

Exploring factors for sustainable success of festivals: Authenticity, customer satisfaction, and
customer citizenship behavior

by

Hyeongjin Jeon

B.S., Sejong University, Republic of Korea, 2002
M.S., Jeju National University, Republic of Korea, 2011

AN ABSTRACT OF A DISSERTATION

submitted in partial fulfillment of the requirements for the degree

DOCTOR OF PHILOSOPHY

Department of Hospitality Management
College of Human Ecology

KANSAS STATE UNIVERSITY
Manhattan, Kansas

2018

Abstract

Festivals draw large numbers of visitors to tourist destinations and provide stakeholders with monetary and non-monetary benefits. Considering festivals' positive influence on the host destinations and increasing competition, making festivals continuously successful is critical. However, little empirical work has been conducted that helps destination marketers and festival organizers increase festivals' competitiveness. Thus, the purpose of this dissertation was to assess the nature of festival attendees' experiences, and the way in which the experiences contribute to developing attendees' voluntary behaviors that enable festivals to achieve a competitive advantage.

Study 1 examined multiple dimensions of constructive authenticity and relationships among constructive authenticity, existential authenticity, and festival satisfaction. The link to the online survey was distributed by a survey research firm (Qualtrics) to potential participants who had attended at least one Renaissance Festival in the U.S. within the past 12 months. A total of 411 usable responses was collected and included in the final data analyses. The results of an exploratory factor analysis identified three underlying dimensions of constructive authenticity: performance, human, and physical environment. The proposed relationships were tested using structural equation modeling. The results indicated that existential authenticity was positively related to the human ($\beta = .47, t = 5.20, p < .001$) and physical environment ($\beta = .43, t = 4.88, p < .001$) factors but not to the performance factor. Further, existential authenticity was positively associated with festival satisfaction.

Study 2 tested relationships among existential authenticity, festival satisfaction, affective commitment, and three dimensions of attendees' customer citizenship behavior (CCB): helping others, making recommendations, and providing constructive suggestions to organizers.

Responses to a self-administered questionnaire distributed by Qualtrics were collected, and 408 usable responses were used to test the research model proposed. The results showed that existential authenticity was positively related to festival satisfaction ($\beta = .83, t = 15.65, p < .001$). However, existential authenticity did not influence CCB. Festival satisfaction was not related directly to helping others, but was related positively to making recommendations ($\beta = .36, t = 3.16, p < .01$). Contrary to the prediction, festival satisfaction was associated negatively with providing constructive suggestions. Festival satisfaction was also linked positively with affective commitment ($\beta = .66, t = 13.59, p < .001$). The results underscored the positive effect of affective commitment on three dimensions of CCB: helping others ($\beta = .67, t = 10.30, p < .001$), making recommendations ($\beta = .15, t = 2.39, p < .05$), and providing constructive suggestions ($\beta = .63, t = 9.60, p < .001$). In addition, the significance of the indirect effects of existential authenticity on making recommendations via festival satisfaction, as well as festival satisfaction on helping others through affective commitment, was confirmed.

The findings advance our understanding of perceived authenticity and CCB in the festival context. In addition to its contributions to the literature, destination marketers and festival organizers can benefit from the suggestions for practical applications. The study concludes with a discussion of its limitations and recommendations for future research.

Word counts: 494

Keywords: festival, constructive authenticity, existential authenticity, festival satisfaction, affective commitment, customer citizenship behavior

Exploring factors for sustainable success of festivals: Authenticity, customer satisfaction, and
customer citizenship behavior

by

Hyeongjin Jeon

B.S., Sejong University, 2002
M.S., Jeju National University, 2011

A DISSERTATION

submitted in partial fulfillment of the requirements for the degree

DOCTOR OF PHILOSOPHY

Department of Hospitality Management
College of Human Ecology

KANSAS STATE UNIVERSITY
Manhattan, Kansas

2018

Approved by:

Major Professor
Dr. Junehee Kwon

Copyright

© Hyeongjin Jeon 2018.

Abstract

Festivals draw large numbers of visitors to tourist destinations and provide stakeholders with monetary and non-monetary benefits. Considering festivals' positive influence on the host destinations and increasing competition, making festivals continuously successful is critical. However, little empirical work has been conducted that helps destination marketers and festival organizers increase festivals' competitiveness. Thus, the purpose of this dissertation was to assess the nature of festival attendees' experiences, and the way in which the experiences contribute to developing attendees' voluntary behaviors that enable festivals to achieve a competitive advantage.

Study 1 examined multiple dimensions of constructive authenticity and relationships among constructive authenticity, existential authenticity, and festival satisfaction. The link to the online survey was distributed by a survey research firm (Qualtrics) to potential participants who had attended at least one Renaissance Festival in the U.S. within the past 12 months. A total of 411 usable responses was collected and included in the final data analyses. The results of an exploratory factor analysis identified three underlying dimensions of constructive authenticity: performance, human, and physical environment. The proposed relationships were tested using structural equation modeling. The results indicated that existential authenticity was positively related to the human ($\beta = .47, t = 5.20, p < .001$) and physical environment ($\beta = .43, t = 4.88, p < .001$) factors but not to the performance factor. Further, existential authenticity was positively associated with festival satisfaction.

Study 2 tested relationships among existential authenticity, festival satisfaction, affective commitment, and three dimensions of attendees' customer citizenship behavior (CCB): helping others, making recommendations, and providing constructive suggestions to organizers.

Responses to a self-administered questionnaire distributed by Qualtrics were collected, and 408 usable responses were used to test the research model proposed. The results showed that existential authenticity was positively related to festival satisfaction ($\beta = .83, t = 15.65, p < .001$). However, existential authenticity did not influence CCB. Festival satisfaction was not related directly to helping others, but was related positively to making recommendations ($\beta = .36, t = 3.16, p < .01$). Contrary to the prediction, festival satisfaction was associated negatively with providing constructive suggestions. Festival satisfaction was also linked positively with affective commitment ($\beta = .66, t = 13.59, p < .001$). The results underscored the positive effect of affective commitment on three dimensions of CCB: helping others ($\beta = .67, t = 10.30, p < .001$), making recommendations ($\beta = .15, t = 2.39, p < .05$), and providing constructive suggestions ($\beta = .63, t = 9.60, p < .001$). In addition, the significance of the indirect effects of existential authenticity on making recommendations via festival satisfaction, as well as festival satisfaction on helping others through affective commitment, was confirmed.

The findings advance our understanding of perceived authenticity and CCB in the festival context. In addition to its contributions to the literature, destination marketers and festival organizers can benefit from the suggestions for practical applications. The study concludes with a discussion of its limitations and recommendations for future research.

Word counts: 494

Keywords: festival, constructive authenticity, existential authenticity, festival satisfaction, affective commitment, customer citizenship behavior

Table of Contents

List of Figures	xii
List of Tables	xiii
Acknowledgements	xiv
Dedication	xv
Chapter 1 - Introduction.....	1
Problem Statement.....	5
Purpose of the Study	7
Research Model and Hypotheses	7
Significance of the Study	10
Limitations of the Study	11
Definition of Terms	11
References	13
Chapter 2 - Review of Literature	20
Festivals as Cultural Events	20
Authenticity	27
Objective Authenticity	28
Constructive Authenticity	29
Existential Authenticity	30
The Multiple Approach to Constructive Authenticity	34
Multiple Components of Service Experience	35
The Metaphor of Theater	36
Multiple Factors of Constructive Authenticity in a Festival.....	38
Performance Factor	38
Human Factor.....	39
Physical Environment Factor	39
Constructive Authenticity and Existential Authenticity	40
Festival Satisfaction	41
Existential Authenticity and Festival Satisfaction	43
Proposed Conceptual Model for Study 1	44

Customer Citizenship Behavior	46
Multiple Dimensions of CCB	47
Helping Others	48
Making Recommendations	49
Providing Constructive Suggestions	49
Existential Authenticity and Attendees' CCB	50
Festival Satisfaction and Attendees' CCB	51
Affective Commitment	53
Festival Satisfaction and Affective Commitment	55
Affective Commitment and Attendees' CCB	56
Proposed Conceptual Model for Study 2	58
References	60
Chapter 3 - Methodology	76
Population and Sample	77
Survey Instrument Development	78
Data Collection	81
Data Analysis	82
References	84
Chapter 4 - Reflecting Festival Experience: The Contributing Role of Authenticity in Satisfaction	86
Abstract	86
Introduction	87
Literature Review	89
Authenticity	89
Objective Authenticity	90
Constructive Authenticity	91
Multiple Approaches to Constructive Authenticity	92
Existential Authenticity	94
The Relationship between Constructive Authenticity and Existential Authenticity	95
Festival Satisfaction	96
Existential Authenticity and Festival Satisfaction	97

Methodology	99
Study Sample	99
Measurements and Instrument Development.....	99
Data Collection	100
Data Analysis	102
Results.....	103
Sample Profile.....	103
Exploratory Factor Analysis (EFA)	105
Confirmatory Factor Analysis and Measurement Model Test.....	107
Structural Model and Hypotheses Testing	109
Discussion	110
Theoretical Implications	113
Practical Implications.....	114
Limitations and Suggestions for Future Research	115
Reference	117
Chapter 5 - The Effects of Existential Authenticity, Festival Satisfaction, and Affective	
Commitment on Festival Attendees' Customer Citizenship Behavior.....	124
Abstract	124
Introduction.....	126
Literature Review	128
Festivals as Cultural Events	128
Customer Satisfaction	129
Customer Citizenship Behavior	130
Existential Authenticity and Festival Satisfaction	133
Existential Authenticity and Attendees' CCB	135
Social Exchange Theory	136
Festival Satisfaction and Attendees' CCB	136
Festival Satisfaction and Affective Commitment	137
Attachment Theory for Affective Commitment and CCB.....	139
Methodology	141
Study Sample	141

Measurements and Instrument Development.....	142
Data Collection	143
Data Analysis	143
Results.....	144
Participant Profile	144
Measurement Model with Confirmatory Factor Analysis (CFA).....	146
Hypotheses Testing.....	148
Discussion and Implications	151
Theoretical Implications	154
Practical Implications.....	155
Limitations and Suggestions for Future Research	156
References.....	158
Chapter 6 - Summary and Conclusions	169
Study 1 - Reflecting Festival Experience: The Contributing Role of Authenticity in Satisfaction.....	171
Study 2 - The Effects of Existential Authenticity, Festival Satisfaction, and Affective Commitment on Festival Attendees' Customer Citizenship Behavior	173
Implications	177
Theoretical Implications	177
Practical Implications.....	179
Limitations and Recommendations for Future Research.....	180
References.....	182
Appendix A - Kansas State University IRB Approval	186
Appendix B - Online Survey.....	188

List of Figures

Figure 1.1 Proposed Research Model	9
Figure 2.1 The Typology of Planned Event.....	22
Figure 2.2 The Metaphor of Theater	37
Figure 2.3 Proposed Conceptual Model of Study 1	45
Figure 2.4 Proposed Conceptual Model of Study 2	59
Figure 3.1 Data Collection and Analysis Procedures	77
Figure 4.1 Proposed Conceptual Model.....	98
Figure 4.2 The Results of Structural Relationships	110
Figure 5.1 Proposed Conceptual Model.....	141
Figure 5.2 The Results of Structural Relationships	148
Figure 6.1 The Results of Structural Relationships	172
Figure 6.2 The Results of Structural Relationships	174

List of Tables

Table 4.1 Constructs and Items.....	101
Table 4.2 The Profiles of the Respondents	104
Table 4.3 Factor Analysis of the Constructive Authenticity.....	106
Table 4.4 Constructs, Items, and Factor Loadings by Confirmatory Factor Analysis.....	107
Table 4.5 Construct Inter-Correlations, Squared-Correlations, Means, and Standard Deviations	109
Table 4.6 Standardized Structural Estimates (Hypotheses testing)	110
Table 5.1 The Profiles of the Respondents	145
Table 5.2 Construct Inter-Correlations, Squared-Correlations, Means, and Standard Deviations	146
Table 5.3 Constructs, Items, and Factor Loadings by Confirmatory Factor Analysis.....	147
Table 5.4 Standardized Structural Estimates (Hypotheses testing)	149
Table 5.5 Testing Indirect Effects of Festival Satisfaction and Affective Commitment.....	150
Table 6.1 Results of Hypothesis Test in Study 2	175
Table 6.2 Testing Indirect Effects of Festival Satisfaction and Affective Commitment.....	176

Acknowledgements

Completion of my doctoral dissertation was a long journey, and I am very grateful for the opportunity to gain knowledge and wisdom as an academic scholar. With the tremendous support from many people, I made it to the finish line in the first phase of my academic career. I would like to sincerely express my gratitude to everyone who helped me get to where I am now.

First and foremost, I wish to express my deepest appreciation to Dr. Junehee Kwon for her unwavering support and encouragement. She never let me go alone on my journey. Thank you so much for giving me the greatest advice and being patient with everything. My deepest gratitude extends to Dr. Chihyung Ok who helped me finish the dissertation. I truly appreciate his strong support and encouragement. I can honestly say that I have enjoyed the pressure. I am also deeply grateful to my committee members, Drs. Rebecca Gould, Kevin Gwinner, and Patrick Knight. A thank you goes to Dr. Jeffrey Skibins for serving as outside chair. You all have given me meaningful support throughout this research.

My appreciation is also extended to the faculty members and staff in the Department of Hospitality Management. They encouraged me to achieve my professional goals. I especially want to acknowledge my fellow graduate students in the department for making my time at Kansas State University a great and unforgettable experience because of their friendship and emotional support.

Finally, I would like to thank my sister for always cheering me up. I wish to extend my appreciation to my parents-in-law who have believed in me. Although they were thousands of miles away, they were always supporting and encouraging me with their best wishes.

Dedication

To my parents, Jungtaek Jeon and Boksil Hong, for their unconditional love, support, and patience. Love you two so much.

To my loving wife Juwon and my son Aaron Hayoon. All I have accomplished was only possible because of their faith and encouragement over the years. Love you so much with all my heart.

