. Chapter Three provides a detailed overview of the research plan and respective measurement techniques, while Chapters Four and Five provide data analysis as well as managerial and theoretical implications.

The year 2020 brought on a modern-day pandemic, lasting through 2022 and possibly beyond. Millions of people have contracted a virus, COVID-19 that there is little knowledge about. The virus' impact can range from purely asymptomatic to terminal respiratory conditions, and appears to impact older age groups more so than the younger population. Given this state of the world, consumers have serious health safety concerns.

Some industries are impacted more than others given the nature of the pandemic. Hospitality and travel have been hit especially hard. Hilton's revenue per available room dropped 60% year over year Q3 2020 (Hilton Worldwide Holdings, Inc., n.d.). Delta Airlines reduced 85% of planned Q2 2020 capacity (Delta Air Lines, 2020). Casino admissions in Missouri were down 31% in Q3 2020 (Missouri Gaming Commission, n.d.), indicative of regional casinos across the country. Live Nation, an international entertainment provider and

owner of Ticketmaster, experienced revenue declines of 95% in Q3 2020 as concert venues have all but closed due to health guidelines (Live Nation Entertainment, n.d.). Consumers were clearly concerned about frequenting these forms of businesses.

While always important, during this time of the pandemic brands need to convey the confidence that their respective products are safe. This can be accomplished by leveraging several traditional communication approaches, including producing timely and engaging content, using a unified voice across mediums, and building relationships with target market consumers. This would include segmenting audiences, curating content, and coordinating online and offline engagement efforts (Institute of Medicine, 2015).

Brands often execute these communication approaches through a designed relationship management program. Relationship marketing (RM) is the process of “proactively creating, developing and maintaining committed, interactive and profitable exchanges with selected customers over time” (Harker, 1999). Similarly, Gronroos (1994) defined RM as a means “establish, maintain, and enhance relationships with customers and other partners, at a profit, so the objectives of the parties involved are met”. Morgan & Hunt (1994) extend this to note that relationship marketing needs to cover all forms of exchanges defining RM as “all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges”. In doing so, organizations tend to leverage various priming and framing techniques to personalize messaging and reinforce brand attributes.

Customer relationship marketing efforts are designed with the goal of building and maintaining emotional commitment from consumers to the brand or organization. Emotional commitment is the state in which a person has a positive regard or feeling of attachment towards an entity, which in turn can positively impact behavioral intention (i.e. repeat purchases) (Sui &

Bolaglu, 2003). This affective commitment generates identification with and involvement with parties (Bansal & Irving, 2004). This state helps link consumers to marketing partners based on identification and attachment (Fullerton, 2011)

Additionally, such relationship management efforts can impact consumer attitude towards the firm. Attitude is an “evaluation of an object of thought” on areas ranging from the mundane (people, businesses, groups) to the abstract (ideas) (Bohner & Dickel, 2011). There is a breadth of views on attitude. On one spectrum attitude is viewed as a fixed notion developed over time stored in memory (Fazio, 2007) . On the other end of the spectrum to temporary, context sensitive assessments constructed in the moment (Schwartz, 2007). Relationship management focuses on establishing the basis, but also the strength, of the attitude.

When informing consumers of health suggestions or policies (or any item that is somewhat personal and potentially restrictive), it is important to understand and have awareness of psychological reactance. Reactance, commonly known as the boomerang effect, is the unintended outcome that runs counter the intended message (Quick B. L., 2012). Thus, when messaging concerns items that encourage (or force) consumers to alter a behavior, even if for their respective personal health benefits, it is important to understand which cohorts may be more likely to exhibit reactance (and subsequent adverse patronage effects) vs. those consumers who prefer such direct communication.

Several studies have explored the relationship between psychological reactance, attitude, and behavioral intention. Dillard and Shen (2005) explored areas of attitude and behavioral intention through a series of questions relating to polar statements (i.e. positive, negative positioned) dealing with the same topic. Additional research has been performed around reactance related to promotional materials impacting behavior (Bertini & Aydinli, 2020).

Reactance towards advertising messaging has also been explored, determining potential reactance mechanisms (Huo, Liu, & Min, 2021). Commonalities note that if reactance is ignored, it may play a negative role in the consumer-firm relationship.

Thus, the framing of communications in relationship marketing can play an important role in how the message is received. Attitudes can be formed as a series of evaluative instances constructed on current information (Bohner & Dickel, 2011) (Schwartz, 2007). Thus, how an item is framed can impact both the attitude and behavioral intent given various degrees of reactance. The previously formed emotional commitment may help augment any framing concerns on attitude and behavioral intent.

Problem Statement

While the relationship between psychological reactance and attitude and behavioral intention has been previously explored, there has been limited studies on in the area of hospitality. In addition, no known prior studies incorporated emotional commitment with psychological reactance to understand attitude and behavioral intention. Thus, further exploration is needed on how an organization's relationship with a guest augments potential negative psychological reactance impacts in these areas.

Purpose of this Study

The purpose of this study is to identify and explain the competing influences of psychological reactance and emotional commitment on consumer attributes of attitude and behavioral intention. Using previously proven survey models, loyalty members of a casino company will be surveyed. Factor analysis will be used to first confirm prior independent

variables within reactance and emotional commitment. Subsequently, a regression model will be developed to understand how these concepts influence attitude and behavioral intention.

Research Questions

This dissertation uses previously defined survey constructs to develop the areas of psychological reactance, emotional commitment, attitude, and behavioral intention. The integrated survey instrument was administered to a nationally distributed casino company's loyalty program participants.

This dissertation addresses the following questions:

1. How does psychological reactance and emotional commitment impact attitude?
2. How does psychological reactance and emotional commitment impact behavioral intent?

Significance of the Study

This dissertation can provide insight into the concepts between a firm's relationship with a guest (emotional commitment) and how respective messaging can impact attitude and behavioral intention. If significant it could further development of customer relationship management practices, understanding how both framing and emotional commitment may augment any psychological reactance adverse roles in terms of consumer attitude and behavioral intent.

There are potential managerial and operational implications as well. Modeling techniques could be further developed to predict and plan for potential psychological reactance implications. In addition, an extension of understanding could assist with crisis communication or potentially negative messaging to consumers within the hospitality field.

Key Definitions

- *Attitude*: an evaluation of an object of thought (Bohner & Dickel, 2011)
- *Behavioral Intent*: Behavioral intent refers to a customer's likelihood to purchase (or repurchase) an offering (Hollebeek & Rather, 2019)
- *Customer relationship marketing (CRM)*: the building of a customer-oriented culture by which strategy is created for acquiring, enhancing the profitability of, and retaining customers, that is enabled by IT application; for achieving mutual benefits for both organization and customers (Rababah, Mohd, & Ibrahim, 2011).
- *Emotional (affective) commitment*: the attachment and feelings that customers establish with a firm providing service (Rather, Tehseen, Itoo, & Parray, 2019)
- *Framing*: selecting some aspects of a perceived reality and make them more salient in communicating text, in such a way to promote a particular problem definition, causal interpretation, moral evaluation, and/or treatment recommendation (Entman, 1993)
- *Media Richness*: A medium's capacity for immediate feedback, the number of senses involved, personalization and language variety
- *Presence*: the extent to which a medium is perceived as sociable, warm, sensitive, personal, or intimate when it is used to interact with other people
- *Priming*: process of exposure to relevant content to stimulate (consciously or unconsciously) consumers' impressions, attitudes, goals, or actions (Molden, 2014)
- *Reactance*: resistance to external pressure that poses a threat to a perceived freedom, regardless of intention, until said freedom is restored (Brehm, 1966).

- *Relationship marketing (RM)*: proactively creating, developing, and maintaining committed, interactive, and profitable exchanges with selected customers over time (Harker, 1999)
- *Social customer relationship marketing (S-CRM)*: the integration of customer-facing activities, including processes, systems, and technologies, with emergent social media applications to engage customers in collaborative conversations and enhance customer relationships (Harrigan, Miles, Fang, & Roy, 2020)
- *Social presence*: the degree to which a medium is perceived as conveying the presence of the communicating participants comprised of nonverbal and verbal cues and communication context (Rice, 1993)

Conclusion

This chapter provided an introduction to customer relationship management, psychological reactance, and emotional commitment. Additionally, the concepts of attitude and behavioral intention were introduced. The purpose of the study and respective research questions were outlined, noting potential study limitations. Chapter 2 will provide a literature review of psychological reactance, customer relationship management, and emotional commitment. Additional context will be presented around attitude and behavioral intent. Chapter 3 will detail the methodology used in this dissertation, with regression model results and analysis in Chapter 4. Chapter 5 will outline the theoretical and practical research findings along with future research suggestions

Chapter 2

Review of Literature

The key purpose of the literature review is to fully understand how Psychological Reactance and Emotional Commitment influence consumer Attitude and Behavioral Intention regarding a firm. This chapter provides literary support for the topic at hand. It will probe into Customer Relationship Management while also providing domain knowledge from Priming, Framing, Media Richness, Presence, Reactance, and Brand Communities.

Customer Relationship Marketing

Relationship marketing (RM) is a term (and practice) that has been around for several decades. One of the earlier definitions put forth by Harker (1999) defined RM as “proactively creating, developing and maintaining committed, interactive and profitable exchanges with selected customers over time.” The essence of the goal of RM is to create an exchange practice that benefits both the business entity and the consumer, reducing costs and friction, and in turn improving firm profitability and consumer satisfaction simultaneously.

One evolution of RM is the creation of what is known as Customer Relationship Marketing (CRM). This level of marketing extends the practices of RM to a personalized level, with more defined engagements based on individual activity. The introduction of several IT systems to track and measure consumer engagement aided in the advancement of CRM practices. But these technological advances also led to some confusion on the definition of CRM between philosophy, strategy, technology, or combinations thereof (Rababah, Mohd, & Ibrahim, 2011).

Using content analysis leveraging 23 definitions of CRM, Rababah et al (2011) found that the preponderance of literature focused on the fundamental aspects (philosophical, strategic) vs. the functional (technology) (see Table 1 for summary). Similarly, firms who view CRM as a technology solution will not have a successful practice; there is need to focus on the consumer first, driven from the right business leaders and process to deploy and leverage technology. In a customer-centric CRM approach, firms focus on developing personalized products and services to fit consumer needs (Chen & Popovich, 2003). Thus, CRM is predominantly a strategic, business driven direction that leverages technology to execute.

Table 1: Summary of perspectives of CRM Definitions

<u>Perspective</u>	<u>% literature</u>
Philosophy	17%
Strategy	48%
Technology	22%
Philosophy+Strategy+Technology	4%
Strategy+Technology	9%

The output of Rababah et al (2011) content analysis led to the following encompassing definition: “CRM is the building of a customer-oriented culture by which strategy is created for acquiring, enhancing the profitability of, and retaining customers, that is enabled by IT application; for achieving mutual benefits for both organization and customers.” As the definition illustrates, customer relationship marketing extends past the transactional elements of

vending a product to focus more on the consumer. The extent that marketing integrates into operational areas, centering on consumer direct feedback channels, and the longer-term temporal focus are all foundational areas that shift from transaction marketing to relationship marketing (Gronroos, 1994).

Figure 1 The marketing strategy continuum (Gronroos, 1994)

Marketing Strategy Continuum		
<u>The strategy continuum</u>	Transaction Marketing	Relationship Marketing
Time perspective	Short term focus	Long term focus
Dominating marketing function	Marketing mix	Interactive marketing (w/ marketing mix activities)
Price elasticity	Customers more sensitive to price	Customers less sensitive to price
Dominating quality dimension	Quality of output (technical quality dimension) is dominating	Quality of interactions (functional quality dimension) grows in importance and may be dominating
Measurement of Customer Satisfaction	Monitoring market share (indirect approach)	Managing the customer base (direct approach)
Customer information systems	ad hoc customer satisfaction surveys	Real-time customer feedback system
Interdependency between marketing, operations, and personnel	Interface of no or limited strategic importance	Interface of substantial strategic importance
The role of internal marketing	Internal marketing of no or limited importance to success	Internal marketing of substantial strategic importance to success

At the heart of the customer relationship marketing principle is the actual relational exchange between the firm and the consumer. As such, Morgan and Hunt (1994) define relationship marketing as “all marketing activities directed toward establishing, developing, and

maintaining successful relational exchanges”. Relationship marketing focuses attention on how to develop and maintain long term, highly integrated relationships between customers and exchange partners. The desire in relational exchange theory is driven on the imperative to develop and sustain commitment between exchange participants. The continuum between one-time transactions (discreet exchange) to longer term relational oriented exchanges is indicative of commitment (Rylander, Strutton, & Pelton, 1997). This relational exchange is meant to accompany reduced expenses for both entities, as firms can spend less money on acquisition or other non-value-added activities while engaged consumers can spend less time exploring options, leading to faster decision making and time to market.

On a tactical level, one delineation between database marketing (a form of relationship marketing) and true customer relationship marketing deals with personalization. Database marketing deals largely at the segment level, addressing large groups of people with similar characteristics. CRM attempts to personalize each interaction based on the discreet customer’s wants, needs, and likes (McKim, 2002). Personalized CRM is used when anticipating relevant intent of consumers at the right time and at the right place (Jackson, 2007). CRM, when applied effectively, is delivered through a guest first approach aimed at developing customer relationships to “exactly deliver offerings that customers need” (Hillebrand, Nijholt, & Edwin, 2011). Additionally, CRM practices are aimed to develop and enhance emotional content and commitment (Harker, 1999).

Some of these CRM initiatives are driven through loyalty programs. Loyalty programs are designed to track and monitor consumer behavior with a firm. The firm is able to collect and model individual guest behaviors. In doing so it is quickly apparent that all customers are not created equal, and that inevitably a minority of consumers generate the majority of profit. Thus,

firms leverage CRM tactics via loyalty programs to attract and retain customers in an effort to optimize profit. In return, the consumer receives perks or other benefits designed to cultivate loyalty.

This economic based approach can generate continuance commitment, where a consumer feels somewhat economically bound to a relational partner (Bansal & Irving, 2004). The commitment is based on switching costs and dependence vs. emotional feelings. Thus while financial incentives may provide short term benefits, competitor replication will erode long term profitability and eliminate any strategic advantage (Palmer, 1996). Loyalty programs should be leveraged as a means to identify and segment consumers to focus customer engagement initiatives to the firms most valuable clients. It's a means to determine where to focus personalized marketing efforts in order to sustain long term, profitable relationships.

Firms who perform highly personalized services can create a deeper relationship. This can be done through services and offerings that are tailored to enhance the guest experience. Some offer incentive models leveraging the Gemini Effect- those rewards that appeal to both one's rational and emotional sides (ex- personalized design services, 4k TVs, etc.) (Ferguson & Hlavinka, 2006). Thus, firms who pursue affective commitment can generate deeper, more meaningful relationships with consumers. As research has shown, CRM efforts have proven to create a sense of commitment where consumers can be enthusiastic advocates leveraging word of mouth channels (Fullerton, 2011).

Effective Customer Relationship Management creates affective- or emotional- commitment. When consumers associate a firm's values with their own it deepens the commitment. As noted above, this emotional commitment has many direct benefits, including

reducing price sensitivity. Additionally, emotional commitment can have a positive impact on perceptions, or attitudes, about a firm (Markovic, Iglasias, Singh, & Sierra, 2018).

Priming and Framing

Consumers may get influenced from firms in a variety of direct and indirect means. Overt advertising through mediums such as television, radio, or magazines is one form. Subtler forms exist as well, such as product placement within a movie (i.e. an actor drinking a can of Coca Cola). All of these touch points- even the most nuanced- can influence consumer perceptions. Psychologists now accept that just the exposure to relevant stimuli can consciously (and subconsciously) prime consumers' impressions, attitudes, goals, and actions (Molden, 2014). One specific form of priming is known as *social priming*. Social priming deals specifically with non-conscious primes and the ability to influence behavior (Doyen, Klein, Simons, & Cleermemans, 2014). These indirect or subtle influences can come in various forms of marketing, including social posts, articles, and other indirect endorsements.

The concept of priming has two underlying assumptions. First, priming applies an effect on judgements and actions by improving the recall of previously formed beliefs and concepts, and in turn increases the likelihood on subsequent similar cues. Additionally, primed content is likely to influence a response (action or belief) when the primed content is relevant to the response. Priming is comprised of a broad spectrum of research and understanding, ranging from visual priming, lexical priming, and metacognitive among others (Janiszewski & Wyer, 2014). This discussion will focus on the effect of direct semantic priming on product evaluation. Product evaluation priming occurs "when a prime influences the attributes recruited to judge a product or the perceived performance of a product on an attribute" (Janiszewski & Wyer, 2014).

Tangential to priming is the concept of framing. The act of framing is to “select some aspects of a perceived reality and make them more salient in communicating text, in such a way as to promote a particular problem definition, causal interpretation, moral evaluation, and/or treatment recommendation” (Entman, 1993). Framing is the positioning of information to be viewed through varying paradigms of the same instance. As an example, consider how credit card fees can be presented to consumers. Stores can either offer a discount for cash paying guests, or frame the position as a surcharge to credit card paying guests. The two reference points lead to the same outcome for the firm, but conjure different consumer perspectives (have to pay up vs. receive a discount) (Tversky & Kahneman, 1981). Thus, how an item is positioned- or framed- can illicit different positive or negative reactions from the recipient.

Framing can play an important role in how health messages are received. When individuals perceive personal freedoms are threatened, it can illicit an aroused psychological state including expressing negative thoughts, counterarguing, derogating the message source, and perceiving the message to be weak or not credible (Gollust & Capella, 2014). The topic of reactance, or the motivational state at restoring a threatened freedom (Brehm, 1966), will be explored later in this section.

In certain instances, social, economic, and political values can be a predictor in understanding the likelihood of how messaging will be perceived. A boomerang effect can take place, counter to the intended cause. That is, the message may actually cause greater dissention that if no message at all (i.e. “masked mandated” gets reacted to as “masks don’t work, and counter to my civil liberties”) (Lucas, Alexander, & Firestone, 2009). Understanding the external or underlying nuances is important to factor in developing an effective framing strategy (Fishbein & Capella, 2006).

In summary, priming techniques can be used to influence a consumer's behavior through recall of prior stimulus. The actual stimulus can be communicated- or framed- in a way that has personal relevance. The medium of the communication is important, as media rich, personalized platforms can increase the concept of presence while increasing credibility and trust, and in turn commitment. These factors in turn improve the respective communication effectiveness.