Chapter 1 - Introduction

Events are one of the strong attractions motivating people to visit and serve as a prominent strategy for developing and marketing destinations (Baker & Draper, 2013; Chang, Gibson, & Sisson, 2014; Getz, 2008; Getz & Page, 2016; Lee, 2016; Matheson, Rimmer, & Tinsley, 2014; Organ, Koenig-Lewis, Palmer, & Probert, 2015). Specifically, cultural events such as festivals draw a large number of visitors. For example, approximately 32 million people have attended at least one festival in the U.S. each year (Wynn, 2017). Festivals are cultural manifestations with tradition to which the public is invited for a limited period of time (Akhoondnejad, 2016; Grappi & Montanari, 2011; Lee, Lee, & Wicks, 2004). Researchers reported that festivals provide several potential benefits to local governments, communities, and residents (Uysal & Gitelson, 1994; Yoon, Lee, & Lee, 2010).

Previous research identified the monetary and non-monetary benefits of festivals destinations. Monetary benefits include a boost in the local economy through spending by festival attendees, the creation of employment opportunities, and an increase in tax income for local governments (Baker & Draper, 2013; Kim, Choi, Agrusa, Wang, & Kim, 2010; Kim, Prideaux, & Chon, 2010; Li, Huang, & Cai, 2009). Non-monetary benefits involve creating a positive image of the host destination, extending the tourism season, and stimulating tourism development (Akhoondnejad, 2016; Ferdinand, & Williams, 2013; Lee, Arcodia, & Lee, 2012; Matheson et al., 2014). For these reasons, many local destinations have planned and organized festivals as ways to encourage people to visit (Ferdinand & Williams, 2013; Gursoy, Kim, & Uysal, 2004; McKercher, Mei, & Tse, 2006). For example, the St. Patrick's Day Parades in New York City has drawn more than 150,000 attendees each year (CNN, 2016). Also, rural destinations have used festivals to revitalize their economies, preserve local heritage resources,

and promote long-term investment in communities (Boo & Busser, 2006; Huang, Li, & Cai, 2010; Xie, 2004). Given the vital impact of festivals on the host destinations, keeping festivals successful in the long term is an important concern for festival organizers. In order to find out ways to keep festival sustainable, organizers have been working to understand attendees' experiences in attending the festival and how to encourage the attendees' future behaviors (Anderson & Getz, 2008).

Cultural tourists seek authentic experience to fulfill their need (Lee et al., 2008). Cultural tourism literature has paid increasing attention to authenticity as a significant factor in tourists' attitudes and behavioral intentions (Akhoondnejad, 2016; Castéran & Roederer, 2013; Kolar & Zabkar, 2010; Robinson & Clifford, 2012). Authenticity, which is defined as the sense of being genuine and unique from reconstructed facilities and imitated travel objects (Ram, Björk, & Weidenfeld, 2016), can be conceptualized in three broad aspects: objective, constructive, and existential authenticity.

Objective and constructive authenticities address how people understand toured objects once they recognize them (Leigh, Peters, & Shelton, 2006; Wang, 1999). However, objective authenticity is mostly involved in an individual's awareness of originality toward the toured objects (Wang, 1999), while constructive authenticity is the evaluated perception of toured objects based on personal interpretation (Grayson & Martinec, 2004; Reisinger & Steiner, 2006). Because the tourism object is considered authentic not because it is the real object but because it is considered a symbol of authentic objects or phenomena (Zhou, Zhang, & Edelheim, 2013), constructive authenticity provides a better measurement of how cultural tourists notice tourism-related objects with their senses (Bryce, Curran, O'Gorman, & Taheri, 2015; Xie, Wu, & Hsieh, 2012). Therefore, authenticity has been suggested as a critical factor for better understanding of

cultural tourist's experiences because cultural tourists seek authenticity to fulfill their need for pursuing uniqueness or an escape from their daily routines, (Buchmann, Moore, & Fisher, 2010; Formica & Uysal, 1995; Lee et al., 2004; Steiner & Reisinger 2006).

Unlike constructive authenticity, existential authenticity is related to personal feelings such as pleasure and fun (Leigh et al., 2006; Wang, 1999). Recent studies have focused existential authenticity as a significant component of understanding cultural tourists because it reflects tourists' personal experience (Kim & Jamal, 2007; Kolar & Zabkar, 2010). Therefore, getting more knowledge about existential authenticity may help tourism managers learn how tourists form evaluations and how tourists are encouraged to display post-consumption behavior.

Recently, to generate long-term profitability and stay competitive, customers' active behaviors in service encounters have caught service organizations' attention (Verleye, Gemmel, & Rangarajan, 2014; Yi & Gong, 2008). Although the customers' in-role behaviors become their actions for completely finishing the delivery of service (Groth, 2005; Yi, Natarajan, & Gong, 2011), customers' extra-role behaviors as consultants may enhance service organization's performance through providing their fresh ideas (Bartikowski & Walsh, 2011; Gruen, Summers, & Acito, 2000; Yi, Gong, & Lee, 2013). Customer citizenship behaviors (CCB) is referred to the extra-role behaviors or customers' discretionary behaviors beyond expected roles when service is delivered (Liu & Tsaur, 2014; Yi & Gong, 2013).

CCB may contribute to making the overall success of the service products, because it has appeared to be a useful source of developing strategies for building a competitive advantage (Dick & Basu, 1994; Groth, 2005). Further, customer's interactions with firms and employees (e.g., giving suggestions to firms) or with other customers (e.g., spreading word of mouth or writing online reviews) may contribute the improvement of the firm's performance (Gupta &

Harris 2010; Verleye, Gemmel, & Rangarajan, 2014). Therefore, although CCB is not mandatory for customers, service organizations encourage CCB in their customers to enhance the service provider's performance and quality (Yi et al., 2013; Rosenbaum & Massiah, 2007). Given that the proliferation of festivals has increased the level of competition among host destinations and forcing festival organizers to increase the competitiveness of their own events (Grappi & Montanari, 2011), understanding how to develop attendees' CCB may provide critical insights into managing festivals for pursuing its long-term success by increasing competitive advantage.

In predicting festival attendees' future behaviors, attitudinal responses have functioned as a crucial factor. For example, the evaluation of attributes, perceived values, and satisfaction are significant factors when predicting festival attendees' future behaviors (Baker & Crompton, 2000; Cole & Chancellor, 2009; Huang et al., 2010; Kim, Suh, & Eves, 2010; Lee, Lee, & Yoon, 2009; Yoon et al., 2010). Previous studies also suggested that individuals' emotions are related to discretionary customer behaviors during a service encounter (Spector & Fox, 2002; Williams & Shiaw, 1999; Yi & Gong, 2008), because the attendees are likely to generate positive behavioral intention toward the festivals when they experience fun at the moment in attending festivals (Lee, Lee, Lee, & Babin, 2008; Schiffman & Kanuk, 2007). Moreover, highly attached customers toward a service organization tend to exhibit voluntary behaviors (Cheng, Wu, Yen, & Chen, 2016). Bettencourt (1997) and Gruen et al. (2000) also identified positive linkages between the customer's commitment toward service providers and their future behaviors. Therefore, the attitudinal responses may stimulate festival attendees to display behaviors to help the service organizations.

Problem Statement

Limited studies in the festival setting have examined constructive authenticity as a perception of attendee experience (Akhoondnejad, 2016; Robinson & Clifford, 2012; Shen, 2014). Furthermore, few empirical studies have identified multiple dimensions of constructive authenticity, even though a single construct was not enough to fully explain human perceptions (Walls, Okumus, Wang, & Kwun, 2011). Therefore, this study seeks to identify multiple dimensions of constructive authenticity in order to assess festival attendees' perceptions toward festivals.

In addition, although cultural tourism research has used constructive authenticity as a vital cue for predicting tourists' responses (Castéran & Roederer, 2013; Cohen, 1988; Kim & Jamal, 2007; Kolar & Zabkar, 2010) and recent discussions of the perception of authenticity have offered insights into interpreting tourists' experiences (Bryce et al., 2015), however, empirical work in the festival area is lacking (Brida, Disegna, & Osti, 2013; Ram et al., 2016; Ramkissoon & Uysal, 2011; Xie et al., 2012).

Limited variables were used to anticipate attendee's behaviors after the experiencing festivals. Researchers predominantly considered loyal behaviors (i.e., revisit intention and positive word of mouth) as outcomes for predicting festival attendees' behaviors toward attending festivals (Akhoondnejad, 2016; Baker & Crompton, 2000; Cole & Chancellor, 2009; Hudson, Roth, Madden, & Hudson, 2015; Kim et al., 2010; Lee et al., 2012; Yoon et al., 2010). However, important limitations of the validity of loyalty to predict the customer's post behaviors within the leisure and tourism fields have been reported (Choi, Lu, & Cai, 2015; McKercher, Denizci-Guillet, & Ng, 2012; Michels & Bowen, 2005). For instance, even though travelers are satisfied with a travel destination, they are more willing to visit a new place instead of the travel

attraction where they have already visited because of the variety of alternatives to choose (Lee, Kyle, & Scott, 2012; Michels & Bowen, 2005). Thus, application of an alternative approach (e.g., customer citizenship behavior) would be beneficial to predict tourist's behaviors (Choi et al., 2015; Dick & Basu, 1994).

Existing research in the service industry noted that commitment based on emotional bonding toward service organizers and satisfaction are critical factors to expect customers' future behaviors (Bove et al., 2009; Cheng et al., 2016; Cheng, Wu, Yen, & Chen, 2016; Gruen et al., 2000; Hyun & Kim, 2014; Keiningham, Frennea, Aksoy, Buoye, & Mittal, 2015; Liu & Mattila, 2015). However, little research has explored the role of attendees' commitment and satisfaction in formulating their citizenship behaviors in a festival context. Therefore, this study examines how festival attendees' affective commitment and satisfaction can facilitate attendees' behaviors.

Further, despite the contribution of previous studies on understanding the concept of authenticity and CCB, empirical work in the context of festivals is sparse. Previous studies asserted that service organizations could improve their performance and may gain more financial returns by encouraging CCB (Jaakkola & Alexander, 2014; Keh & Teo, 2001; Nguyen, Groth, Walsh, & Hennig-Thurau, 2014; Verleye, Gemmel, & Rangarajan, 2014). Existing literature showed that existential authenticity is involved in influencing an individual's emotional and behavioral responses (Leigh et al., 2006; Reisinger & Steiner, 2006; Wang, 1999; Zhou et al., 2013). However, research has not yet established a theoretical model for examining relationships encompassing authenticity and attendees' citizenship behaviors. Specifically, little is known about possible associations between existential authenticity and attendees' citizenship behaviors.

Purpose of the Study

The purpose of this research is to assess the nature of perceived authenticity and its role in influencing festival attendees' attitude toward their experience of the visit. The research also aims to advance our understanding the way in which the attendees' CCB can be developed.

The specific objectives of the study are to:

1. Identify latent multiple dimensions of constructive authenticity of festivals applying the metaphor of theater
2. Explore the effect of constructive authenticity to strengthen an existential authenticity
3. Examine the impact of existential authenticity on festival attendees' satisfaction
4. Investigate relationships between existential authenticity and attendees' citizenship behaviors
5. Investigate a relationship between attendees' satisfaction and affective commitment toward festivals
6. Examine the role of festival satisfaction and affective commitment as an antecedent to attendees' citizenship behaviors

Research Model and Hypotheses

To achieve the objectives, the study is to propose a theoretical model to empirically test the relationships among constructive authenticity, existential authenticity, festival satisfaction, affective commitment, and attendees' citizenship behaviors. Figure 1.1 illustrates the proposed theoretical model based on the literature review. The model is involved in a total of 14 hypotheses.

Hypotheses tested follow:

- H1a: Constructive authenticity of performance factor is positively associated with existential authenticity.

- H1b: Constructive authenticity of human factor is positively associated with existential authenticity.
- H1c: Constructive authenticity of physical environment factor is positively associated with existential authenticity.
- H2: Existential authenticity is positively associated with festival satisfaction.
- H3a: Existential authenticity is positively associated with festival attendees' behavior of helping others.
- H3b: Existential authenticity is positively associated with festival attendees' behavior of making recommendations.
- H3c: Existential authenticity is positively associated with festival attendees' behavior of providing constructive suggestions to organizers.
- H4a: Satisfaction is positively associated with festival attendees' behavior of helping others.
- H4b: Satisfaction is positively associated with festival attendees' behavior of making recommendations.
- H4c: Satisfaction is positively associated with festival attendees' behavior of providing constructive suggestions to organizers.
- H5: Satisfaction is positively associated with festival attendees' affective commitment.
- H6a: Affective commitment is positively associated with festival attendees' behavior of helping others.
- H6b: Affective commitment is positively associated with festival attendees' behavior of making recommendations.
- H6c: Affective commitment is positively associated with festival attendees' behavior of providing constructive suggestions to organizers.