CRM and the Convergence with Social Media

In CRM practices, it is no longer enough that brands build relationships with consumers; they have to develop relationships *among* consumers also (Singh & Sonnenburg, 2012). Effective communication in a relational channel structure has higher frequency and more bidirectional flows, informal modes, and indirect content (Mohr & Nevin, 1990). Today's social media brand platforms facilitate both these concepts, enabling relationships among consumers while also delivering a platform for brands to establish cadence in communicating information to the community while enabling bi-directional feedback mechanisms. The goal of any CRM program, including social CRM, is to deepen the relationship to create affective commitment with guests and consumers. That is, to create identification, emotional commitment and attachment, and involvement between organizations and target audiences (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Customer relationship management practices focus on developing mutual commitments between consumers and firms. One of the desired outcomes of these activities relates to how consumers view attitudes and behavioral intention as a result of the commitment. Through the prior discussion leads to the following hypotheses:

H1: Emotional commitment will have a positive influence on Attitude

H2: Emotional commitment will have a positive influence on Behavioral Intention

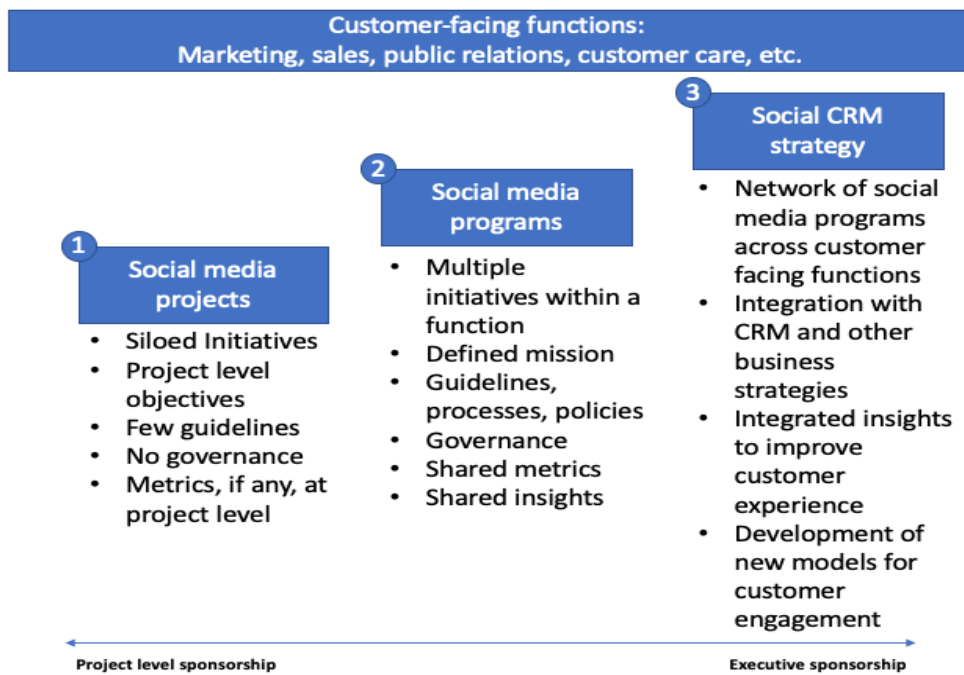
For firms to fully engage, social customer relationship management (S-CRM) technologies must be leveraged to maximize the many to many relationships between customers and organizations, establishing interactive dialogues and information sharing and promoting co-created knowledge and value with customers (Guesalaga, 2016). Social CRM is defined as “the integration of customer-facing activities, including processes, systems, and technologies, with emergent social media applications to engage customers in collaborative conversations and enhance customer relationships” (Harrigan, Miles, Fang, & Roy, 2020). In laymen’s terms, social CRM platforms enable rather seamless communication between consumers and the firm as well as between consumers, all in a media rich, high presence environment.

There are several differences- or enhancements- as firms migrate from traditional CRM to S-CRM practices. Some of the primary instances are the ability to facilitate large scale, near real time interactions, leverage user generated content, and customer engagement initiatives (Harrigan, Miles, Fang, & Roy, 2020). Standard CRM practices focus on data strictly within the customer-firm ecosystem (i.e.- transactions, visits, etc.). S-CRM practices can not only leverage information between the firm and the consumer, but also the social nature between consumers. Thus social media platforms like Facebook enable firms to automatically target not only consumers, but also potential consumers who “look like” consumers and/or are friends with consumers. Firms can leverage the social relationships between consumers to target messaging.

Firms sporadically posting on social media does not constitute social customer relationship management. S-CRM involves a much more strategic approach in engaging consumers over time. There are several advantages the platform can take advantage of, including the richness of the medium. This two-way communication platform allows for

consumers to express their opinions not only with the firm, but with others in the community. From the firm's perspective, this can involve listening to consumers, subtly providing engagement, and responding to any direct inquiries or issues (Nasir & Whitehead, 2016). This evolution in social media practice- from individual projects to planned programs to fully integrated strategies- leads to an effective social CRM program.

Figure 2 Progression of social media projects to Social CRM strategy (Brand & Parasnis, 2011)



Content can be designed to engage both novice and experienced consumers to effectively deliver information and promote the brand (Park & Kim, 2014). Consumers who are knowledgeable about the brand experience higher levels of identification and engagement. Firms should target seasoned customers into brand communities if their goal is to influence

customers. Firms should be cautious using brand social media channels as acquisition platforms. New consumers will have a lack of engagement and fully understanding of the product (Algesheimer, Dholakia, & Hermann, 2005). Similarly, loyal, and highly engaged consumers are looking for rich, new content to deepen the relationship vs. engaging with high level awareness messaging. Thus, while social media can be used for acquisition, content must still be relevant and engaging to existing, knowledgeable consumers as to not alienate the core patron.

Another key feature of successful S-CRM practices is the integration of “lifecycle” communication within social media activities (i.e. fully integrating the social approach to traditional CRM activities). Acquisition activities can include leveraging the social community’s network to prospect. This can be accomplished through several approaches through both direct and indirect means. Indirectly, simply distributing material and content that drives low engagement levels (i.e. a basic “Like”) will then be viewed by the consumers network, providing awareness (Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013). This low-level awareness can act as the equivalent as a prime. Firms can also engage in direct acquisition S-CRM efforts on social media. Such activities would be harnessing personal information on existing guests, then targeting “friends” with direct advertising efforts.

One of the primary goals of any successful CRM practice, including S-CRM, is enhancing the consumer engagement and brand trust. One key to trust is repeated interactions over a longer period of time. These interactions can range from simply reading posts to basic interactions (likes, shares, etc.) to consumers contributing content (user generated content, or UGC). Additionally, trust is earned through information sharing from the brand, reducing the asymmetry and thus reduces uncertainty and improves predictability of the brand (Laroche, Habibi, & Richard, 2013). This information sharing through content can be accomplished both

through firm generated and user generated means (Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013).

These social CRM activities are created to drive attitudinal loyalty through emotional commitment, separating the relationship from “spurious” loyalty (Baloglu, Zhong, & Tanford, 2017). Commitment is defined as an individual’s motivation to sustain a valued relationship with an organization; it is a critical link between relationship marketing efforts and behavioral outcomes [behavioral intent] (Melancon, Noble, & Noble, 2010) (Morgan & Hunt, 1994). This emotional commitment can drive advocacy (Fullerton, 2011), including expressing support and commitment and reciprocal engagement through social media channels (eWoM). Such emotional commitment can drive discretionary behaviors favorable to the organization more so that those whose commitment is based on continuance commitment (i.e. cost avoidance, or purely incentive driven) (Bansal & Irving, 2004).

Attitude and Behavioral Intention

One of- if not the- primary intentions of CRM activities is to enhance emotional engagement to in turn increase behavioral intention and attitude. Behavioral intention reflects an individual’s intent to engage in a desired behavior and is used as a proxy for actual customer actions. For marketing activities, intent is measured on an individual’s resolve to purchase (or repurchase) a product, brand, or service (Hollebeek & Rather, 2019). This actual transactional engagement is the desired economic outcome of CRM activities.

Effective CRM relationships are authentic and genuine. Authentic in this case is defined in terms of unbroken commitments and tradition (Beverland, Lindgreen, & Vink, 2008). Establishing this consistent relationship is important in developing emotional commitment.

Having consistent communication both in cadence and in messaging aids in garnering trust and reinforces genuine intent, building upon the brand reputation and relationship with consumers. Studies have found that when consumers have trust in an agency it can lead to lower risk perception, lower concern, and higher acceptance of risks (Song, McComas, & Schuler, 2018). Authentic messaging has also shown to be effective in developing consumer's attitude towards a brand (Miller, 2015). Thus effective CRM practices with consistent, authentic messaging can evoke authenticity leading to trust and affective/emotional commitment.

Emotional (or affective) commitment through CRM practices is designed to improve customer retention of a firm's profitable clients. Thus CRM practices that can engender "friendship", trust, and a strong rapport develop emotional commitment. In turn, these CRM practices can introduce higher switching costs through the relationship concept (Fullerton, 2003). This concept of higher switching costs may alleviate certain reactance measures when inadvertently introduced.

Attitude is the belief or feelings about an object of thought. A great deal of literature has been developed on the concept of attitude, with a continuum that ranges from static notions *stored in memory* on one end and *constructed on the spot* on the other. For purposes of marketing messaging, while there is a blend this dissertation's paradigm will focus on the construction view with "time-dependent states of the system" rather than "static things stored in memory" (Bohner & Dickel, 2011). This context sensitive view proposes that real time evaluation will guide behavior in adaptive ways (Schwartz, 2007). Creating content and messaging that engage consumers with a positive attitude will enhance the relationship and brand equity (Faircloth, Capella, & Alford, 2001).

Proper messaging (and framing of a message) from the firm greatly influence attitude towards the firm, even in light of a negative experience (Olson & Dover, 1979). If not taken into account, messaging that compromises a freedom (choice, action, option, etc.) can reduce consumers' willingness to partake in the recommendation service (Lee & Lee, 2009). Additionally, pushing a concept via unsolicited suggestions may lead to consumer's avoiding/rejecting the item (Fitzsimons & Lehmann, 2004).

How a message is framed can impact a consumer's attitude toward a brand. Messaging and positioning can also impact consumer behavior and intent to engage, with negatively interpreted messages having a negative impact on a firm. Thus, the following hypothesis will be explored.

H3: Psychological reactance will have a negative relationship with Behavioral Intention

H4: Psychological reactance will have a negative relationship with Attitude

Health Safety Messaging: Approaches and Reactance

Using digital and social media is not new to communicating health and safety information. The Robert Wood Johnson Foundation, the largest United States philanthropic organization focused solely on health, has used multimedia approaches involving Twitter and YouTube to promote items like Outbreak Week. Home Front and TEDMED developed a series of moderated events via Google Hangouts, an online video chat platform. Toyota teamed up with the Cincinnati Children's Hospital for public safety messaging, leveraging Facebook as the primary channel (Institute of Medicine, 2015).

Similarly, the Center for Disease Control (CDC) is a proponent of using social media to highlight and inform the public on health matters. The organization has developed an entire

engagement framework, with a matrix leveraged to determine the proper channel depending on program goals. Additionally, the CDC leverages social media best practices that are similar to those found in business settings (Center for Disease Control, 2020). These guidelines include identifying target audience through developing target criteria, adding custom images, and respond and engage with social media comments and feedback. At the foundation, these are Social CRM practices of segmenting an audience, developing personalized content, and driving engagement. Curating from multiple sources can also add to content credibility. (Institute of Medicine, 2015).

When information is presented that may seem to limit individual freedoms a level of reactance, or active resistance of the advocacy may occur. This reaction is best described in psychological reactance theory (PRT) as outlined by J.W. Brem (1966). There are four components that comprise PRT: freedom, threat to freedom, reactance, and restoration of freedom (Quick B. L., 2012).

Freedoms are behavioral components, including emotions, and attitudes, in which one can behave (Brehm, 1966). Thus, anything that makes it more difficult for an individual to express or exercise a freedom represents a threat (Quick B. L., 2012). For the context of reactance, threat does not refer to physical violence, but focused on social influence. The resulting reactance is the psychological state that occurs as a result of the threat, driven from the high value on choice, control and independence that certain individuals hold (Quick B. L., 2012). Finalizing the cycle would be threat elimination. This occurs when the individuals take action to reestablish the sense of freedom.

Studies have shown that reactance measures may extend past what some would consider logic. For example, as found by Reich and Robertson, messaging that stated “Don’t Litter”

actually increased littering. One point of interest in the study is that softer messaging of “Help Keep Your Pool Clean” did not improve cleanliness, but the reactance caused by directive message repeatedly had the countereffect (Reich & Robertson, 1979). Similar boomerang effects have been realized in health-related messaging. Anti-smoking messaging has shown to increase smoking trial among adolescents. Similarly, alcohol warnings have shown increase experimentation (Ringold, 2002).

Thus, it should be noted that a driver in reactance is the framing approach taken to deliver the message. When messaging is presented to influence behavior it can largely be classified into two categories: prevention framed or promotion framed. Prevention framed would be viewed as more restrictive. Using Kees study on reactance, two phrases were used:

- Prevention framed: Avoid unhealthy foods and inactivity to manage body weight.
- Promotion framed: Seek healthy foods and exercise to manage body weight.

Although the statements have the same fundamental meaning, prevention oriented statements *tell-* or *restrict-* one’s actions, while the promotion framed statement encourages a different path (Kees, 2011).

Similarly, messages intended to influence behavior can be classified as descriptive normative appeals or injunctive normative appeals. Descriptive normative appeals can aid in reducing psychological reactance (Kavvouris, Chrysochou, & Thogersen, 2020). Lengthening this point is the concept of narratives in the form of normative appeals. Narratives are more in depth discussions- or stories- to illustrate a point or topic. As recipients become involved in the narrative, the respective ability to argue becomes more muted. Thus the use of narrative have shown to reduce levels of reactance (Quick, Kam, Morgan, Liberona, & Smith, 2014). This

concept of narrative can also have tangential relationships with Daft's work on delivering important messages in person (or as close to as possible) and the emotional commitment that accompanies interpersonal communication (Daft, Lengel, & Trevino, 1987).

The combination of promotion framed vs. prevention framed messaging coupled with narratives has been explored under loss- and gain-framed narratives. Loss frame messages focus on a negative outcome either to one self or delivering a negative consequence to others. Conversely, gain-framed messages focus on a positive outcome focus on a positive outcome from either to one self or delivering a positive consequence to others (Quick, Kam, Morgan, Liberona, & Smith, 2014).

H5: Positive/Promotion framing will have a positive impact on Attitude

H6: Positive/Promotion framing will have a positive impact on Behavioral Intention

Building on this gain- and loss- framed messaging is the concept of prospect theory. The theory suggests that when framing is positioned for potential gains, recipients are less likely to take action. Similarly, when framing is positioned for potential losses, individuals are more likely to take action (Quick, Kam, Morgan, Liberona, & Smith, 2014) (Kahneman & Tversky, 1979). There's been consistency in studies around gain-framed narratives associated positive attitudes and loss framed narratives associated with negative attitudes and feelings. Divergently, there are inconsistent findings in how loss-framed narratives impact freedom of threat perceptions and reactance. Quick et al. (2014) found that loss framed narratives were negatively associated with freedom threat perceptions, while Reinhart et al. (2007) found positive association between loss framed context and psychological reactance.

One key takeaway is the context- or framing- of the message. Messages that are positioned to inform individuals typically do not drive reactance. Messages whose intent is to alter behavior directly vs. purely raise awareness tend to drive reactance. In an experiment around messaging of fatty foods' adverse health implications, it was found that warning consumers of the harmful effects had the opposite effect: "warning people about the harmful effects of fatty products only made them want to eat the fatty products more" (Bushman, 1998).

The current business climate has a certain focus on social responsibility, which may or may not be within the authentic brand's core messaging. Stating a public position on certain social topics can be somewhat hard to navigate, as certain topics may be viewed as activism in the current environment. In turn, activism can lead to divisiveness and have negative business consequences (Shoenberger, Kim, & Sun, 2021).

There are several tactics that can be employed to lower reactance. In selecting the medium, it can be helpful to leverage a "known" communicator- a friend or well respected and admired figure. This familiarity with the communicator greatly aids with the message compliance. "Liking another person increases the tendency to like objects that person likes" (Silvia, 2005). This concept is in line with emotional contagion, the notion that the emotion or belief expressed by someone delivering a message can directly influence that of the receiver (Howard & Gengler, 2001). Thus the instrument (person) delivering the message can be just as important as the message itself. The emotional commitment to the "product"- in the form of the relationship with the message sender- may have an outcome on how messages are received and interpreted.

Similarly, when appropriate framing that evoke a personal emotion- pride, sense of accomplishment, financial security- can help create connection. Often times these messages can

be framed with images of people, in line with Daft's personalization findings. (Daft, Lengel, & Trevino, 1987), and ads with images held a strong premium to those without (Dobson & Poels, 2020)

Additionally, the source and credibility of the message may aid in reactance reduction. For example, Bushman found that, among adults, warnings from the Surgeon General [regarding fatty foods] did make people want to eat the product similar to other boomerang warning effects, but they were more prone not to follow through and consume it when attributed to the Surgeon General (Bushman, 1998). Dobson and Poels (2020) also found that when trust is established prior to messaging, that trust and credibility is inherently applied on subsequent messages. Brands messaging that is viewed as authentic and trusted can positively influence respective consumer attitude and purchase/behavioral intent (Shoenberger, Kim, & Sun, 2021). Thus, the credibility of the source can assist in outweighing the reactance measure.

As discussed in the framing and priming section, creating targeted content can assist in eliminating the boomerang effect. That is, there are some predispositions that certain economic, cultural, and political groups carry that may create a counter reactance- or active resistance- to a message. Understanding where these pitfalls may lie and crafting more homogenic messaging accordingly can increase overall effectiveness (Lucas, Alexander, & Firestone, 2009). This also reinforces the need for a strong Social CRM practice to personalize messaging that would build trust and engagement. Not doing so, and generating respective reactance, could have the counter effect of less trust and engagement leading to reduced consumer engagement. In turn, this reduced engagement could lead to guest defection and loss of revenue (i.e. a negative shift in behavioral intent and attitude).

In conclusion, it is common for firms have developed customer relationship management practices to engage consumers. Those firms who focus on affective and emotional commitment can have greater economic benefit through behavioral intent. Additionally, such emotional commitment can also positively impact attitude towards the organization.

Messaging can at times have unintended consequences, or a boomerang effect. Understanding which segments may be more prone to this reaction (reactance) can aid in tailoring the appropriate message. Certain communications should be handled in “richer” mediums, especially those dealing with complex or sensitive topics. Additionally, these richer mediums can create the concept of presence, as well as aid in personalizing the message. This, if done correctly, can may be able to lessen reactance.

Summary

In this chapter the theoretical framework for the relationship between psychological reactance and emotional commitment on attitude and behavioral intent was explored. Firm activities of emotional commitment were explored, include the use of customer relationship management practices. Applications of priming and framing were also noted. Such activities are geared to influence consumer attitude and behavioral intent. Unexpected consequences can arise from improper or “threatening” messaging resulting in psychological reactance. Such a position adversely impacts both attitude and behavioral intent. The literature review explored how these concepts can intertwine in the casino hospitality space given the current environment. As a result, four testable hypotheses were developed. The next section, Chapter 3, will discuss the methodology of this study to test the respective hypotheses.

Chapter 3

Methodology

This chapter describes the approach used to define and resolve the dissertation research questions. In doing so three primary sections are outlined, including research design and methodology, data collection, and data analysis.

Research Methodology

The goal of this research is to understand how Attitude and Behavioral Intention are influenced by Reactance and Emotional Commitment. Three primary studies were used as the foundation for the research on this topic to create a single survey instrument.

The concept of reactance was measured using the Hong's Psychological Reactance Scale. The scale is a series of 11 questions set to a 5-point Likert scale ranging from Strongly Disagree to Strongly Agree. To identify the respective constructs in the original survey a factor analysis was used, with a lenient .60 load used for cut off coupled with the scree test. Through factor analysis, the 11 question scale was determined to evaluate 4 constructs: Emotional Response, Reactance to Compliance, Resistance to Influence, and Reactance to Advice (Hong & Faedda, 1996).

The concepts of Attitude and Behavioral Intention were developed using Shen and Dillard's prior work (Shen & Dillard, 2010). This work extended the concept of reactance into Attitude and Behavioral Intent. A series of nine questions were developed and asked in reference to a specific statement. Respondents were divided into two groups, with group "A" receiving a statement framed in a more positive tone and group "B" receiving a statement framed

in more negative (reactance prone) tone. The nine questions were broken up into six attitudinal related items and three behavioral intention metrics. The six attitudinal questions were in a 7 point semantic differential structure, referencing the respective statement. The three behavioral questions, referencing the same group statement, were on a 7-point Likert scale ranging from “No intention to comply” to “I plan to comply”.

The concept of Emotional Commitment leveraged the prior work of Bansal and Irving as well as Baloglu, Zhong, and Tanford (Bansal & Irving, 2004) (Baloglu, Zhong, & Tanford, 2017). A series of 23 questions were assembled to measure the concepts of Trust, Switching Costs, and Emotional Commitment. Emotional Commitment is derived from five designated questions using 7-point Likert scale ranging from “Strongly Agree” to “Strongly Disagree”. Questions referenced a specific casino resort based on known respective known activity. The full survey is listed in the Appendix.