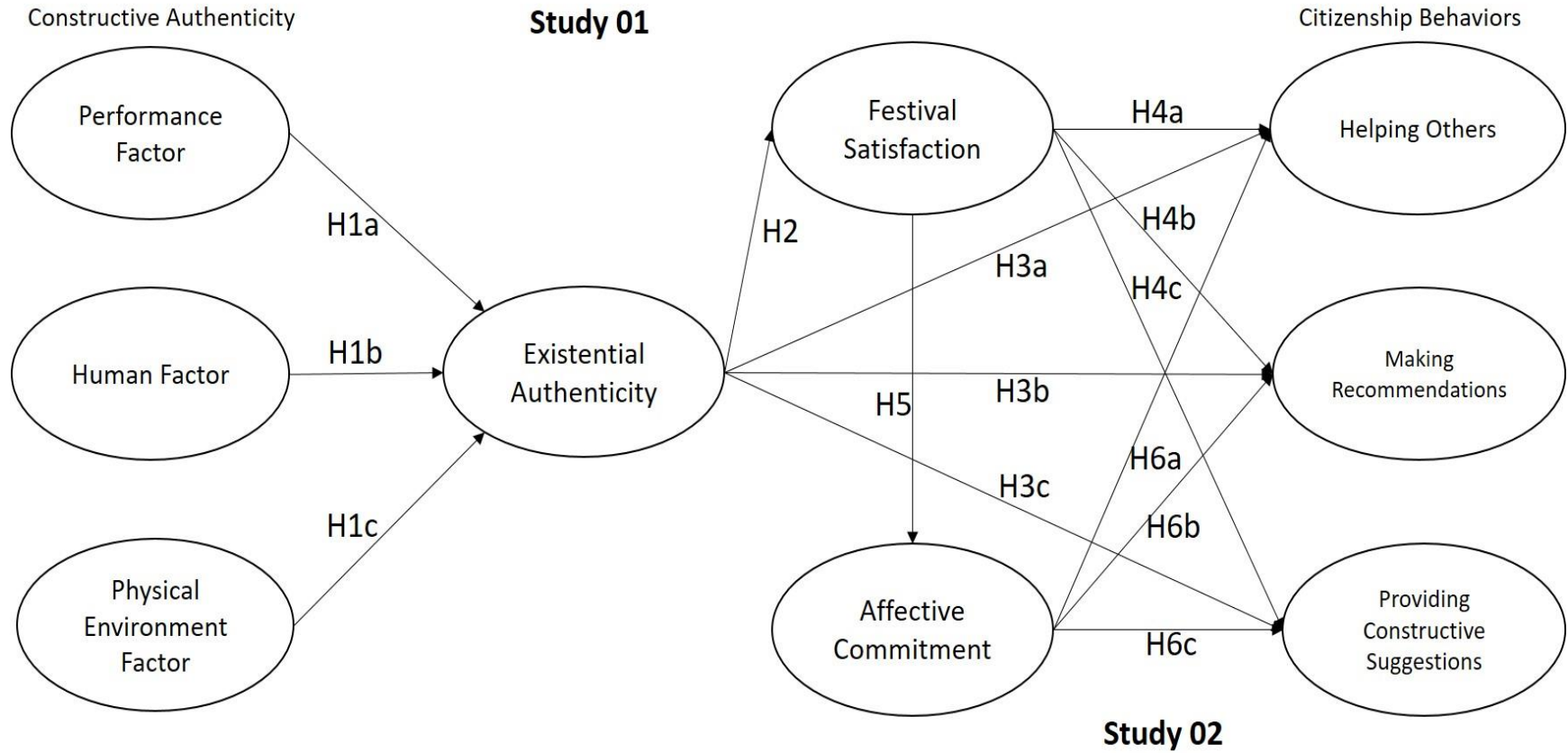


Figure 1.1 Proposed Research Model

Significance of the Study

This research have made notable contributions to advance our understanding of festival attendees' experience and provide festival organizers with a knowledge for achieving their goal of long-term success. First, this study used a new perspective to understand festival attendees' experience by adapting the concept of authenticity. Multiple dimensions of constructive authenticity provided more depth understanding how attendees perceive external stimuli, which are combined with various features developed at the festival. This study may yield valuable insights in explaining the role of perceived authenticity. There is a paucity of research examining the effect of the perception of authenticity on attitudinal responses in a festival context. Further, this study has provided empirical evidence for the role of existential authenticity in influencing festival attendees' attitudinal and behavioral responses.

Another contribution of the study is offering theoretical explanations for the way in which festival attendees' existential authenticity influences on attendees' citizenship behaviors. Because little research has suggested validated variables to develop festival attendees' citizenship behaviors, this study has explained how existential authenticity, festival satisfaction, and affective commitment lead to citizenship behaviors.

From a practical perspective, this study may provide festival organizers insights into attendees' experience. Considering the benefit of CCB which contributes to enhance performance and obtain better financial returns (Jaakkola & Alexander, 2014; Keh & Teo, 2001; Nguyen, Groth, Walsh, & Hennig-Thurau, 2014; Verleye, Gemmel, & Rangarajan, 2014), this study may offer a useful knowledge to develop effective strategies to promote CCB.

Limitations of the Study

There are several limitations in this study. First, variables used in the proposed model may not fully explain festival attendees' experience. Specifically, indicators other than constructive authenticity for predicting existential authenticity are likely to exist (Zhou et al., 2013). Second, the use of an online survey to recruit respondents excluded potential groups of attendees. For example, some of past cultural festival attendees may have limited internet access and were not invited to the online survey. Third, the data in this study was collected from Renaissance Festivals attendees in the United States; therefore, the findings may not be generalizable for predicting attendee experiences and behaviors of those who visited other types of events (e.g., sports or business events) or attendees in other countries.

Definition of Terms

Festival: A temporary event operating at a particular destination regarding customs, beliefs, art, or way of life of a specific country or group (Akhoondnejad, 2016; Getz, 2008; Lee et al., 2004).

Constructive authenticity: The interpretation of toured objects (e.g., artifact, destination, and event) by an individual (Grayson & Martinec, 2004; Reisinger & Steiner, 2006).

Performance factor of constructive authenticity: Related to the perception of outcome from tourism service such as entertainment and amenities (Cole & Chancellor, 2009).

Human factor of constructive authenticity: The perception of interactions between service recipients and providers to enforce the sense of genuineness (Berry, Wall, & Carbone, 2006).

Physical environment factor of constructive authenticity: Related to the perception of physical space in service performance, delivery, and consumption (Zeithaml, Bitner, & Gremler, 2013).

Existential authenticity: A subjective feeling or emotional response with respect to a state of being, which is evoked by engaging in festival activities (Reisinger & Steiner, 2006).

Satisfaction: The consumer's overall evaluation of their product/service experience. It is a judgment toward product/service feature, or the product/service itself as well as a pleasurable level of consumption-related fulfillment (Oliver, 2010).

Affective commitment: An emotional attachment to a product/service or organization (Liu & Mattila, 2015).

Customer citizenship behavior: Voluntary and discretionary behavior that is not required for the successful production and/or delivery of the service but that helps the service organization overall (Groth, 2005).

Helping others: Assisting other customers that are not the result of a reward or a desire to avoid punishment (Yi & Gong, 2013).

Making recommendations: Suggesting the business to others such as friends and family members (Groth, Mertens, & Murphy, 2004; Yi & Gong, 2008).

Providing constructive suggestions: Offering productive information to organizations to help them improve their service delivery process and performance (Groth, 2005; Yi & Gong, 2008).

References

- Akhoondnejad, A. (2016). Tourist loyalty to a local cultural event: The case of Turkmen handicrafts festival. *Tourism Management*, 52, 468-477.
- Baker, D. A., & Crompton, J. L. (2000). Quality, satisfaction and behavioral intentions. *Annals of Tourism Research*, 27, 785-804.
- Baker, K. L., & Draper, J. (2013). Importance–performance analysis of the attributes of a cultural festival. *Journal of Convention & Event Tourism*, 14, 104-123.
- Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research*, 64, 39-44.
- Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *The Academy of Management Perspectives*, 20, 43-57.
- Bettencourt, L. A. (1997). Customer voluntary performance: Customers as partners in service delivery. *Journal of Retailing*, 73, 383-406.
- Bigné, J. E., Mattila, A. S., & Andreu, L. (2008). The impact of experiential consumption cognitions and emotions on behavioral intentions. *Journal of Services Marketing*, 22, 303-315.
- Boo, S., & Busser, J. A. (2006). The hierarchical influence of visitor characteristics on tourism destination images. *Journal of Travel & Tourism Marketing*, 19, 55-67.
- Bove, L. L., Pervan, S. J., Beatty, S. E., & Shiu, E. (2009). Service worker role in encouraging customer organizational citizenship behaviors. *Journal of Business Research*, 62, 698-705.
- Brida, J. G., Disegna, M., & Osti, L. (2013). The effect of authenticity on visitors' expenditure at cultural events. *Current Issues in Tourism*, 16, 266-285.
- Bryce, D., Curran, R., O'Gorman, K., & Taheri, B. (2015). Visitors' engagement and authenticity: Japanese heritage consumption. *Tourism Management*, 46, 571-581.
- Buchmann, A., Moore, K., & Fisher, D. (2010). Experiencing film tourism: Authenticity & fellowship. *Annals of Tourism Research*, 37, 229-248.
- Castéran, H., & Roederer, C. (2013). Does authenticity really affect behavior? The case of the Strasbourg Christmas Market. *Tourism Management*, 36, 153-163.
- Chang, S., Gibson, H., & Sisson, L. (2014). The loyalty process of residents and tourists in the festival context. *Current Issues in Tourism*, 17, 783-799.

- Cheng, J. C., Luo, S. J., Yen, C. H., & Yang, Y. F. (2016). Brand attachment and customer citizenship behaviors. *The Service Industries Journal*, 36, 263-277.
- Cheng, J. C., Wu, C. S., Yen, C. H., & Chen, C. Y. (2016). Tour leader attachment and customer citizenship behaviors in group package tour: The role of customer commitment. *Asia Pacific Journal of Tourism Research*, 21, 642-657.
- Choi, S. H., Lu, Y. T., & Cai, L. A. (2015). Determination as a new indicator of conative loyalty. *Annals of Tourism Research*, 51, 51-53.
- CNN library. (2016). *St. Patrick's Day Fast Facts*. Retrieved from <http://www.cnn.com/2013/07/13/world/st-patricks-day-fast-facts/>
- Cole, S. T., & Chancellor, H. C. (2009). Examining the festival attributes that impact visitor experience, satisfaction and re-visit intention. *Journal of Vacation Marketing*, 15, 323-333.
- Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76, 193-218.
- Dabholkar, P. A., Thorpe, D. I., & Rentz, J. O. (1996). A measure of service quality for retail stores: Scale development and validation. *Journal of the Academy of Marketing Science*, 24, 3-16.
- Dick, A. S., & Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22, 99-113.
- Faullant, R., Matzler, K., & Mooradian, T. A. (2011). Personality, basic emotions, and satisfaction: Primary emotions in the mountaineering experience. *Tourism Management*, 32, 1423-1430.
- Ferdinand, N., & Williams, N. L. (2013). International festivals as experience production systems. *Tourism Management*, 34, 202-210.
- Ford, W. S. Z. (1995). Evaluation of the indirect influence of courteous service on customer discretionary behavior. *Human Communication Research*, 22, 65-89.
- Formica, S., & Uysal, M. (1995). A market segmentation of festival visitors: Umbria Jazz Festival in Italy. *Festival Management and Event Tourism*, 3, 175-182.
- Getz, D. (2008). Event tourism: Definition, evolution, and research. *Tourism Management*, 29, 403-428.
- Getz, D., & Page, S. J. (2016). Progress and prospects for event tourism research. *Tourism Management*, 52, 593-631.

- Grappi, S., & Montanari, F. (2011). The role of social identification and hedonism in affecting tourist re-patronizing behaviours: The case of an Italian festival. *Tourism Management*, 32, 1128-1140.
- Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of Consumer Research*, 31, 296-312.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31, 7-27.
- Groth, M., Mertens, D. P., & Murphy, R. O. (2004). Customers as good soldiers: Extending organizational citizenship behavior research to the customer domain. In D. L. Turnipseed (Ed.), *Handbook of organizational citizenship behavior* (pp. 411-430). Hauppauge, NY: Nova Science Publishers.
- Gruen, T. W., Summers, J. O., & Acito, F. (2000). Relationship marketing activities, commitment, and membership behaviors in professional associations. *Journal of Marketing*, 64, 34-49.
- Gupta, P., & Harris, J. (2010). How e-WOM recommendations influence product consideration and quality of choice: A motivation to process information perspective. *Journal of Business Research*, 63, 1041-1049.
- Gursoy, D., Kim, K., & Uysal, M. (2004). Perceived impacts of festivals and special events by organizers: An extension and validation. *Tourism Management*, 25, 171-181.
- Huang, J. Z., Li, M., & Cai, L. A. (2010). A model of community-based festival image. *International Journal of Hospitality Management*, 29, 254-260.
- Hudson, S., Roth, M. S., Madden, T. J., & Hudson, R. (2015). The effects of social media on emotions, brand relationship quality, and word of mouth: An empirical study of music festival attendees. *Tourism Management*, 47, 68-76.
- Hyun, S. S., & Kim, I. (2014). Identifying optimal rapport-building behaviors in inducing patron's emotional attachment in luxury restaurants. *Journal of Hospitality & Tourism Research*, 38, 162-198.
- Jaakkola, E., & Alexander, M. (2014). The role of customer engagement behavior in value co-creation a service system perspective. *Journal of Service Research*, 17, 247-261.
- Keh, H. T., & Teo, C. W. (2001). Retail customers as partial employees in service provision: A conceptual framework. *International Journal of Retail & Distribution Management*, 29, 370-378.
- Keiningham, T. L., Frennea, C. M., Aksoy, L., Buoye, A., & Mittal, V. (2015). A five-component customer commitment model implications for repurchase intentions in goods and services industries. *Journal of Service Research*, 18, 433-450.

- Kim, H., & Jamal, T. (2007). Touristic quest for existential authenticity. *Annals of Tourism Research*, 34, 181-201.
- Kim, S. S., Choi, S., Agrusa, J., Wang, K. C., & Kim, Y. (2010). The role of family decision makers in festival tourism. *International Journal of Hospitality Management*, 29, 308-318.
- Kim, S. S., Prideaux, B., & Chon, K. (2010). A comparison of results of three statistical methods to understand the determinants of festival participants' expenditures. *International Journal of Hospitality Management*, 29, 297-307.
- Kim, Y. G., Suh, B. W., & Eves, A. (2010). The relationships between food-related personality traits, satisfaction, and loyalty among visitors attending food events and festivals. *International Journal of Hospitality Management*, 29, 216-226.
- Kolar, T., & Zabkar, V. (2010). A consumer-based model of authenticity: An oxymoron or the foundation of cultural heritage marketing? *Tourism Management*, 31, 652-664.
- Lee, C. K., Lee, Y. K., & Wicks, B. E. (2004). Segmentation of festival motivation by nationality and satisfaction. *Tourism Management*, 25, 61-70.
- Lee, I., Arcodia, C., & Lee, T. J. (2012). Benefits of visiting a multicultural festival: The case of South Korea. *Tourism Management*, 33, 334-340.
- Lee, J. S., Lee, C. K., & Yoon, Y. (2009). Investigating differences in antecedents to value between first-time and repeat festival-goers. *Journal of Travel & Tourism Marketing*, 26, 688-702.
- Lee, J., Kyle, G., & Scott, D. (2012). The mediating effect of place attachment on the relationship between festival satisfaction and loyalty to the festival hosting destination. *Journal of Travel Research*, 51, 754-767.
- Lee, W., Xiong, L., & Hu, C. (2012). The effect of Facebook users' arousal and valence on intention to go to the festival: Applying an extension of the technology acceptance model. *International Journal of Hospitality Management*, 31, 819-827.
- Lee, Y. K. (2016). Impact of government policy and environment quality on visitor loyalty to Taiwan music festivals: Moderating effects of revisit reason and occupation type. *Tourism Management*, 53, 187-196.
- Lee, Y. K., Lee, C. K., Lee, S. K., & Babin, B. J. (2008). Festivalscapes and patrons' emotions, satisfaction, and loyalty. *Journal of Business Research*, 61, 56-64.
- Leigh, T. W., Peters, C., & Shelton, J. (2006). The consumer quest for authenticity: The multiplicity of meanings within the MG subculture of consumption. *Journal of the Academy of Marketing Science*, 34, 481-493.