Data Collection

The study is comprised of loyalty club patrons to specific casinos. Casino locations were geographically distributed, with sample derived from areas in Nevada, Missouri, and Louisiana to ensure distribution across the United States to limit any regional influence/norms. By default, all participants were 21 years of age or older. Additional selection criteria included a minimum of 2 trips to the casino in the last 12 months with gambling activity. The resulting population was then randomly selected to receive the survey. The randomization assists in ensuring study validity, removing any potential selection bias.

Surveys were distributed via email in May 2021. Emails originated from the respective casino while referencing the research project on behalf of a cooperative effort with the

University of Nevada Las Vegas. Surveys were distributed to 80,252 randomly selected guests, with half the population randomly assigned to receive Version 1 (negatively framed comment) and the remaining half receiving Version 2 (positively framed comment). Between the two surveys all questions are identical with the exception of the concept of Attitude (6 questions) and Behavioral Intent (3 questions). Version 1 guests were asked to evaluate the 9 questions (6 Attitude, 3 Behavioral Intention) in relation to the following statement:

“WARNING: BY ORDER OF THE GOVERNOR until further notice you are REQUIRED to WEAR A MASK at all times while in public. FAILURE to do so will RESULT IN a minimum \$500 FINE and up to 3 years in PRISON.”

Version 2 guests were asked to evaluate the 9 questions (6 Attitude, 3 Behavioral Intention) in relation to the following statement:

“For your health and the health of others, please wear a face mask in public while the virus risk is high.”

The relatively large population was initially targeted to ensure subsequent research could be substantiated leveraging this segmentation. That is, to ensure sample sizes would be meaningful when segmenting results based on respective guest attributes. Survey guidelines indicate sample size to be 5-10 times the number of variables; this study is well above that threshold (Bryant & Yarnold, 2010).

Sample size is important in understanding the validity in any study. To understand effect size on the linear regression model being developed Cohen's work will be leveraged and benchmarked. Using the following formula:

$$f^2 = R^2_{inc}/(1-R^2_{inc})$$

where f^2 measures the effect size.

When assessing a model vs an individual predictor, the increase is assumed to be compared to a model without any predictors. Thus the base model would have an $R^2 = 0$, determined by $R^2_{inc} = R^2_{model} - 0 = R^2_{model}$. That is, the normal R^2 for the model is used to determine the sample effect size (SPSS Tutorials, 2022).

The thresholds for effect size are (Chuan, 2006):

$f^2 = .02$ Small effect

$f^2 = .15$ Medium effect

$f^2 = .35$ Large effect

While effect sizes cannot be determined to be "good" or "bad", the measure does note the standardized measure of group differences. Larger effect sizes note differences are easier to find. That is, "smaller" changes become statistically significant. While large samples decrease sampling error and increase the sensitivity of results, they may result in even minor differences noting significance (Hair, Black, Babin, & Anderson, Multivariate Data Analysis, 2010).

Data Analysis

The survey needed some minor preparation work prior to analysis. To align positive/negative messaging for modeling, reverse coding needed to take place on Hong's Psychological Reactance Scale. In addition, reverse coding needed to be performed on the Attitude section of Shen and Dillard's survey responses. Behavioral Intention and Emotional Commitment components did not need to be adjusted.

The survey was also tested for internal reliability. Reliability determines the amount of consistency between measurements (i.e. survey questions) of a specific variables. Internal consistency helps ensure the measures are aligned in the same construct. This study utilized Cronbach's alpha to determine reliability. The reliability coefficient calculated should be at or above 0.70 to ensure validity (Hair, Black, Babin, & Anderson, *Multivariate Data Analysis*, 2010). Items that fall below this range should be reviewed to eliminate from the variable construct.

The first step in determining the regression model was to define the respective variables. While the dependent variables, Attitude and Behavioral Intent, were noted in the model, the Independent Variables needed to be validated from the survey. In order to do so a factor analysis was used to determine the components found in Hong's Psychological Reactance Scale. Factors are a means to take a large set of variables (survey questions) and extract common measurement themes to develop fewer, more insightful, sets of variables. Thus factor analysis is a methodical approach to condensing information from a large number of original variables into a smaller set of contrived variables (factors) while minimizing information loss (Hair, Black, Babin, & Anderson, *Multivariate Data Analysis*, 2010).

The factor analysis leveraged Principal Component Analysis to determine the number of concepts that are measured in an instrument/survey, how each question contributed to the concept, the strength of contribution, and how each construct related to each other (Bryan, 2013). Varimax rotation was used to assist in simplifying each factor while retaining independence between them (Bryant & Yarnold, 2010). Eigenvalues were developed and then applied towards latent root criterion to determine the number of factors. This process assumes that a factor should account for at least a single variable as determined by an eigenvalue of 1 or greater (Hair, Black, Babin, & Anderson, *Multivariate Data Analysis*, 2010). Additionally, when viewing those factors who fall below the threshold the variance explanation diminishes greatly.

Once the variables were determined data assumptions need to be validated in order to use regression modeling. The assumptions include reviewing each variable for distribution normality and understanding outliers. Since the data was survey based it has a defined minimum and maximum for data points. Thus outliers cannot be an issue. In understanding the distribution of data both skewness and kurtosis will be evaluated.

Skewness measures the symmetry of the distribution relative to a normal distribution curve, with positively skewed data having fewer large values and tails off to the right. Conversely, negatively skewed data would have fewer small values and tail off to the left. Acceptable ranges fall within 1- to +1. It should be noted that large samples (i.e. 1000+) can be overly sensitive in assessing (Hair, Black, Babin, & Anderson, *Multivariate Data Analysis*, 2010).

Kurtosis measures the height (peak or flatness) of the variable's distribution as compared to a normal distribution. A positive measure indicates a more higher peak than the norm, while a negative peak would connote a flatter distribution to the norm.

Additionally, variables were reviewed to determine if multicollinearity exists. To understand this both tolerance and variance inflation factor (VIF) measures were determined. Tolerance used a minimum threshold of 0.10, while a VIF threshold maximum of 10 was employed. Variables were also reviewed to determine correlation using Pearson Correlation testing to determine significance. Levene's test was used to determine homoscedasticity between variables.

With the variables defined and assumptions reviewed and validated a linear regression model was developed to determine the relationship between independent variables and dependent variables. The variate (model relationship) was also reviewed to ensure it did not violate assumptions. This model assumption can be performed by plotting the residuals vs. the independent or predicted variables to identify potential violations of the overall relationship (Hair, Black, Babin, & Anderson, *Multivariate Data Analysis*, 2010). This is in addition to the individual variables described above.

The Dillard and Shen survey leveraged two messages for comparison in assessing Attitude and Behavioral Intention. As a result the use of modifying variables will be explored to determine explanatory value in the model. Modifiers will be tested for significance using the factor outcomes as the primary independent variable. That is, the modifier was applied to the factors once those factors were determined. The model assessed to determine if adding the modifiers is led to a significant improvement in explanatory value.

Summary

Prior to building the linear regression model several steps needed to take place. First, data went through a series of preparation steps. In this case, certain variables were recoded to

align with overall model construct. Survey instrument reliability was measured using Cronbach's alpha. Data assumptions were validated prior to modeling, including normality, correlation, multicollinearity checks, and homoscedasticity. Additional, once the model was developed additional assumptions need to be validated including evaluating the variate.

Chapter 4

Results

This chapter will discuss the analysis results for this study. As previously described the survey data was reviewed, validated, and modeled to develop the appropriate variables. These variables will be used to develop the regression models using SPSS v27.

In total 2,662 guest survey responses were collected with 1,311 from Version 1 and 1,351 from Version 2. Survey data was appended to understand other demographic variables such as gender, age, marital status, and education level. Additionally, exhibited traits such as historical trips to the casino and length of relationship with the casino were also determined. See Table 3 for the demographic summary.

Table 2 Respondent Demographic Profile

		Demographic Profile of Respondents				
N		Negative		Positive		Total
		1,311	%	1,351		2,662
Gender	Female	665	51%	706	52%	1371
	Male	623	48%	617	46%	1240
	Unknown	23	2%	28	2%	51
Age	a. 65+	633	48%	607	45%	1240
	b. 55 - 64	377	29%	410	30%	787
	c. 45 - 54	185	14%	228	17%	413
	d. 35 - 44	95	7%	85	6%	180
	e. 25 - 34	19	1%	21	2%	40
	f. Under 25	2	0%		0%	2
Marital Status	Married	684	52%	769	57%	1453
	Single	136	10%	124	9%	260
	Unknown	491	37%	458	34%	949
Education	Bachelor or Higher	439	33%	399	30%	838
	HS Diploma	371	28%	402	30%	773
	Some College	407	31%	445	33%	852
	Some High School	75	6%	91	7%	166
	Unknown	18	1%	14	1%	32
	#N/A	1	0%		0%	1
Discretionary Income	< \$10,000	3	0%	8	1%	11
	10,000-19,999	756	58%	772	57%	1528
	20,000-29,999	311	24%	313	23%	624
	30,000+	241	18%	258	19%	499
Relationship w/ casino	0-4 Years	134	10%	170	13%	304
	5-9 Years	425	32%	404	30%	829
	10-14 Years	245	19%	254	19%	499
	15-19 Years	314	24%	320	24%	634
	20+ Years	193	15%	203	15%	396
Median Frequency		10		11		11

To replicate the foundational work from Dillard and Shen, the 11 questions comprising the Psychological Reactance Scale need to be factored to determine core components. The initial work found 4 factors: emotional response towards restricted choice, reactance to compliance, resisting influence from others, and reactance towards advice and recommendations. A similar factor analysis was performed on the data using principal component analysis.

When viewing the rotated component matrix results 2 components can be extracted as noted by the eigenvalues determined in the analysis: Component 2 value of 1.515 while Component 3 drops to 0.896. Thus, only two concepts (or factors) were identified in the results set. These two concepts can explain 55% of the variance. Expanding to a 3rd component (factor) would only add 8% more explanatory value, with ongoing diminishing returns given additional factors.