- Li, M., Huang, Z., & Cai, L. A. (2009). Benefit segmentation of visitors to a rural community-based festival. *Journal of Travel & Tourism Marketing*, 26, 585-598.
- Liu, J. S., & Tsaur, S. H. (2014). We are in the same boat: Tourist citizenship behaviors. *Tourism Management*, 42, 88-100.
- Liu, S. Q., & Mattila, A. S. (2015). "I want to help" versus "I am just mad" How affective commitment influences customer feedback decisions. *Cornell Hospitality Quarterly*, 56, 213-222.
- Matheson, C. M., Rimmer, R., & Tinsley, R. (2014). Spiritual attitudes and visitor motivations at the Beltane Fire Festival, Edinburgh. *Tourism Management*, 44, 16-33.
- McKercher, B., Denizci-Guillet, B., & Ng, E. (2012). Rethinking loyalty. *Annals of Tourism Research*, 39, 708-734.
- McKercher, B., Mei, W. S., & Tse, T. S. (2006). Are short duration cultural festivals tourist attractions? *Journal of Sustainable Tourism*, 14, 55-66.
- Michels, N., & Bowen, D. (2005). The relevance of retail loyalty strategy and practice for leisure/tourism. *Journal of Vacation Marketing*, 11, 5-19.
- Nguyen, H., Groth, M., Walsh, G., & Hennig-Thurau, T. (2014). The impact of service scripts on customer citizenship behavior and the moderating role of employee customer orientation. *Psychology & Marketing*, 31, 1096-1109.
- Oliver, R. L. (2010). *Satisfaction: A behavioral perspective on the consumer*. Armonk, NY: M.E. Sharpe, Inc.
- Organ, K., Koenig-Lewis, N., Palmer, A., & Probert, J. (2015). Festivals as agents for behaviour change: A study of food festival engagement and subsequent food choices. *Tourism Management*, 48, 84-99.
- Ram, Y., Björk, P., & Weidenfeld, A. (2016). Authenticity and place attachment of major visitor attractions. *Tourism Management*, 52, 110-122.
- Ramkissoon, H., & Uysal, M. S. (2011). The effects of perceived authenticity, information search behaviour, motivation and destination imagery on cultural behavioural intentions of tourists. *Current Issues in Tourism*, 14, 537-562.
- Reisinger, Y., & Steiner, C. J. (2006). Reconceptualizing object authenticity. *Annals of Tourism Research*, 33, 65-86.
- Robinson, R. N., & Clifford, C. (2012). Authenticity and festival foodservice experiences. *Annals of Tourism Research*, 39, 571-600.

- Rosenbaum, M. S., & Massiah, C. A. (2007). When customers receive support from other customers: Exploring the influence of intercustomer social support on customer voluntary performance. *Journal of Service Research*, 9, 257-270.
- Schiffman, L. G., & Kanuk, L. L. (2007). *Consumer behavior*. Upper Saddle River, NJ: Pearson Education, Inc.
- Shen, S. (2014). Intention to revisit traditional folk events: A case study of Qinhuai Lantern Festival, China. *International Journal of Tourism Research*, 16, 513-520.
- Song, H. J., Lee, C. K., Kang, S. K., & Boo, S. J. (2012). The effect of environmentally friendly perceptions on festival visitors' decision-making process using an extended model of goal-directed behavior. *Tourism Management*, 33, 1417-1428.
- Song, H., You, G. J., Reisinger, Y., Lee, C. K., & Lee, S. K. (2014). Behavioral intention of visitors to an Oriental medicine festival: An extended model of goal directed behavior. *Tourism Management*, 42, 101-113.
- Spector, P. E., & Fox, S. (2002). An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review*, 12, 269-292.
- Steiner, C. J., & Reisinger, Y. (2006). Understanding existential authenticity. *Annals of Tourism Research*, 33, 299-318.
- Uysal, M., & Gitelson, R. (1994). Assessment of economic impacts: Festivals and special events. *Festival Management and Event Tourism*, 2, 3-9.
- Verleye, K., Gemmel, P., & Rangarajan, D. (2014). Managing engagement behaviors in a network of customers and stakeholders evidence from the nursing home sector. *Journal of Service Research*, 17, 68-84.
- Walls, A. R., Okumus, F., Wang, Y. R., & Kwun, D. J. W. (2011). An epistemological view of consumer experiences. *International Journal of Hospitality Management*, 30, 10-21.
- Wang, N. (1999). Rethinking authenticity in tourism experience. *Annals of Tourism Research*, 26, 349-370.
- Williams, S., & Shiaw, W. T. (1999). Mood and organizational citizenship behavior: The effects of positive affect on employee organizational citizenship behavior intentions. *The Journal of Psychology*, 133, 656-668.
- Wynn, J. (2017 April 17). Are there too many music festivals? How big summer music shows went corporate. *The Washington Post*. Retrieved from https://www.washingtonpost.com/posteverything/wp/2017/04/17/are-there-too-many-music-festivals/?utm_term=.130e501d1f3e

- Xie, P. F. (2004). Visitors' perceptions of authenticity at a rural heritage festival: A case study. *Event Management*, 8, 151–160.
- Xie, P. F., Wu, T. C., & Hsieh, H. W. (2012). Tourists' perception of authenticity in indigenous souvenirs in Taiwan. *Journal of Travel & Tourism Marketing*, 29, 485-500.
- Yi, Y., & Gong, T. (2008). The effects of customer justice perception and affect on customer citizenship behavior and customer dysfunctional behavior. *Industrial Marketing Management*, 37, 767-783.
- Yi, Y., Gong, T., & Lee, H. (2013). The impact of other customers on customer citizenship behavior. *Psychology & Marketing*, 30, 341-356.
- Yi, Y., Natarajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64, 87-95.
- Yoon, Y. S., Lee, J. S., & Lee, C. K. (2010). Measuring festival quality and value affecting visitors' satisfaction and loyalty using a structural approach. *International Journal of Hospitality Management*, 29, 335-342.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2013). *Service marketing: Integrating customer focus across the firm*. New York, NY: McGraw-Hill Education.
- Zhou, Q. B., Zhang, J., & Edelman, J. R. (2013). Rethinking traditional Chinese culture: A consumer-based model regarding the authenticity of Chinese calligraphic landscape. *Tourism Management*, 36, 99-112.

Chapter 2 - Review of Literature

Festival attendees spend money both on and off the festival site for lodging, admission, food and beverage, parking, souvenir, and more. Because of these economic benefits, many local communities strive to organize and host festivals, which stimulate local business growth, generate new employment opportunities, develop the destination, and conserve local culture (Felsenstein & Fleischer, 2003; Lee & Lee, 2014; Lee, Lee, Lee, & Babin, 2008; Song, You, Reisinger, Lee, & Lee, 2014; Thrane, 2002). Academic scholars have investigated festival attendees' attitudes toward their festival experiences because understanding attendees' attitudes help to predict their attendance behaviors (Getz, 2008). Therefore, the purpose of this research is to investigate what factors contribute to enhancing attendees' experiences and assessments of festivals and how attendees' evaluations relate to festival engagement behaviors, providing an insight for planning future festival marketing strategies.

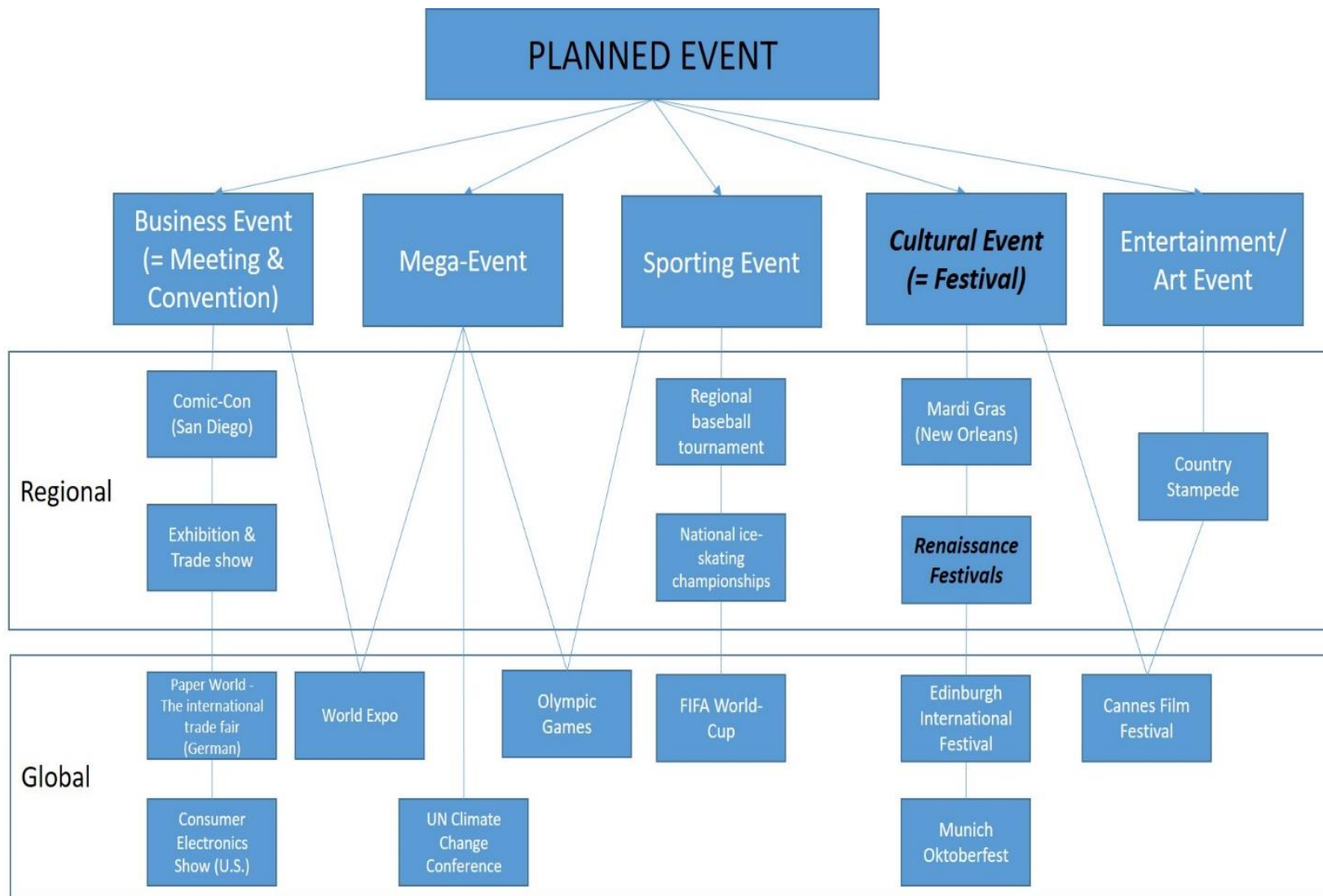
To support the proposed research, this chapter includes a review of the literature on the nature of the festival, authenticity, attendee satisfaction, affective commitment, and citizenship behaviors. The review of literature conceptualizes the proposed constructs and outlines the expected relationships. In addition, theories and models that support associations between and among the constructs are discussed.

Festivals as Cultural Events

A cultural event is a type of planned event (Bladen, Kennell, Abson, & Wilde, 2012; Getz, 2010; Getz & Page, 2016). Most planned events, described as pre-arranged gatherings of people at a specific date and time (Getz, 2010), provide unique experiences for attendees via physical surroundings, performances, and interacting with other attendees and employees (Bladen et al., 2012). Planned events are classified according to their particular purposes. For

example, Getz (2008) categorized planned events into cultural celebrations, art/entertainment, business/trade, sports competitions, educational/scientific, recreational, political/state, and private events according to their themes and programs. Bladen et al. (2012) suggested corporate events, mega-events, sporting events, and cultural events as the typology of the planned event. Later, Getz and Page (2016) simplified planned event categories as business events, festivals and cultural celebrations, entertainment events, and sports events.

Each event in this typology has unique features contingent upon its design and programs. Specifically, business-related events indicate convention and exhibition for the purpose of the business meeting whereas the sporting event as attractions for participants and fans is a competition in one of many different sports between organized teams of athletes (Getz, 2008). The mega-event represents a large-scale event that is distinguished by its economic and social influence on the host destination, such as the Olympic games and the World Expo (Bladen et al., 2012). Furthermore, entertainment/art events provide amusement associated with a particular type of culture, such as visual/performing arts and concerts (Getz & Page, 2016), and the cultural event incorporates local culture, such as history, music, food, and tradition (Baker & Draper, 2013). The term cultural event has been used to describe community-run special events (Chacko & Schaffer, 1993; Lee, Xiong, & Hu, 2012), themed celebrations (Smith, 1990), other public celebrations (Getz, 2005), and festivals (Bladen et al., 2012). The typology of planned events is illustrated in Figure 2.1.



(Source: Bladen, Kennell, Abson, & Wilde, 2012)

Figure 2.1 The Typology of Planned Event

A festival is described as a temporary event operating at a particular destination regarding the customs, beliefs, art, or way of life of a specific country or group (Akhoondnejad, 2016; Getz, 2008; Lee, Lee, & Wicks, 2004). The festival provides various activities and performances that are available for attendees to participate in or to experience for a particular culture (Hojman & Hiscock, 2010).