Table 3 PCA Results for 11 question Hong and Faedda reactance survey

PCA: Total Variance Explained			
<u>Component</u>	<u>Eigenvalues</u>	<u>% of Variance</u>	<u>Cumulative %</u>
1	4.565	41.499	41.499
2	1.515	13.776	55.276
3	0.896	8.146	63.422
4	0.713	6.483	69.904
5	0.635	5.773	75.678
6	0.582	5.289	80.966
7	0.516	4.691	85.657
8	0.468	4.253	89.910
9	0.435	3.958	93.868
10	0.367	3.337	97.205
11	0.307	2.795	100.000

Extraction Method: Principal Axis Factoring.

When applying the two factor model based on the Latent Root criteria of 1, the survey questions form two groupings/themes:

1. Emotional Response: The first three questions of the survey were designed to understand Emotional Response. The data illustrates a heavy load on component 2 noting that these three questions are related to similar concept.
2. Reactance and Resistance: the last 8 questions were originally designed to measure three distinct concepts: Reactance to Compliance, Resistance to Influence, and Reactance to Advice. Using the latent root approach these three concepts would be combined into a single factor measuring resistance in reactance combined.

Table 4 Rotated component matrix for Hong and Faedda’s reactance survey questions

Rotated Component Matrix		Component	
		1	2
1	I become frustrated when I am unable to make free and independent decisions.	0.024	0.828
2	It irritates me when someone points out things which are obvious to me.	0.177	0.724
3	I Become angry when my freedom of choice is restricted.	0.124	0.819
4	Regulations trigger a sense of resistance in me.	0.463	0.603
5	I find contradicting others stimulating	0.696	0.126
6	When something is prohibited, I usually think "that's exactly what I'm going to do."	0.716	0.156
7	I resist the attempts of others to influence me.	0.289	0.390
8	It makes me angry when another person is held up as a role model for me to follow.	0.510	0.438

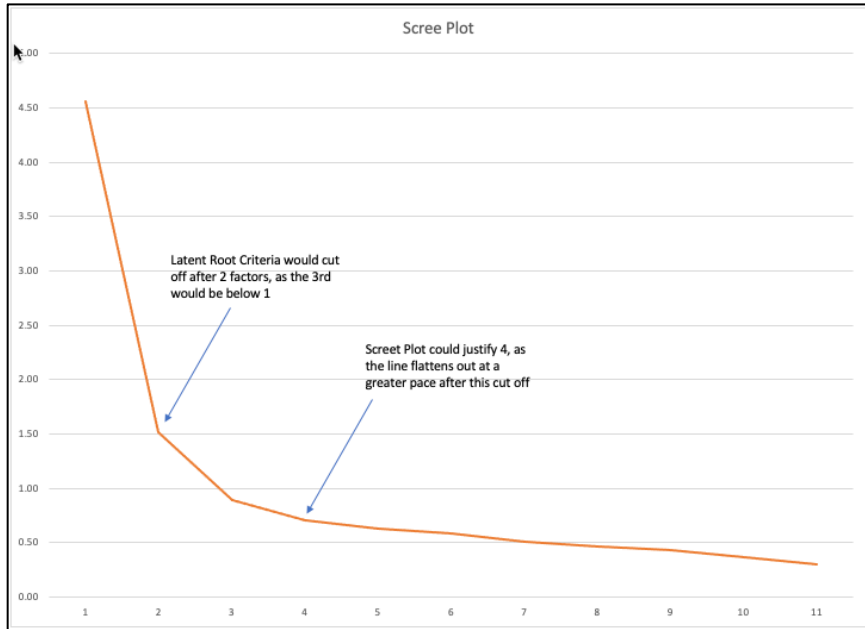
9	When someone forces me to do something, I feel like doing the opposite.	0.589	0.419
10	I consider advice from others an intrusion.	0.779	0.119
11	Advice and recommendations usually induce me to do the opposite.	0.830	0.130

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a Rotation converged in 3 iterations.

It's important to note that Hong and Faedda developed the 4 factor approach by using a more lenient Eigenvalue cut off of 0.6 (Hong & Faedda, 1996) coupled with a scree plot. Using this visual marker typically results in the addition of 2 to 3 more factors as compared to the latent root criteria (Hair, Black, Babin, & Anderson, 2010). This would help explain the more lenient approach taken during prior research.

When reviewing the components through a scree plot criteria the initial four concepts become illustrated. It is important to note that adding the two additional factors only adds an

Figure 3: Scree Plot for Hong and Faedda Trait Reactance



additional 15% of variance (factor 3 of 8.1% and factor 4 of 6.5%). For the current analysis, the more stringent Latent Root criteria and resulting 2 factor results were leveraged.

To determine reliability of the survey questions measuring respective attributes (internal consistency) Cronbach’s alpha was calculated for the two concepts, *emotional response* and *reactance and resistance*. Both scores exceed the .7 threshold of acceptability (Hair, Black, Babin, & Anderson, 2010) (Grimm & Yarnold, 2013).

Table 5 Survey reliability and internal consistency

Survey Category	Cronbach's Alpha
Emotional Response	0.767
Reactance and resistance	0.833

In addition, both factors were reviewed to determine if internal reliability could be improved by removing a question(s) from the respective area. When evaluating Emotional Response, Cronbach's Alpha could not be increased by removing any of the three questions. When evaluating Reactance and Resistance, removing question 10 marginally improved the factor reliability. Given that removing the results from this question would only marginally improve the reliability (from 0.833 to 0.839) it was determined to retain the item in the analysis. Using average scores from the defined factors, independent variables for Emotional Response and Reactance/Resistance were created to measure overall reactance theory.

Emotional Commitment was developed using Bansil's foundational work along with Baloglu et al dealing with customer loyalty in the casino hospitality space (Bansal & Irving, 2004) (Baloglu, Zhong, & Tanford, 2017). While the entire survey was replicated, the five questions developed to quantify Emotional Commitment were used to determine a composite average. Similar to the Reactance/Resistance and Emotional Response, reliability was tested on Emotional Commitment using Cronbach's alpha. The statistic of 0.903 was well above the .7 threshold (Hair, Black, Babin, & Anderson, *Multivariate Data Analysis*, 2010) (Grimm & Yarnold, 2013). When reviewing if removing a question(s) would improve reliability, the removal of "I enjoy visiting the casino" would nominally improve the score (.903 to .911). Given the relative impact it was determined to leave all 5 questions in calculating the Emotional Commitment score.

Similar steps were taken to assess the internal reliability of Shen and Dillard based survey questions around Attitude and Behavioral Intention. Behavioral Intention was well above the 0.7 threshold; removing questions would not improve reliability of the metric. Attitude was also well above the 0.7 threshold. Removing semantic pairing of "good/bad" would marginally the

reliability of the metric. Given the minute level of improvement (0.983 vs. 0.984) it was determined to leave the question in the analysis.

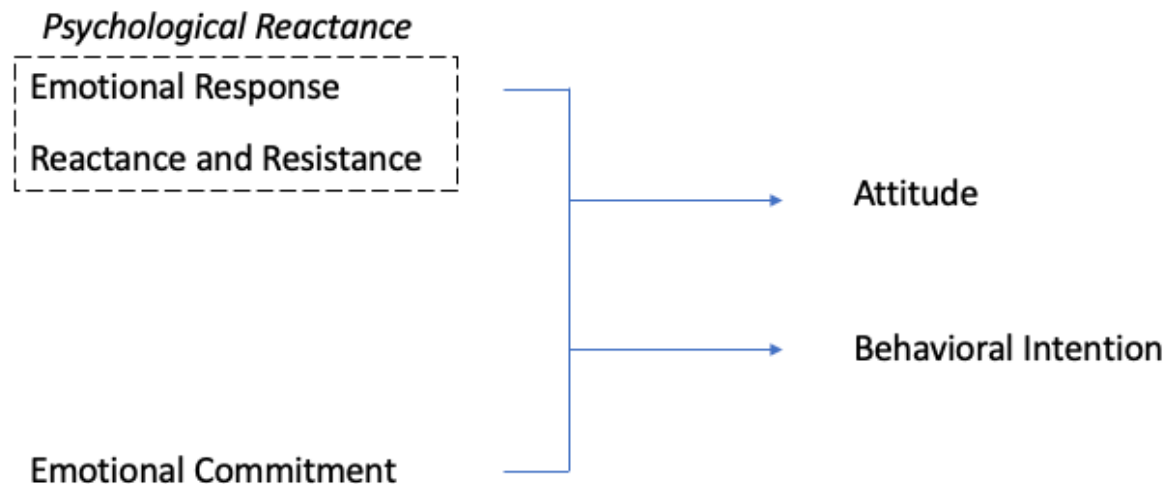
Prior to performing the regression additional assumptions were validated. Given the nature of survey data outliers are not a concern in the data set. When testing for Skewness and Kurtosis there is mild deviation, but the absolute values are well within the accepted thresholds of 2 and 7, respectively (with some sources allowing up to 3 and 10, respectively).

The independent variables were also reviewed to ensure no collinearity concerns were present. Tolerance levels were well above the minimum threshold of 0.10 while the variance inflation factor (VIF) scores were well below 10, the level of concern (Hair, Black, Babin, & Anderson, *Multivariate Data Analysis*, 2010). Additionally, when assessing the overall model not concerns with the variate were found when residuals were plotted.

In addition to the variables noted above, interaction variables were also explored between Version and Reactance/Resistance and Emotional Response on Attitude and on Behavioral Intention. It was determined that the interaction variable provided little to no explanatory value ($<.03$ change in R^2 in all scenarios) thus were not included in the models.

With factors identified and respective data validated the regression model can be developed. The goal of the model is to understand how psychological reactance, comprised of two factors of Emotional Response and Reactance and Resistance, and Emotional Commitment impact Attitude and Behavioral Intention, respectively.

Figure 4 Psychological reactance and Emotional Commitment's impact on Attitude and Behavioral Intention



Reactance/Resistance is presumed to have a negative effect on Attitude and Behavioral Intention, as found in prior studies (Shen & Dillard, 2010). Additionally, similar studies have shown the negative association of Emotional Response on Attitude and Behavior Intention when a freedom is perceived to be threatened. Contouring this effect, Emotional Commitment has proven to have a positive effect on consumer behavior (Baloglu, Zhong, & Tanford, 2017). A regression model was developed to understand the cumulative effect of these components.