Although Pieper (1965) stated that a festival is a special event related to religious rituals, “culture” or “themed celebration” is a central component to elucidating the nature of the festival (Lee et al., 2004). For example, Long and Perdue (1990) stressed that the major reasons groups choose to organize festivals are to preserve local culture, to convey the history of the host destination, and to provide leisure opportunities using local traditions. Uysal and Gitelson (1994) also emphasized the cultural appearances of people’s lives as the indicator to describe the nature of festivals. Furthermore, the festival is illuminated as a special themed event for celebrating local tradition with the public (Getz, 2007; Smith, 1990). Because the festival takes cultural aspects of our lives with attendees’ participation in the activity, it is considered a novel travel attraction without necessitating large-scale investment for development (Cursoy, Kim, & Uysal, 2014). Therefore, the festival is reviewed as a part of cultural tourism in hospitality and tourism literature (Getz, 2008; Richards, 2007; Uysal & Gitelson, 1994;).

Festivals are classified according to their themes, such as music, film, art, food, and history (Bladen et al., 2012; Getz & Frisby, 1988). The music festival has become a growing sector of the local festival (Gibson & Connell, 2007; Hudson, Roth, Madden, & Hudson, 2015). Some of the bigger music festivals attract millions of fans in the U.S. (Schwartz, 2013) and up to 60 million visitors in the United Kingdom, yielding around £1.9 billion in revenue (Mintel, 2008).

Film festivals are considered some of the major international events of the global movie industry. Because international film festivals are announced through mass-media, regional event organizers tend to prefer to promote the host destination and attract potential visitors (Rüling & Pedersen, 2010). Next, the art festivals aim to introduce and restore local customs by providing visual arts performances. These festivals offer handicrafts and food that reflect local traditions and attract visitors and residents in the host destination (Akhoondnejad, 2016; Getz, 2005). Food festivals have emerged in many countries as well with the purpose of promoting local food (Hall & Sharples, 2008). Food festivals preserve traditional cooking skills and the identity of local communities (Organ, Koenig-Lewis, Palmer, & Probert, 2015; O'Sullivan & Jackson, 2002).

Finally, historical festivals highlight the customs and spirit of certain historical ages and events. These festivals bring an experience of the past as real-life with fun to attendees (Kim & Jamal, 2007). Specifically, the Renaissance festival is an excellent example of this experience-based historical festival. Renaissance Festivals featuring the European Renaissance era gained popularity in the U.S. establishing a unique space for the experience of medieval times with traditional food, drink, and entertainment (Johnson, 2010). The Arizona Renaissance Festival, the Florida Renaissance Festival, the Minnesota Renaissance Festival, and the Renaissance Festival in Kansas City are reported as some of the top Renaissance Festivals in the United States (Topeventsusa.com, 2016).

Festivals produce a wide range of effects on host destinations and residents in economic, social, and environmental aspects. For example, festival organizers must pay attention to economic impact, comparing costs and benefits when festivals are operated (Ritchie, 1984). The assessment of economic impact is important because local governments make the decision to support the festival and invest in its infrastructure based on a cost-benefit analysis (Uysal &

Gitelson, 1994). Therefore, the initial studies of the festival have highlighted how to estimate its economic impact and maximize the financial benefit of a festival to a local destination and its residents (Getz, 1991; Long & Perdue, 1990).

In contrast, social impact has received less attention from scholars, despite the fact that festivals take place in and are highly dependent upon social and cultural context. Small (2007) insisted that social impact encompasses community identity, cohesion with the residential area, socialization opportunities, community growth, and behavioral consequences. Therefore, the cultural festival should stimulate local residents to participate and engage in the festival's scheduled activities and programs (Bladen et al., 2012).

Finally, environmental impacts of the festival on the local level are crucial because its natural or physical aspects are fundamental for each festival's organization (Laing & Frost, 2010). For example, the climate, landscape, and setting of an event venue can impact the potential attendees' perception of the festival's attractiveness. Therefore, environmental impact is likely to influence the long-term success of the event (Gration, Arcodia, Raciti, & Stokes, 2011; Lee & Craefe, 2003). In summary, festivals have numerous impacts on the local area, and previous studies have examined these impacts in detail (Cohen, 1988; Eder, Staggenborg, & Sudderth, 1995; Getz, 1991; Long & Perdue, 1990; Mitchell & Wall, 1986; Ritchie, 1984).

More recent studies, however, have explored the topics in regard to attendees' perceptions and attitudes (Getz, 2010). For example, researchers profiled attendees' motives associated with deciding factors for both visiting and spending money at the festival (Chang, 2006; Kitterlin & Yoo, 2014; Lee et al., 2004; Li, Huang, & Cai, 2009; Thrane, 2002). Attendees' perceptions of festival attributes were been examined to investigate why they decide to visit a particular festival and what factors contribute to their positive assessment of the festival

experience (Baker & Draper, 2013; Gration et al., 2011). The attendees' evaluations of the festival could contribute to a positive image of the host destination overall (Huang, Li, & Cai, 2010; Prentice & Andersen, 2003).

Moreover, Lee et al. (2008) asserted that the physical environments of festivals strongly influence festival attendees' emotional responses, leading to positive behavioral intention. Thus, the authors suggested festivalscapes as a measurement to evaluate the environmental factors of a festival. Numerous researchers have used festivalscapes to comprehend festival attendees' attitudes and future loyal behaviors (Bruwer, 2014; Gration et al., 2011; Kitterlin & Yoo, 2014; Mason & Paggiaro, 2012; Yang, Gu, & Cen, 2011). Newly developed technology has also been applied to comprehend festival attendees' perceptions. Hudson et al. (2015) and Lee et al. (2012) conducted studies examining a new marketing medium: the influence of social media on relationships with attendees. These researchers suggested that festival organizers should post emotional content (e.g., photos and videos) on social media to generate positive attitudes toward the festival. Further, the effect of attendees' environmental perceptions on enhancing their revisit intentions and loyalty has also been investigated (Gration et al., 2011; Laing & Frost, 2010; Lee, 2016; Song, Lee, Kang, & Boo, 2012).

In summary, a festival is a planned event that applies cultural elements as well as benefits attendees, and these traits have been investigated by previous studies in the literature. Because festivals have a strong impact on the host destination and its local residents both socially and economically, festivals have been increasingly promoted as novel travel attractions (Anderson & Getz, 2008). However, previous studies have failed to investigate other potentially important factors. First, few studies have identified multiple cues that influence attendees' responses. Although festivalscape includes some major factors to predict attendees' responses, it is only

focused on environmental surroundings as predictors. Second, limited studies have explored the concept of authenticity in festivals contexts, even though it is a critical variable when understanding the festival as cultural tourism and should be more fully explored. Lastly, only limited outcomes such as revisit intentions and word-of-mouth have been considered as aspects for predicting attendees' engagement in festivals.

Authenticity

The meaning of authenticity has been diversely described. The term *authentic* comes from the Greek word *authentikos*, which means "original, genuine, or principal" (Douglas Harper, 2016). In the modern English dictionary, authenticity is referred to as "the quality of being genuine or true" (Oxford Advanced American Dictionary, 2011). In academia, authenticity is defined as an individual's perception of the extent to which the genuineness of products and experiences are measured (Brida, Disegna, & Osti, 2013; Brown & Patterson, 2000; Leigh, Peters, & Shelton, 2006). Because authenticity implies genuineness, reality, or truth, it seems to contribute to consumers' judgment of value toward objects offered by the market (Grayson & Martinec, 2004; Xie & Wall, 2002).

Building on philosophical traditions (e.g., objectivism, constructivism, existentialism), the interpretation of what is authentic has been recognized as an object's characteristics, levels of experience, and a state of being (Ram, Björk, & Weidenfeld, 2016; Steiner & Reisinger, 2006). Drawing on this notion, authenticity has been conceptualized according to three different philosophical approaches in previous literature: objective, constructive, and existential authenticity.

Objective Authenticity

An objective authenticity is associated with the consciousness of reality a particular object or recognition of its value as the original. According to Wang (1999), authenticity implies that the character of an object is genuine, unadulterated, without hypocrisy, and honest. For example, the Code of Hammurabi, which has been displayed in the Louvre, is recognized by visitors as authentic because it was identified by experts as the original code that was created about 1754 B.C. In the field of tourism, object-based authenticity refers to the originality and the genuineness of objects or sites verified by experts (Kolar & Zabkar, 2010). In other words, authenticity could be measured by an absolute standard and confirmed its reality by an expert using a scientific method (Boorstin, 1961; MacCannell, 1973; Zhou, Zhang, & Edelman, 2013). Therefore, objective authenticity is mostly involved in exploring museum visitors' beliefs or awareness of originality toward the toured objects (Wang, 1999).

However, some arguments about objective authenticity remain. First, objective authenticity is contingent upon official acknowledgment by certified experts. For example, the museum visitors may have difficulty in recognizing the authenticity of the Code of Hammurabi if experts do not qualify it as real or authentic. Therefore, the objective authenticity for toured objects should be accompanied by verification to prove its feature (Reisinger & Steiner, 2006). Furthermore, objective authenticity does not explain an objects' subjective aspect. In other words, the real meaning of an object exists independently with each person's consciousness drawing on the notion of objectivism because people evaluate the world regarding what is and is not authentic based on their own personal information and experience (Grayson & Martinec, 2004; Pine & Gilmore, 1997). Hence, the concept of authenticity is not only an objective but also

a subjective notion that builds on individuals' views, such as constructive and existential authenticity (Wang, 1999).

Constructive Authenticity

Constructive authenticity is known as an individuals' interpretations of toured objects such as artifacts, destinations, and events (Grayson & Martinec, 2004; Reisinger & Steiner, 2006). This description is derived from constructivism, which believes that each individual uses his/her personal viewpoint to understand the true nature of something (Pernecky, 2011).

According to constructivism, the reality is the result of human interpretation and construction and is thus not static (Wang, 1999). Therefore, each person establishes his/her own interpretation of the toured objects and judges what is authentic based on his/her knowledge (Grayson & Martinec, 2004). Beverland and Farrelly (2010) asserted that constructive authenticity is determined by each traveler as being subjective and changeable because authenticity is not only the recognition of real property but rather can be interpreted and assessed arbitrarily. Therefore, travelers' experiences can be authentic once they are aware of the toured object based on their constructions and interpretations (Kolar & Zabkar, 2010).

Constructive authenticity is an individually evaluated perception because objective knowledge and truth are shaped and reshaped by the result of different opinions and perspectives (Reisinger & Steiner, 2006; Schwandt 1994). For example, when travelers visit the Sherlock Holmes Museum in London, they may perceive it as a real place based on their knowledge of the fiction although Sherlock Holmes was a story created by Arthur Conan Doyle (Grayson & Martinec, 2004).

As shown in this example, constructive authenticity can be shaped by the individual's interpretation of context, dreams, or images of the toured objects as well as history or time, traits

which are not necessarily inherent in the object (Bruner 1994; Reisinger & Steiner, 2006; Salamone 1997; Silver 1993). Kim and Jamal (2007) also posited that the reproduction process of signs and images by service providers influences the distortion of cultural products' authentic meanings. In addition, the tourism object is experienced as authentic by the tourists not because it is real but because it is deemed to be a symbol of authenticity (Zhou et al., 2013). Therefore, constructive authenticity is reflected and shaped by an individual's beliefs, expectations, preferences, stereotyped images, and consciousness concerning the toured objects (Pernecky, 2012; Wang, 1999).

Although constructive authenticity has emphasized subjective and personal interpretation, it primarily focuses on the presence of toured objects to formulate their perception (Robinson & Clifford, 2012). However, Kim and Jamal (2007) and Wang (1999) argued that the object-oriented authenticity is not enough to explain the experiences of travelers because the perceptions toward the specific object are the process of recognition and interpretation of external stimuli (Schiffman & Kanuk, 2007). In other words, constructive authenticity is not an evaluative factor but a cue to contribute to forming the evaluative factor such as customers' feeling, thoughts, and behavior (Berry, Wall, & Carbon, 2006). Hence, a new approach to understanding authenticity as an individuals' inner state is proposed, namely existential authenticity (Cohen, 1998; Zhou et al., 2013).

Existential Authenticity

Existential authenticity is an emotion-based concept related to travel activities (Leigh et al., 2006). A sociologist, Wang (1999), proposed that existential authenticity comes from the perspective of existentialism, a philosophy highlighting individual existence, freedom, and choice. Zhou et al. (2013) argued that existential authenticity is involved in travelers' act of

looking for their true selves via tourism activities. Kim and Jamal (2007) also postulated that existential authenticity is a potential state of being, generated by travel activities. According to Reisinger and Steiner (2006), people feel something is much more authentic when they are feeling free from the restrictions of daily life via engaging in non-ordinary behaviors (e.g., tourism activity), not because they find the tour objects are authentic. For instance, when travelers engage in activities such as camping, walking, or participating in an event, they are not concerned about the authenticity of the toured objects, but they rather search for their connectedness with these activities (Steiner & Reisinger, 2006). Therefore, existential authenticity is an activity- and experience-based concept rather than an object-based concept (Akhoondnejad, 2016; Casteran & Roederer, 2013; Robinson & Clifford, 2012;).

Existential authenticity seems to involve personal feelings, such as pleasure and fun activated by activities (Leigh et al., 2006). Existential authenticity regards that people judge authenticity through their emotional experiences, which are activated by their physical experiences (Kolar & Zabkar, 2010). For example, travelers feel more pleasure, joy, or fun once they participate in a dance performance such as rumba, originating in Cuba, rather than merely being spectators of the performance (Daniel, 1996). Furthermore, Wang (1999) suggested that fantasy is relevant to existential authenticity because it provides a subjective feeling that is real to the individuals. The best example to formulate this feeling may be attendee experience at Disney theme parks. Once travelers are involved with the hyperreal world, they feel a fantasy through their activities and interactions with cartoon characters. Building on this notion, existential authenticity has formulated both the intrafeeling such as bodily feelings, self-esteem, and sensed equality and the interpersonal feeling from interactions with other people, forming

social bonding (Kim & Jamal, 2007; Wang, 1999). Therefore, existential authenticity is regarded to be very subjective and dependent on personal feelings.

Because marketing and psychology studies have used the concept of authenticity to understand consumer behaviors, authenticity is explained differently across diverse contexts (Beverland, 2005; Brida et al., 2013). In the field of tourism and hospitality management, authenticity is accepted as an evaluative judgment to travelers' experiences existing within a certain site, culture, object, or destination (Shen, 2014). For example, objective authenticity is the main concern in museum-based research, whereas subjective-based notions (e.g., constructive and existential authenticity) have been emphasized in order to understand travelers' attitudes and behaviors in tourism, including festivals (Reisinger & Steiner, 2006; Zhou et al., 2013). In the same vein, authenticity is the cognition-based attitude that can be used to predict attendees' affective responses (Castéran & Roederer, 2013). Therefore, the concept of authenticity is likely to be considered as a part of travelers' perceptions and experiences (Buchmann, Moore, & Fisher, 2010; Cohen, 1988; MacCannell, 1973).

Seeking authentic experiences in academic research has been recognized as the essential goal of cultural travelers (Kolar & Zabkar, 2010). MacCannell (1973) is a pioneer in introducing the concept of authenticity to understand tourists' motivations and experiences in sociological studies. In the tourism sector, authenticity has been recognized as a pivotal construct to research that understands what cultural tourists think and feel about their travel experience (Leigh et al., 2006; Ram et al., 2016). For example, the perception of authenticity is vital for visiting cultural and natural heritage sites (Apostolakis, 2003; Yeoman, Brass, & McMahon-Beattie, 2007). In addition, the individual traveler's interpretation of authenticity is related to cultural consumption behavior, leading to the success or failure of cultural tourism (Ramkissoon & Uysal, 2011).

Many scholars conducted empirical studies to find the impact of authenticity in the field of cultural tourism. For instance, Kolar and Zabkar (2010) built a model to study relationships among the concepts of tourists' cultural motivations, the perception of authenticity, and tourist loyalty, based on travelers' experiences at Romanesque sites. Buchmann et al. (2010) conducted a qualitative project over a period of four years to understand the motivations, expectations, and experiences of visitors to New Zealand inspired by the film, "The Lord of the Rings." Through these research studies, the positive relationship between existential and objective authenticity is confirmed (Buchmann et al., 2010). Bryce, Curran, O'Gorman, and Taheri (2015) proposed a theoretical model to examine the role of authenticity in influencing visitors' engagement and behavioral intentions at a Japanese heritage destination. The result revealed that object-based authenticity is a key construct in enhancing existential authenticity and behavioral loyalty. Zhou et al. (2013) also articulated the role of perceived authenticity in enhancing existential authenticity and loyalty toward Chinese calligraphy, extending the relationship model suggested by Kolar and Zabkar (2010).

Several researchers have investigated the role of authenticity in the festival literature. Kim and Jamal (2007) conducted a qualitative study to identify the concept of existential authenticity. The authors analyzed the responses of interviews conducted with 179 attendees at an annual medieval festival in Texas. The results of this study specified the aspect of existential authenticity as differentiated between interpersonal and intrapersonal authenticity. Brida et al. (2013) revealed that festival attendees were more likely to spend money if they perceived the event and the products sold in the event to be authentic. Akhoondnejad (2016) also asserted that perceived authenticity is a critical factor to predict attendees' festival loyalty behaviors, along with attendees' perceived quality, value, trust, and satisfaction of festivals. These results are

consistent with the findings of Castéran and Roederer (2013). Shen (2014) suggested that perceived authenticity is one of the constructs to positively influence tourists' revisit intention to a festival with the application of the theory of planned behavior. Robinson and Clifford (2012) examined the impact of festival attendees' food experiences on their behavioral intention. The result of this study added that perceived foodservice authenticity, as a dimension of satisfaction with the festival, is positively correlated with revisit intention.

In summary, authenticity falls into three central approaches: objective, constructive, and existential. Authenticity is an important factor used to understand attendees in cultural tourism practices. In this reason, empirical studies have been conducted to observe the role of authenticity from experience. Little emphasis, however, has been given to an authenticity with festival attendees' behavior even though the role of authenticity in cultural tourism has been thoroughly explored.

In addition, previous studies measured the perception of authenticity using a single construct, but there is still a lack of understanding in regards to constructive authenticity for multi-dimensional phenomena. Human perceptions are too complex to be evaluated fully with a simple construct (Dabholkar, Thorpe, & Rentz, 1996; Walls, Okumus, Wang, & Kwun, 2011). In addition, the perception of service experience is hard to measure as a single concept due to its intangible nature and ambiguity (Pollack, 2009). Therefore, multiple dimensions may explain attendees' perceptions of festivals more effectively.

The Multiple Approach to Constructive Authenticity

The review of the literature on authenticity and festival pointed out that a theory-based measure of constructive authenticity has been limited (Bryce et al., 2015; Ramkissoon & Uysal, 2011; Xie, Wu, & Hsieh, 2012). Because individuals recreate their sense of reality based on

knowledge gained through their experience (Jang, Liu, & Namkung, 2011; Schwandt, 1994), constructive authenticity is characterized as a socially constructed interpretation of the genuineness of observable things, rather than as a real and objective phenomenon that is empirically discernible (Reisinger & Steiner, 2006). Cohen (1988) also claimed that authenticity is the quality of an object perceived by individuals, emerging from their personal experience (Leigh et al., 2006). From this viewpoint, constructive authenticity is necessary to understand the perception of service experience. Hence, the perception of service experience literature was reviewed to find potential factors for constructive authenticity.

Multiple Components of Service Experience

Service experience is assessed through multiple aspects. Carman (1990) proposed that service customers tend to accept their service experience within various facets. Many researchers have confirmed this assertion in conducting empirical studies. For example, customers are likely to assess service features as multiple aspects, including interaction with service firms' physical facilities, service products, and employees (Bitner, Booms, & Tetreault, 1990; Shostack, 1985). Berry et al. (2006) proposed functional clues (i.e., the technical quality of the service), mechanical clues (i.e., nonhuman elements in the service environment) and human clues (i.e., behaviors of service employees) as the factors working together to create service experience. Furthermore, Reuland, Choudry, and Fagel (1985) suggested that hospitality services consist of three elements: the material product, the behavior and attitude of the employees, and the environment.

In addition, the subjective psychological outcome in the tourism context results from travelers' perception of their physical, social and product stimuli (MacKay & Crompton, 1988; Robinson & Clifford, 2012). The perceptions of heritage travelers were assessed based on a

multidimensional and hierarchical model to measure appropriately (Wu & Li, 2017). The result of the study for the cruise line suggests that various attributes, encompassing both tangible and intangible features of cruises, influence cruise passengers' experience and decision-making processes (Chua, Goh, Huffman, Jai, & Karim, 2016).

Moreover, the perception and evaluation of the festival come from the multiple features of the festival (Agapito, Mendes, & Valle, 2013; Brunner-Sperdin, Peters, & Strobl, 2012; Kao, Huang, & Wu, 2008). For example, building on Brady and Cronin (2001)'s service quality model, Wong, Wu, and Cheng (2015) categorized festival attributes into outcome, interaction, physical environment, access, and program aspects. Because multiple cues of festivals play a major role in affecting customer perceptions and behaviors, festival managers should understand these variables to enhance positive customer responses (Binter, 1992). Pollack (2009) also suggested the multiple constructs model to establish proof of reliability and validity. Unlike service quality and its measurement, however, very few studies shed light on the multiple concepts of authenticity generated by attending festivals (Chen & Chen, 2010; Wu & Li, 2017).

The Metaphor of Theater

The theater metaphor captures and describes the multiple aspects of service experience (Deighton, 1992; Goodwin, 1996; Grove, Fisk, & Bitner, 1992; Grove, Fisk, & Dorsch, 1998; Mangold & Babakus, 1991; Williams & Anderson, 2005). Goffman (1974) proposed the theater metaphor to explain service outcome. Grove et al. (1992) also proposed four critical drama elements in explaining service experience: the actors (personnel) whose presence and actions define the service, the audience (customers) to whom the service is directed, the physical setting in which the experience occurs, and the service performance itself. Because the metaphor of theater provides a framework for describing, understanding, and communicating service

experiences, service marketing scholars have since utilized drama-related dimensions to apprehend the crucial aspects of service practices (Grove & Fisk, 1992).

The metaphor of theater could provide a theoretical framework for explaining services marketing and management. For example, Brooms and Bitner (1981) claimed that three more components of the service marketing mix, including participants, physical evidence, and the process of service, are added to the existing “4P’s” (product, price, promotion, place) to help managers better understand the service context. Grove et al. (1992) stated that the service experience as theater metaphor offers a novel perspective for describing and analyzing consumer service experiences. Furthermore, Williams and Anderson (2005) assigned four theater parts (e.g., performance, setting, actors, and the audience) as a cluster to look at individual subjects’ service experiences. Furthermore, Nelson (2009) proposed that themed resort properties and restaurants used entertainment as attraction, service personnel, including valet parking attendants, ticket takers, food and beverage servers, hosts/hostesses, and a host of others, can be actors, and the audience members are the attendees of the event. Thus, dramaturgical aspects may contribute to delivering higher levels of satisfaction to the customer. Figure 2.2 depicts a generic model of the service experience as drama.

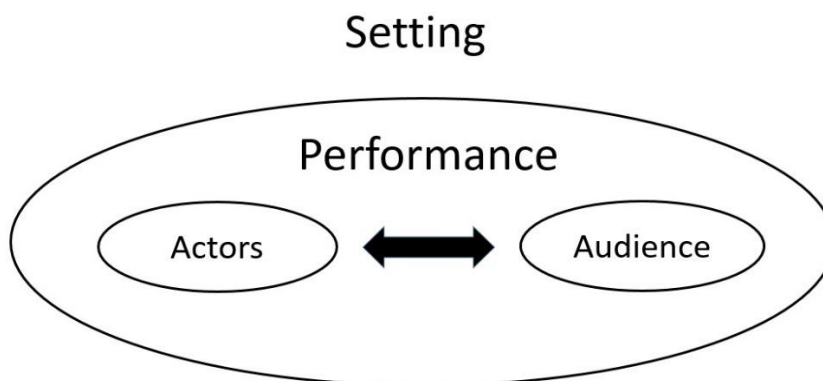


Figure 2.2 The Metaphor of Theater

Multiple Factors of Constructive Authenticity in a Festival

Building on findings from the review of the multiple aspects of service experience literature and the metaphor of theater, this study proposes three dimensions of constructive authenticity: the performance factor, the human factor, and the physical environment factor. Because festival attendees independently perceive each attribute, such as cultural product, human relations, and signs (Kim & Jamal, 2007), constructive authenticity could be explored as multiple approaches to unveiling its nature. The three factors include the elements, service product, interaction, and service environments, that can be used to evaluate the service context (Brady & Cronin, 2001; Oliver & Rust, 1999) as well as multiple aspects assessed according to the metaphor of drama (Grove et al., 1998).

Performance Factor

The performance factor of authenticity is related to festival attendees' perception of the outcome of the festival's staged service. This factor concerns the "what" of the service experience (Berry et al., 2006). The performance factor is a major experience that participants derive from attending the festival and participating in the programs provided by the festival (Cole & Chancellor, 2009). Baker and Crompton (2000) suggested three aspects, programs, amenities, and information, as the core service of the festival, while Jung et al. (2015) measured entertainment and amenities as the primary aspects participants use to perceive the assessment of a food festival. Cole and Illum (2006) noticed that the component of performance factors plays a critical role to predict attendees' satisfaction and behavioral intentions. In addition, Chua et al. (2016) proposed that the performance aspect of cruise service can include customer benefits such as service, food, amenities, and entertainment. Hence, previous studies have provided empirical

support to suggest that the performance factor is a viable measurement of festival attendees' perceptions.

Human Factor

The human factor refers to the influence that interactions between customers and providers have over the customers' sense of genuineness. The human factor in service processes has indicated that an interaction between customers and employees is related to how the service is delivered (Brady & Cronin, 2001). In other words, service providers' behaviors and appearances seem to contribute to attendees' service experience (Berry et al., 2006). For example, mascots and service personnel in a theme park showed a body language, special tone, attitude, and clothing related to the theme of the park, stimulating attendees' immersion. From the notion of dramatizing service experience, attendees formulate the sense of authenticity via interacting with all service employees, including actors and volunteers of the festival. For example, Grove and Fisk (1992) argued that the performers of the service are often perceived as the service itself. Thus, their appearances and actions are central to the audience's service experience. Therefore, all actors who play a part in service delivery in a festival influence the attendees' perception of the festival service (Grove et al., 1992).

Physical Environment Factor

Physical surrounding is defined as a physical space in which service performance, delivery, and consumption are crucial cues in influencing people's internal and external responses (Zeithaml, Bitner, & Gremler, 2013). Bitner (1992) suggested that the physical environment factor significantly influences the perceptions and assessments of overall quality of the service encounter. According to Bitner (1990), atmospheric cues generate service customers' affective responses. For example, travel customers can build positive feeling when they perceive

high-quality furnishing in a travel agent's office. Furthermore, bad air or a loud sound in a theme park can affect visitors' physical discomfort (Dong & Siu, 2013). Waitt (2000) and Kolar and Zabkar (2010) also found that various physical elements of the setting and buildings like steps, streets, and terraces are crucial for authentication. In a festival context, the physical surroundings were treated as a vital controllable factor and measured to find a link with attendees' emotions (Lee, Lee, & Choi, 2011; Lee et al., 2008).

Therefore, in this study, an aspect of constructive authenticity is suggested as multiple notions: performance, human, and physical environment factors. The proposed dimensions may synthesize the concept of constructive authenticity.

Constructive Authenticity and Existential Authenticity

Tourists' perceptions of events, images, or artifacts may promote their subjective feelings. A hyperreal space designed and generated by artifacts without origin or reality (e.g., Disneyland or a medieval festival) provides visitors with constant sensory stimulation. Visitors who are surrounded by such external stimuli may forget their own identity temporally, which allows them to feel free from the constraints of daily life and be connected in the hyperreal world (Kim & Jamal, 2007; Wang, 1999). Thus, attendees' perceptions of objects who are displayed and decorated in a festival may relate to existential authenticity.