H1: Psychological reactance (Reactance and Resistance, Emotional Response) will have a negative relationship with Attitude

H2: Emotional Commitment will have a positive relationship with Attitude

To determine the causal relationship between the IVs Reactance/Resistance (RR), Emotional Response (ER) and Emotional Commitment (EC) to Attitude (Att) a linear regression model was developed. The additional independent variable Version was also leveraged in the model, as described earlier in the document.

The overall regression was significant with a model summary of:

$$F(4, 2589)=290.64 \text{ } p<.001, R^2= 0.31$$

Table 6 Regression results for Reactance/Resistance, Emotional Commitment, Emotional Response on Attitude

Model Summary					
<u>R</u>	<u>R Square</u>				
.557a	0.31	Predictors: (Constant), Version, R_ReactResist, EmotCommit, R_EmotResponse			
ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	4503.159	4	1126	290.638	.000b
Residual	10028.531	2589	3.874		
Total	14531.69	2593			
a Dependent Variable: r_attitude					
b Predictors: (Constant), Version, R_ReactResist, EmotCommit, R_EmotResponse					

When evaluating the individual variables in the model, all were statistically significant in relation to Attitude. From a contextual purpose, the model differs based on the Version variable. When Version is zero, Attitude is measured in relation to a negative statement. When Version is 1, Attitude is measured in relation to a positive statement. The result influences the overall model by in essence introducing a new constant, 2.237. This is a constant given that it would be multiplied by 1 for all surveys where the Version 1 was measured for Attitude. Using Cohen’s guide on effect size, f^2 would equal .45 indicating as strong effect size present.

Table 7 Coefficients and significance levels of Reactance/Resistance, Emotional Response, and Emotional Commitment on Attitude

Coefficients			
	<i>Unstandardized Coefficients</i>		
	B	Beta	Sig.
(Constant)	5.804		<.001
R_ReactResi	-0.57	-0.16	<.001
R_EmotResp	-0.362	-0.133	<.001
EmotCommi	0.16	0.108	<.001
Version	2.237	0.473	<.001

Dependent Variable: r_attitude

Thus we can conclude that Reactance and Resistance, Emotional Response, and Emotional Commitment collectively explain 31% of the variation in Attitude. We can also conclude that each independent variable plays a statistically significant role in the regression model. The negative association of Reactance and Resistance and Emotional Response in explaining Attitude was in line with initial expectations. Additionally, Emotional Commitment's positive disposition on Attitude was in line with initial assumptions.

H3: Psychological reactance (Reactance and Resistance, Emotional Response) will have a negative relationship with Behavioral Intent

H4: Emotional Commitment will have a positive relationship with Behavioral Intent

To determine the causal relationship between the IVs Reactance/Resistance (RR), Emotional Response (ER) and Emotional Commitment (EC) to Behavioral Intention (BI) a linear

regression model was developed. The additional independent variable Version was also leveraged in the model, as described earlier.

While relatively low explanatory value ($R^2=.18$) The overall regression was significant with a model summary of: $F(4, 2589)=144.188$ $p<.001$, $R^2= 0.182$

Table 8 Regression results for Reactance/Resistance, Emotional Commitment, Emotional Response on Attitude

Model Summary					
<u>R</u>	<u>R Square</u>				
.427a	0.182				
Predictors: (Constant), Version, R_ReactResist, EmotCommit, R_EmotResponse					
ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Regression	1603.447	4	400.862	144.188	.000b
Residual	7197.744	2589	2.78		
Total	8801.191	2593			
a Dependent Variable: r_attitude					
b Predictors: (Constant), Version, R_ReactResist, EmotCommit, R_EmotResponse					

When evaluating the individual variables in the model, all were statistically significant in relationship with Attitude. From a contextual purpose, the model differs based on the Version variable. When Version is zero, Attitude is measured in relation to an negative statement. When Version is 1, Attitude is measured in relation to a positive statement. The result influences the overall model by in essence introducing a new constant, 0.494. This is a constant given that it

would be multiplied by 1 for all surveys where the Version 1 was measured for Attitude. Using Cohen’s guide on effect size, f^2 would equal .26 indicating as medium effect size present.

Table 9 Coefficients and significance levels of Reactance/Resistance, Emotional Response, and Emotional Commitment on Attitude

Coefficients			
	B	Beta	Sig.
(Constant)	7.892		<.001
R_ReactResist	-0.933	-0.336	<.001
R_EmotResponse	-0.15	-0.071	<.001
EmotCommit	0.143	0.124	<.001
Version	0.494	0.134	<.001

Dependent Variable: SD B Score

Thus we can conclude that Reactance and Resistance (RR), Emotional Response (ER), and Emotional Commitment (EC) collectively explain 18% of the variation in Behavioral Intention. We can also conclude that each independent variable (Reactance/Resistance, Emotional Response, and Emotional Commitment) plays a statistically significant role in the regression model. The negative directional influence of RR and ER were in line with expectations, and directionally consistent with the initial work of Dillard and Shen.

There are three major sources of error to be aware of in this form of research (Cooper & Schindler, 2014):

1. Measurement questions and survey instruments: This error form can deal with the survey instrument construct as it relates to the intended outcome. Using previously established and recognized scales helps offset this risk.
2. Interviewer: the administrator of the research needs to be aware of potential areas of concern. These would include sampling error (correct audience), data entry error (proper controls and checks in place), and process errors (ranging from environment to consistency). Leveraging techniques such as random sample selection, automated email survey tabulation, and a neutral environment web form assisted in reducing interviewer error.
3. Participant: unknowingly, participants may introduce a form of error. This would range from incomplete information, non-response, and misrepresentation of information. Incomplete surveys will not be counted towards the results. Non-response is a risk, but overall sample size should mitigate any individual lack of representation.

Summary

From the survey data three distinct independent variables were defined: Reactance/Resistance, Emotional Response, and Emotional Commitment. Additionally, the dependent variables of Attitude and Behavioral Intention were defined using prior survey formats. It is important to note that previous studies (Hong & Faedda, 1996) used a less stringent eigenvalue in defining variables, thus used 3 separate variables to comprise what is now formed in Reactance/Resistance (3 IVs comprised now in 1 IV).

Reactance/Resistance and Emotional Response to a perceived freedom threat were assumed to have a negative effect on both Attitude and Behavioral Intention. Additionally, Emotional Commitment was assumed to have a positive effect on both Attitude and Behavioral Intention. Reactance/Resistance, Emotional Response, and Emotional Commitment all behaved in the directional perspective towards both Attitude and Behavioral Intention. Additionally, Reactance/Resistance, Emotional Response, and Emotional Commitment all proved to be significant in explaining variation in Attitude and Behavioral Intention.

Chapter 5

Conclusion

This chapter presents the key findings and major implications of the research; Managerial and Theoretical implications will also be discussed. This research provides insight into how Psychological Reactance, Emotional Commitment, and Framing effect Attitude and Behavioral Intention. Potential limitations that may apply to this research will be noted. Additionally, future research topics will be explored.

Discussion of Findings

Psychological reactance has been a topic of study going back prior to the 1960s. How a message is framed is just as important as the message itself, as a negatively construed item can have a boomerang effect driving the opposite of the desired behavior. Hong and Faedda's survey of 11 questions previously determined 4 primary factors: reactance to compliance, reactance to advice, resistance to influence, and emotional response. Factor analysis using a more stringent eigenvalue assessment yielded two components: reactance/resistance and emotional response.

Both psychological reactance components of reactance/resistance and emotional response were found to have a significantly negative influence on attitude. Additionally, psychological reactance components were found to have a significant negative impact on Behavioral Intention. The model also incorporated Emotional Commitment. Emotional Commitment had an offsetting significant positive influence on both Attitude and Behavioral Intention, respectively, extending the knowledge in this area.

One of the primary factors influencing psychological reactance is how the message is framed. Prevention framed messages tend to be more directive or limiting in nature, “instructing” recipients on what to do or not to do. This direct tact can lead to higher reactance levels and cause boomerang effect on behavior. Promotion framed messages tend to be more informative in contrast. This normative appeal may have a higher acceptance rate and in turn higher adoption (or at least not instill desire for the negative action).

Table 10 Summary of findings

<u>Hypothesis</u>	<u>Findings</u>
H1: Psychological Reactance will have a negative relationship with Attitude	Supported
H2: Emotional Commitment will have a positive relationship on Attitude	Supported
H3: Psychological Reactance will have a negative relationship with Behavioral Intention	Supported
H4 Emotional Commitment will have a positive relationship with on Behavioral Intention	Supported
H5: Positive/Promotion framing will have a positive impact on Attitude	Supported
H6: Positive/Promotion framing will have a positive impact on Behavioral Intention	Supported

Managerial Implications

The findings of this research will aid marketing practices in the hospitality industry as well as many service related business to consumer models. Current industry professionals are by and large aware of the importance of messaging to guests. In today’s environment there are an increased amount of restrictive messages (regulatory and/or business driven) in the market. The most current example in 2021 would be dealing with mask and vaccination mandates. This research sheds light on two facets around such messages on impact around Attitude and Behavioral Intention.

The first implication deals with the framing of the message. Prevention framed messages, or those statements made with a demanding or restrictive tone, have a higher likelihood of eliciting a negative reaction in both Attitude towards the business but also Behavioral Intent. Promotion framed messages, those messages with a less restrictive tone and more informative oriented, can dampen the negative consequence of the content. Thus, how the message is framed can have a direct impact on consumer reception and psychological reactance, and in turn the Attitude and Behavioral Intention.

This does not imply that prevention oriented messages should never be used, as there will always be a need for instructive or limiting communication. Given the perceived severity of the message, firms should employ the appropriate level of effort to offset or limit the reaction. Descriptive narratives using normative appeals may limit reactance, with higher degrees of mutual involvement in the discussion tending to reduce reactance levels. Leveraging “known” communicators such as friends or respected individuals have also been shown to reduce reactance. Thus the components of the message- text, approach, medium- all play a role in how the it is both framed and received.