Previous research suggests a positive link between constructive authenticity and existential authenticity (Bryce et al., 2015; Kolar & Zabkar, 2010; Wang, 1999; Zhou et al., 2013). Zhou et al. (2013) suggested that tourists' perceptions of beautiful architectural shapes, decorative features, and landscape patterns are positively associated with tourists' feelings and emotions, such as the unique spiritual experience and the intimate feeling of human history and culture. Kolar and Zabkar (2010) supported that site visitors' emotions, such as the uniqueness of

the spiritual experience and a feeling of connectedness to human history and civilization, are contingent upon visitors' personal perceptions of the architecture, including their impressions of the buildings and interior design. In other words, tourist perceptions of objects (e.g., arts, crafts, artifacts, souvenirs) are clearly related to their existential experiences, such as personal involvement in daily life and escape (Reisinger, 2006; Wait, 2000). Furthermore, Bryce et al. (2015) conducted a study of Japanese heritage and found that objective-based authenticity as a perceived genuine knowledge of crafts has a strong positive relationship with the experience of existential authenticity. Taken together, these personal evaluations of objects enforce the feeling of authenticity. Therefore, building on relevant empirical findings following hypotheses are suggested:

Hypothesis 1a: Constructive authenticity of performance factor is positively associated with existential authenticity.

Hypothesis 1b: Constructive authenticity of the human factor is positively associated with existential authenticity.

Hypothesis 1c: Constructive authenticity of physical environment factor is positively associated with existential authenticity.

Festival Satisfaction

Oliver (2010) proposed that a formal definition of satisfaction is “the consumer’s fulfillment response” (p. 8). This implies that consumers make a judgment that features of a product or service enhance pleasure or reduce tension when their need is fulfilled (Oliver, 2010). The concept of satisfaction is an assessment based on the consumption experience and is distinguished from the attitude toward the product or service (Garbarino & Johnson, 1999; Oliver, 1981; Westbrook & Oliver, 1991). The dominant approach to understanding customer

satisfaction is the confirmation/disconfirmation paradigm (Oliver, 1980; 1996; Rust & Oliver, 1994). This view represents the customer's assessment of the perceived difference between the evaluative standard and the actual performance of the product and service after consumption (Oliver, 2010). The standard is based on prior experience or the level of performance desired (Westbrook & Oliver, 1991).

In contrast, some scholars have suggested that satisfaction includes customers' affective evaluation as well as cognitive evaluation process of the perceived difference between performance and expectation (Anderson, 1994; Yi, 1990). In service marketing, Zeithaml, Bitner, and Gremler (2013) described customer satisfaction as customers' evaluation of whether their needs and expectations have been met.

Previous studies have applied two dissimilar measurements of customer satisfaction, the transaction-specific and cumulative aspects (Anderson, 1994; Johnson, Anderson, & Fornell, 1995). The transaction-specific aspect of satisfaction involves a single consumption experience (Oliver, 2010; Yi, 1990), where the individual consumer's level of satisfaction is measured according to a single transaction (Anderson & Fornell, 1994; Oliver, 2010). Therefore, transaction-specific satisfaction is likely to reflect an immediate post-purchase judgment or reaction to the most recent transactional experience (Garbarino & Johnson, 1999; Oliver, 1993).

In contrast, cumulative satisfaction refers to a global evaluation of multiple consumption experiences with a firm's offerings over time (Fornell, 1992; Johnson & Fornell, 1991; Oliver, 2010). Several researchers have argued that cumulative satisfaction is more likely to influence customer behaviors (Anderson & Fornell, 1994; Hellier, Geursen, Carr, & Rickard, 2003) because it is an assessment based on aggregate transient experiences over time (Anderson & Fornell, 1994; Fornell, 1992; Johnson & Fornell, 1991; Westbrook & Oliver, 1991). Therefore,

cumulative satisfaction explains customers' loyalty behaviors, such as behavioral intentions, better than transaction-specific satisfaction, which is influenced readily by situational factors (Anderson, 1994; Yang & Peterson, 2004).

In the case of measuring festival attendees' satisfaction, cumulative satisfaction may be a better way to measure the overall assessment of the festival, because attendees aggregate their evaluations of each attribute-level performance (e.g., entertainment, food, souvenirs, and employee interactions) and to create their total evaluation of the experience of a festival (Akhoondnejad, 2016). Therefore, in this study of festival satisfaction, cumulative satisfaction is considered more applicable than transaction-specific satisfaction.

Existential Authenticity and Festival Satisfaction

Existential authenticity may predict festival attendees' judgments of a festival overall, because the concept reflects tourists' emotions, such as pleasure and fun via their activities in cultural tourism (Leigh et al., 2006), and customers' good moods increase the favorability of their evaluations of stimuli (Mano & Oliver, 1993).

Kim and Jamal (2007) defined existential authenticity as an emotional state that is formulated when tourists are involved highly in travel activities because existential authenticity is related closely to subjective feelings (Wang, 1999). In addition, Kolar and Zabkar (2010) contended that existential authenticity explains the positive emotions of tourists' experience from participating in travel activities. Further, numerous studies have documented strong interrelationships between product-elicited emotions and product satisfaction (Leigh et al., 2006; Mano & Oliver, 1993; Wu & Liang, 2011). For example, Westbrook (1980) indicated that consumers' subjective mood is significantly related to their evaluation toward consumption

experience. Yi (1990) proposed as well that customer satisfaction is likely to be influenced by an individual's affective state.

Furthermore, previous studies have supported a connection between existential authenticity and consumer satisfaction (Cronin, Brady, & Hult, 2000; Grappi & Montanari, 2011; Oliver, 1999; Organ et al., 2015). Grappi and Montanari (2011) emphasized that emotional response represents critical aspects that describe a customer's consumption experience. Previous findings with respect to experiential tourism activities have highlighted the importance of emotional responses as valid predictors of attendees' cognitive evaluations (Organ et al., 2015). Faullant, Matzler, and Mooradian (2011) demonstrated that joy and fear influence mountaineering participants' overall satisfaction. Wu and Liang (2011), and Lee et al. (2008) also found that a positive mood promotes the satisfaction tourists perceive in adventure tourism.

Tourists have a hedonic experience when they display their true selves while participating in a tourist event, such as Mardi Gras (Redmon, 2003), because they feel freed by the deregulated social norms allowed in the event (Steiner & Reisinger, 2006). Therefore, festival attendees may feel authenticity derived from attending cultural festivals, and then formulate an overall evaluation of the festival (Kim & Jamal, 2007; Kolar & Zabkar, 2010). Based on the study findings mentioned above, the following hypothesis is proposed.

Hypothesis 2: Existential authenticity is positively associated with festival satisfaction.

Proposed Conceptual Model for Study 1

Figure 2.3 illustrates the conceptual framework for the first study. Constructive authenticity including performance, human, and physical environment factors is antecedent of existential authenticity. Further, the existential authenticity is associated with festival satisfaction.

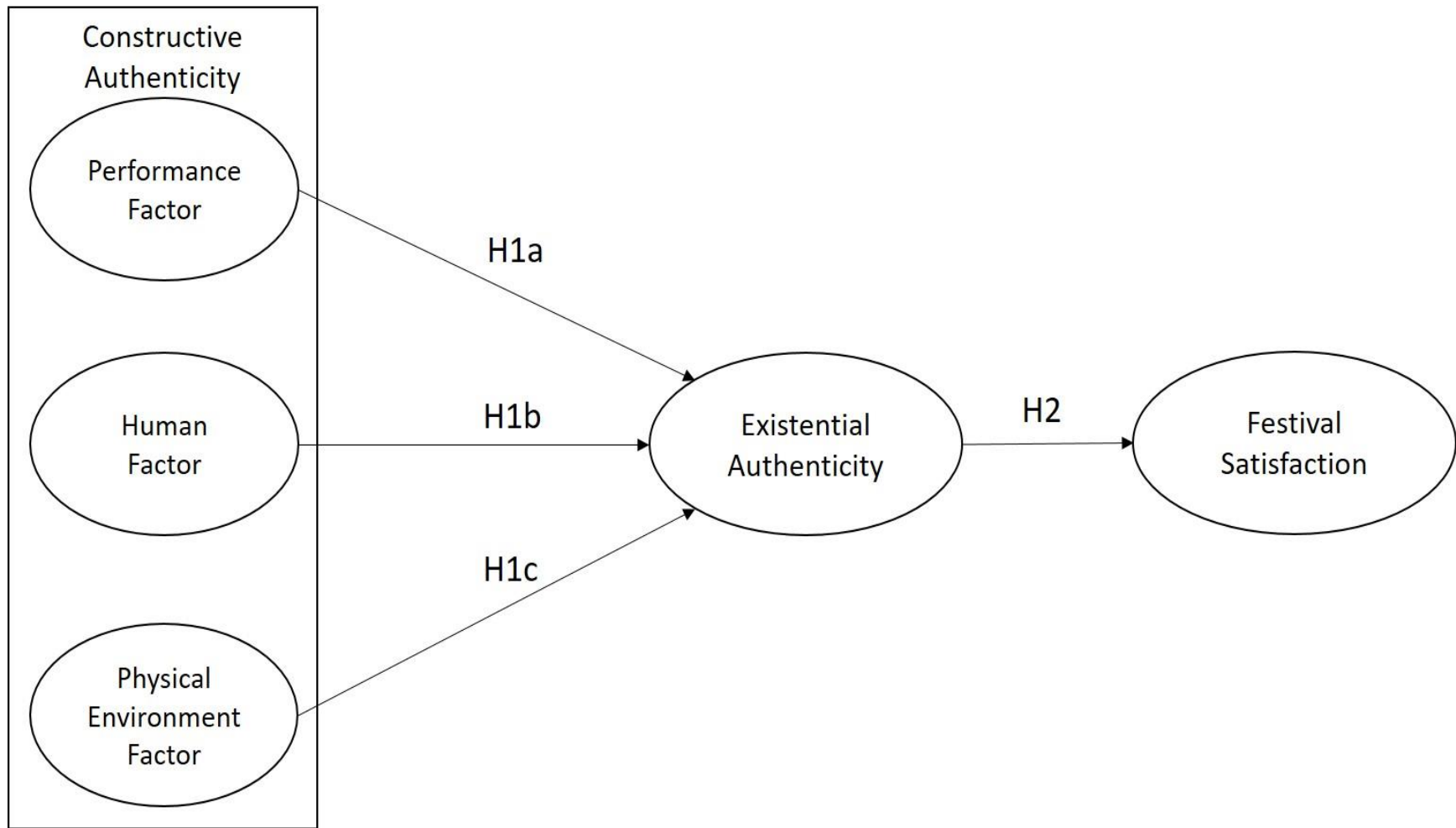


Figure 2.3 Proposed Conceptual Model of Study 1

Customer Citizenship Behavior

Customer citizenship behavior (CCB) is defined formally as “voluntary and discretionary behaviors that are not required for the successful production and/or delivery of the service but that, in the aggregate, help the service organization overall” (Groth, 2005, p.11). CCB is outside of the customer's required role in service delivery, which is designed to provide help and assistance (Bove, Pervan, Beatty, & Shiu, 2009; Organ, 1988). Therefore, it offers service providers a chance to improve their service performance and enhance their profits without further investment (Yi & Gong, 2013). Customers who give suggestions and provide positive word-of-mouth (WOM) are expressing CCB (Bove et al., 2009). Service customers who display CCB play the role of promoters, partial employees, and organizational consultants (Bettencourt, 1997). Thus, such customers are likely to recommend the particular service provider to family or friends, assist other customers voluntarily, and provide information to employees or service organizations to enhance their service performance (Yi & Gong, 2013). Although CCB may cost customers time and effort (Bettencourt, 1997), CCB can provide customers with internal benefits, as they have more enjoyable service experience (Yi, Gong, & Lee, 2013).

The concept of CCB comes from organizational citizenship behavior (OCB), which is defined as the discretionary role of employees in a workplace (Groth, 2005). OCB consists of employees' optional and extra-role behavior that is not recognized by a firm's formal reward system (Organ, 1990). The OCB is an unplanned action by an employee and considered an extra role with no expected reward from the organization (Konovsky & Pugh, 1994; Podsakoff & MacKenzie, 1997).

Because OCB has been conceptualized differently over time, some studies have treated OCB as a multi-dimensional construct. For example, Organ (1988) developed five dimensions of

OCB, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. However, Carmeli and Josman (2006) asserted that OCB includes two elements: altruism and compliance. Altruism refers to behaviors in which employees help other individuals within the organization (e.g., those with heavy workloads) because the employee may recognize and understand the other workers' feelings and act on their behalf. On the other hand, general compliance (often called conscientiousness) indicates that employees obey organizational procedures, regulations, and rules (e.g., not spending time in idle conversation) that benefit their organization.

Further, Williams and Anderson (1991) proposed behaviors directed at individuals (OCBI) and the organization (OCBO) as separate dimensions of OCB. The view of multiple dimensions of an extra role from the organizational perspective also was expanded to the customer's viewpoint, and CCB may offer beneficial insights that contribute to a service organization's success (Groth, 2005).

Multiple Dimensions of CCB

CCB appears to be a holistic concept that cannot be captured as a single measurement (Yi & Gong, 2013) because customers show very different discretionary reactions to an organization or its service, such as giving advice, helping other customers, or tolerating service failures (Bettencourt, 1997). Rosenbaum and Massiah (2007) conducted a study to identify the multiple dimensions of CCB, such as customers acting as partial employees (i.e., participation), promoting the organization through WOM (i.e., loyalty), and cooperating with employees (i.e., cooperation). Therefore, numerous studies have suggested various dimensions of CCB that help managers understand the specific nature of customer citizenship (Yi & Gong, 2008). For example, Keh and Teo (2001) claimed that customers' cooperation, loyalty, participation, and tolerance are the key dimensions of CCB. Groth (2005) suggested three components (i.e.,

recommendations, helping other customers, and providing feedback to the organization) that are facets of CCB. Furthermore, Yi and Gong (2013) added Groth's (2005) aspect of tolerance as an element of CCB and suggested CCB encompasses feedback, advocacy, helping others, and tolerance. In the travel and tourism contexts, Liu and Tsaor (2014) proposed three categories of tourist citizenship behaviors: (1) facilitating communication and management to bring harmony and conviviality to the tour; (2) displaying benevolent acts toward fellow tour members, and (3) motivating and supporting service providers.