The second implication deals with the relationship businesses have with a guest, and how this can impact reactance when dealing with attitude and behavioral intention. Foundationally this starts with the relationship marketing (or customer relationship marketing) aspect that the organization has employed. Current systems enable the collection and use of large amounts of quantity. Simply organizing data in a warehouse is not a customer relationship marketing practice. It takes the proper business and strategic process in place to operationalize the information, empowering guest contact end points with personalized information to cater to the guest.

Loyalty programs are one means for organizations to collect rich, individual data on patrons. These programs should be focused on developing rich, mutually beneficial relationships. Those programs that heavily focus on price- discounts, incentives, coupons- will not drive sustainable loyalty, as competitors can easily match such initiatives. Those programs that focus on individual, personalized options can create a long term relationship that is less price elastic. This is beneficial for both the business and the guest: the business can sustain better economics through lower selling costs, while the guest can also save time/money/effort through trusting the business will deliver the proper quality good or service.

Within customer relationship marketing practices, businesses also need to recognize the complexity of the message being delivered. Those that are not straightforward or in the norm should be elevated to a more personal touchpoint, away from one way communication mechanisms such as email or printed text. This personalization can assist with the normative approach in disseminating information, reducing potential reactance risk.

Communication coming from the organization, regardless of channel, should be authentic and consistent with the brand's presence. Consistent (both in cadence and in content) authentic messaging is derived from unbroken commitments and tradition, which in turn can impact consumer attitude towards a brand. Additionally, such messaging can garner trust and in turn intent and brand relationship.

Through effective CRM practices firms can create emotional (or affective) commitment with consumers. The emotional commitment generates a positive relationships with a firm. This state has a positive association on both Attitude and Behavioral Intention. The trust and loyalty garnered (both antecedents to emotional commitment) can help offset any negative reactance implications. Thus, it is important for organizations to have rich customer relationship

management practices with guests so when a negative message has to be delivered, the relationship can assist in offsetting any negative attitude or behavioral intention concerns.

Customer relationship practices need to be established as a regular business practice. If attempting to deploy personalized messaging and experience to head off reactance without a prior relationship will not be perceived as authentic or genuine. Thus the firm will not have previously gained the trust and loyalty generating emotional commitment, and will not realize the positive associations accordingly.

Theoretical Implications

This study increased the body of knowledge in the relationship between framing, psychological reactance and emotional commitment on attitude and behavioral intention. While the core constructs of Hong and Faedda's Psychological Reactance Survey were validated, the subsequent factor analysis determined 2 factors instead of the previously determined 4 factors. The new factor settings reinforced the negative association between psychological reactance on attitude as well as the negative influence of psychological reactance behavioral intention. This knowledge base was then extended into the hospitality field with the current findings.

Framing was also shown to be a primary factor in understanding reactance effects on attitude and behavioral intention. With a hospitality setting, a prevention framed messaging may have a higher reactance level, while promotion based messaging is shown to have a positive impact on attitude and behavior.

Additionally, through the notion of Emotional Commitment, the importance of establishing a positive relationship with guests is important on an ongoing basis. Customer relationship marketing efforts are somewhat common in hospitality, but the degree of

personalization (vs. price/discount) varies across the industry. Focusing CRM efforts to drive individualized interactions can drive key factors such as trust and loyalty (key components of emotional commitment). As this research affirms, generating a strong emotional commitment (strong relationship) will have a positive relationship with attitude and behavioral intention. In turn, emotional commitment (through an effective CRM program) can offset potential negative implications when reactance is incurred.

Limitations

This research is not without limitations. The world is been living in a pandemic state for well over a year. Testing conceptual communication and guest reaction may be biased given current external influences. While attempts to control external factors were taken for the purposes of this study, they cannot be completely ruled out. Content relevancy may play a role in engaging guests in respective framing context. Politicization (and subsequent polarization) of health guidelines such as mask requirements may influence results of this survey. Additionally, the audience was a subset of casino loyalty patrons. While diverse in age, ethnicity, and geo-location within the United States, there may be concerns expanding learnings outside the casino hospitality space.

Future Research

These findings present the opportunity to explore several facets of both Emotional Commitment and Psychological Reactance as well as how they intersect. While factors such as Trust and Loyalty have been studied as precedents to Emotional Commitment, furthering those concepts to guest attributes can assist in operationalizing concepts. For example, what role does consumer frequency, length of relationship, regional influence, monetary spend, education, or

age have on Emotional Commitment components. Additionally, are there predispositions to psychological reactance? What role consumer frequency, length of relationship, regional influence, monetary spend, education, or age play into how messaging is interpreted?

The medium of communication should also be explored. The richness of the medium may be just as important as the message being conveyed. Thus, exploration around medium delivery on reactance may be of use. Prior research noted the more complex a problem, the richer the medium should be to convey the message. Does this hold true for potential reactant type messages, where a richer medium would offset potential negative consequences?

Additionally, understanding how an organization's customer relationship management practice can influence emotional commitment and thus reduce negative psychological reactance effects on Attitude and Behavioral Intention should be explored. While research has been done on the importance of each individual factor, there appears to be little research on customer relationship management ecosystem in relation to psychological reactance mitigation.

Summary

Consumer relationship management continues to play a significant role in marketing efforts to create a bond, or emotional commitment, with consumers. At times, businesses are required to deliver messaging that may cause psychological reactance with certain consumer segments. Marketing practices should be aware of such messages to frame in the best means available. Establishing emotional commitment throughout the guest lifecycle is imperative. Having this relationship prior to a "reactant" message can aid in creating emotional commitment, helping offset negative Attitude or Behavioral Intention outcomes.

Appendix

Survey questions derived from foundational studies

	Strongly Agree					Strongly Disagree				
1	I become frustrated when I am unable to make free and independent decisions.									
2	It irritates me when someone points out things which are obvious to me.									
3	I become angry when my freedom of choice is restricted									
4	Regulations trigger a sense of resistance in me.									
5	I find contradicting others stimulating.									
6	When something is prohibited, I usually think "that's exactly what I am going to									
7	I resist the attempts of others to influence me									
8	It makes me angry when another person is held up as a role model for me to follow.									
9	When someone forces me to do something, I feel like doing the opposite.									
10	I consider advice from others to be an intrusion.									
11	Advice and recommendations usually induce me to do just the opposite.									

Hong
Trait Reactance

Please mark the following word pairs based on your feelings toward the following statement

Grp 1 (50%) WARNING: BY ORDER OF THE GOVERNOR until further notice you are REQUIRED to WEAR A MASK at all times while in public. FAILURE to do so will RESULT IN a minimum \$500 FINE and up to 3 years in PRISON.

Grp 2 (50%) For your health and the health of others, please wear a face mask in public while the virus risk is high.

12	Good	1	2	3	4	5	6	7	Bad
13	Wise	1	2	3	4	5	6	7	Foolish
14	Favorable	1	2	3	4	5	6	7	Unfavorable
15	Positive	1	2	3	4	5	6	7	Negative
16	Necessary	1	2	3	4	5	6	7	Unnecessary
17	Beneficial	1	2	3	4	5	6	7	Detrimental

Continuing to refer to the statement below, please mark how each would apply

Grp 1 (50%) WARNING: BY ORDER OF THE GOVERNOR until further notice you are REQUIRED to WEAR A MASK at all times while in public. FAILURE to do so will RESULT IN a minimum \$500 FINE and up to 3 years in PRISON.

Grp 2 (50%) For your health and the health of others, please wear a face mask in public while the virus risk is high.

		No intention to comply					I plan to comply	
18	I plan to act in ways that are compatible with the position promoted by the	1	2	3	4	5	6	7
19	I am going to make an effort to do what the message urged me to do	1	2	3	4	5	6	7
20	I intend to behave in ways that are consistent with the message	1	2	3	4	5	6	7

Dillard & Sher
Attitude and Behavioral Int

	Strongly Disagree						Strongly Agree		
21	I would recommend [casino] to other people	1	2	3	4	5	6	7	
22	I tell other people positive things about [casino]	1	2	3	4	5	6	7	
23	I take pride in telling people about my experiences at [casino]	1	2	3	4	5	6	7	
26	Although there are other casinos nearby, I still like coming to [casino]	1	2	3	4	5	6	7	
27	I enjoy visiting [casino]	1	2	3	4	5	6	7	
28	I feel like a part of the family as a customer of [casino]	1	2	3	4	5	6	7	
29	Time spent at [casino] is important to me	1	2	3	4	5	6	7	
30	I am emotionally attached to [casino]	1	2	3	4	5	6	7	
31	When employees at [casino] say they will do something, I am sure it will get done	1	2	3	4	5	6	7	
32	If I ask a manager or employee a question, I feel they will tell me the truth	1	2	3	4	5	6	7	
33	I am sure the service that I get at [casino] will be the same every time I visit	1	2	3	4	5	6	7	
34	I trust the management at [casino]	1	2	3	4	5	6	7	
35	The communication I receive from [casino] is believable	1	2	3	4	5	6	7	
36	If I switched to another casino, I might not get the personal recognition that I get at [casino]	1	2	3	4	5	6	7	
37	If I switched to another casino, I might not receive the service I am accustomed to	1	2	3	4	5	6	7	
38	If I switched to another casino, I might not get the same benefits I get at [casino]	1	2	3	4	5	6	7	
39	The cost in time and effort of changing to a different casino are high for me	1	2	3	4	5	6	7	
40	If I switched, I might lose my current reward club status	1	2	3	4	5	6	7	
41	It would be very inconvenient for me to go to other casinos	1	2	3	4	5	6	7	
		Poor						Excellent	
42	Ability to earn points that can be	1	2	3	4	5	6	7	
43	Free slot/table play	1	2	3	4	5	6	7	
44	Free room and meal offers	1	2	3	4	5	6	7	
45	Point multipliers and bonus points	1	2	3	4	5	6	7	

Baloglu et. al
Trust, Switch
Loyalty progr
Emotional
commitment
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