Based on the evidence above, this study adopted the common CCB dimensions of helping other customers, making recommendations, and providing feedback as proposed by Groth (2005), to measure festival attendees' citizenship behaviors. Although some studies have used cooperation as one of the sub-dimensions, cooperation was not adopted in this study because it implies a customers in-role behavior, which is an action required to complete service performance, rather than a discretionary behavior (Bettencourt, 1997).

Helping Others

Helping others is customer behavior that is intended to assist other customers in service encounters and does not result in a reward or a desire to avoid punishment (Yi & Gong, 2013). Helping other customers parallels closely the altruism dimension found in OCB (Groth, 2005; Yi & Gong, 2008). For example, tour members may help fellow members communicate with local people and service providers when their tour leaders cannot look after all of the members (Liu & Taur, 2014). Customers might extend empathy to other customers by displaying a sense of social responsibility to help them because they find other customers experiencing difficulties and recall similar experiences of their owns (Rosenbaum & Massiah, 2007). In a limited physical space, such as a festival, fellow tourists may demonstrate friendliness and altruism because the tourists

interact socially with others and achieve a sense of equality by participating in the same event (Kim & Jamal, 2007; Liu & Tsaur, 2014). Therefore, helping others is based on the sense of empathy, which is not required by customers in the service context (Bove et al., 2009).

Making Recommendations

Making recommendations refer to suggesting the business to others, such as friends and family members (Groth, Mertens, & Murphy, 2004; Yi & Gong, 2008). Recommendation is customers' continued support of both particular employees and the firm (Bettencourt, 1997). Recommendation via positive WOM has been shown to be a strong indicator of loyalty because positive WOM communicates favorable information, as well as informal and personal information, which serves as an effective and efficient marketing strategy (Anderson, 1998; Bove et al., 2009; Harrison-Walker, 2001). Therefore, recommendation contributes greatly to the development of a firm's positive reputation and promotion of product/services (Bettencourt, 1997; Groth et al., 2004), and while the recommendation is not mandatory in completing a service transaction, it generates value for the organization (Yi & Gong, 2013).

Providing Constructive Suggestions

Providing constructive suggestions refers to offering information to organizations and being involved actively so that the organization can improve its service delivery (Groth, 2005; Yi & Gong, 2008). Such feedback includes both solicited and unsolicited information provided to the employees and firm, which may allow the firm to improve its delivery processes using the feedback provided (Groth et al., 2004; Yi & Gong, 2013).

For example, committed customers exhibit voluntary behavior in reporting potential safety problems to employees (Ford, 1995; Yi & Gong, 2008). Bettencourt (1997) argued that customers are in a unique position to offer guidance and suggestions to employees because

customers have considerable experience with the service. Therefore, the customers are likely to act as consultants, giving ideas and suggestions that may contribute to the organization's success (Keh & Teo, 2001). While customer feedback can be valuable, it clearly constitutes an extra-role behavior and is not a requisite for successful service delivery (Yi & Gong, 2013).

Existential Authenticity and Attendees' CCB

Given that existential authenticity is characterized as tourists' emotional response derived from traveling activities (Leigh et al., 2006), a proven association between psychological responses and voluntary behaviors can provide evidence of a positive relationship between existential authenticity and citizenship behaviors (Rosenbaum & Massiah, 2007; Yi & Gong, 2008). George (1991) indicated that when people have a positive feeling, they are more likely to exhibit voluntary behaviors. Because the positive feeling allows people to perceive the situation and others involved in the situation more positively, the people are likely to behave specifically to benefit the situation or others. Spector and Fox (2002) also asserted that emotional states foster voluntary behavior because people who experience positive emotions may have a tendency to help others. Therefore, customers are more likely to perform helpful behaviors when they are in a positive mood (e.g., existential authenticity; Bove et al., 2009; Ford, 1995; Smith, Organ, & Near, 1983).

Further, empirical research has supported the idea that existential authenticity may affect citizenship behaviors. An individual intends to maintain their good feelings by exhibiting discretionary behaviors, thus people who have positive mood are more likely to perform citizenship behaviors (Williams & Shiaw, 1999). Similarly, individuals' emotional responses have the effect of eliciting discretionary assistance to others because individuals who feel good are likely to view situations positively (Isen & Baron, 1991). Rosenbaum and Massiah (2007)

also asserted that people in a positive emotional state are likely to engage in altruistic behaviors similar to citizenship behaviors. In cultural tourism, existential authenticity was found to play a crucial role in generating positive tourists' behaviors (Bryce et al., 2015; Kolar & Zabkar, 2010; Ramkissoon & Uysal, 2011; Zhou et al., 2013) because customer's emotional responses toward service experience received to play a critical role in encouraging the customer to exhibit citizenship behaviors (Ford, 1995; Yi & Gong, 2008). For example, Yi and Gong (2008) affirmed that positive feeling allows individuals to look favorably on employees or other customers, and induces subsequent enhanced social behavior. Therefore, based on a review of prior studies in related areas, the following hypotheses are proposed

Hypothesis 3a: Existential authenticity is positively associated with festival attendees' behavior of helping others.

Hypothesis 3b: Existential authenticity is positively associated with festival attendees' behavior of making recommendations.

Hypothesis 3c: Existential authenticity is positively associated with festival attendees' behavior of providing constructive suggestions to organizers.

Festival Satisfaction and Attendees' CCB

Social exchange theory (SET) may support the association between festival satisfaction and CCB. SET describes an interaction or relationship to generate obligations to provide a reward for a partner involved the relationship (Blau, 1964; Emerson, 1976). SET involves the norms of exchange that one party's actions are contingent on the other's behavior (Cropanzano & Mitchell, 2005). The relationship shaped by the norm of reciprocity explains that an individual is likely to be encouraged to act something beneficial in return once s/he receives a benefit from another party (Gouldner, 1960). For a person engaged in exchange, what he gets may be

perceived as a reward, then the person behaves or feels toward someone in the same way as they behave or feel toward you (Homans, 1958). According to Colquitt, Baer, Long, and Halvorsen-Ganepola (2014), receiving benefits is expected to create a desire to reciprocate reward, including not only material goods, but also non-materials ones, such as providing assistance, advice, compliance, appreciation, and instrumental services.

Consumer marketing studies have adopted this notion to explain customers' post-purchase behaviors that conducted without any reward to the customers. Bagozzi (1995) asserted that customer contributions are contingent upon firms' investments in customer's perceived rewards beyond mere monetary obligations. When customers feel that they have received exceptional treatment beyond their level of expectation, they ought to be more likely to reciprocate by engaging in voluntary behaviors that may benefit the organization (Groth, 2005). Thus, satisfied customers are more likely to invest their time and effort to help an organization (Bhattacharya, Rao, & Glynn, 1995). Keh and Teo (2001) also stressed that greater satisfaction is likely to stimulate customers to reciprocate favorable outcomes with voluntary behaviors. Moreover, when overall satisfaction with a firm's service increases, these satisfying encounters may reinforce individuals' beliefs that the service firm cares about customers (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Furthermore, such evaluations reflect greater rewards provided by the firm and an increased likelihood that a customer perceives a social exchange relationship (Anderson & Narus. 1990; Bettencourt, 1997; Morgan & Hunt, 1994). Therefore, a high level of customer satisfaction may prompt customers to engage in voluntary behaviors, such as favorable WOM, participation in service delivery, and constructive suggestions (Bagozzi, 1995).

Based on this theory, customer satisfaction and CCB may be related positively. Bettencourt (1997) and Yi and Gong (2008) found that once customers felt their needs were fulfilled, they were more likely to respond by engaging in voluntary behaviors that might benefit the organization. Therefore, the following hypotheses were proposed based on the theory and findings mentioned above.

Hypothesis 4a: Satisfaction is positively associated with festival attendees' behavior of helping others.

Hypothesis 4b: Satisfaction is positively associated with festival attendees' behavior of making recommendations.

Hypothesis 4c: Satisfaction is positively associated with festival attendees' behavior of providing constructive suggestions to organizers.

Affective Commitment

A commitment is defined as “an enduring desire to maintain a valued relationship” (Moorman, Zaltman, & Deshpandé, 1992, p. 316). Dwyer, Schurr, and Oh (1987) elucidated the concept of commitment as a steady connection between partners. Palmatier, Dant, Grewal, and Evans (2006) also postulated that a commitment is an individual's enduring desire to maintain a relationship with others (e.g., service providers/employees). Morgan and Hunt (1994) also described commitment as exchange partners' beliefs that they have an enduring relationship. Therefore, the effort to maintain a dyadic relationship is vital in describing commitment (Palmatier et al., 2006).

Although some studies have measured commitment as a one-dimensional concept (Garbarino & Johnstone, 1999; Moorman et al., 1992), many marketing researchers have used a multi-dimensional measurement of commitment to establish its meaning and examine its

association with outcome factors (Keiningham, Frennea, Aksoy, Buoye, & Mittal, 2015; Liu & Mattila, 2015; Meyer & Allen, 1991). For example, Meyer and Allen (1991) initially developed a three-component model of commitment that includes continuance, affective, and normative commitment. Continuance, referred to as calculative commitment, reflects a rational and economic-based aspect that might result from the perception of a high cost of switching or lack of choices (Liu & Mattila, 2015). Therefore, customers are likely to continue to use existing products or organizations if they perceive the cost of switching is high, or there are other risks or costs associated with purchasing another product or patronizing a different service organization (Garbarino & Johnson, 1999).

On the other hand, affective commitment refers to an emotional attachment to a product or organization (Liu & Mattila, 2015). People are motivated to establish an emotional bond because of internal factors, such as belongingness or similarity, which help them build loyalty to a brand, an employee, or a company (Fullerton, 2003). Normative commitment is based on an individual's belief about his/her obligations to the organization (Meyer & Allen, 1991). Thus, some customers with normative commitment tend to feel a sense of moral responsibility to remain loyal to or not criticize a particular organization (Gruen, Summers, & Acito, 2000; Wiener & Vardi, 1980).

However, despite the fact that these three components are accepted as primary facets of commitment (Gundlach, Achrol, & Mentzer, 1995; Gustafsson, Johnson, & Roos, 2005), Keiningham et al. (2015) reported that normative commitment is excluded from marketing studies because it was developed with respect to organizational commitment. Geyskens, Steenkamp, Scheer, and Kumar (1996) posited that affective and calculative commitments are relatively stable attitudes and beliefs to understand interorganizational relationships between

automobile dealers and suppliers. Further, calculative commitment and affective commitment have been adopted primarily to comprehend customers' attitudes about relationships with internet providers (Gustafsson et al., 2005) and cellular phone service provider (Fullerton, 2003).

In service marketing, affective commitment is considered a more reliable factor to predict customers' behavioral intention than another type of commitment (Keiningham et al., 2015). While calculative commitment is based on rationality and economics, affective commitment reflects customers' emotional bond a service organization (Liu & Mattila, 2015). Because such an emotional bond can encourage customers to identify with the service organization (Gruen et al., 2000), Mattila (2006) posited that emotional bonds are better indicators than are cognitive beliefs in predicting loyalty and future behaviors. Therefore, affective commitment to a particular service company or an employee helps build customer loyalty.

Some empirical studies have confirmed the importance of affective commitment in encouraging customers' behavioral intentions. For example, Harrison-Walker (2001) used affective commitment to identify the role of customer commitment as a potential antecedent of WOM. Moreover, Liu and Mattila (2015) posited that an emotional attachment as a form of affective commitment is related significantly to the intention to help others. Therefore, this study adopted affective commitment to measure festival attendees' desire to maintain a relationship with the festival they attended because the emotional state influences attendees' attitudes more strongly than does the economic aspect in the festival context (Lee, Arcodia, & Lee, 2012; Lee et al., 2011).

Festival Satisfaction and Affective Commitment

Customer satisfaction can be associated positively with affective commitment. Customer satisfaction and commitment are interrelated (Crosby, Evans, & Cowles, 1990; Sheth & Parvatiyar,

1995). The fulfillment of customers' social needs can be described by the concept of satisfaction (Howard & Sheth, 1969; Westbrook & Reilly, 1983) because the level of satisfaction contains customers' judgments about interaction with service employees (Lee, Choi, Kim, & Hyun, 2014). Moreover, the fulfillment of the social need is likely to induce emotional bonds (Hennig-Thurau & Klee, 1997). Therefore, a high level of satisfaction is likely to lead to a commitment that encompasses emotional bonds.

Previous studies provide evidence to support a positive relationship between festival satisfaction and affective commitment (Bettencourt, 1997; Hennig-Thurau, Gwinner & Gremler, 2002). For example, Hennig-Thurau (2004) argued that customers may develop a relationship based on emotionality and friendship depending on the level of satisfaction experienced. Thus, highly satisfied customers maintain affective commitment. Similarly, Bettencourt (1997) proposed that the higher evaluation of service organization positively relates to customers' tendency to maintain a highly committed relationship. In addition, according to Hennig-Thurau et al. (2002), satisfied customers are likely to maintain a mutual exchange relationship based on relational benefits. Moreover, Garbarino and Johnson (1999) proposed that theater customers who evaluate consumption experiences positively are more likely to become attached emotionally to the organization. Based on the findings described above, the following hypothesis is proposed.

Hypothesis 5: Satisfaction is positively associated with festival attendees' affective commitment.

Affective Commitment and Attendees' CCB

Attachment theory (Bowlby, 1977) may explain the relationship between affective commitment and CCB. Attachment theory assumes that an individual is likely to build strong

affectional bonds with significant others (Bowlby, 1977). Thus, the attachment theory focuses on psychological associations with others (e.g., between mother and child, between friends, lovers, etc.; Hazan & Shaver, 1994). Recently, this relationship has been extended to that between customers and company brands or particular employees (Hyun & Kim, 2014). Emotionally bonded customers are motivated to help a firm because it adds value to their relationship (Liu & Mattila, 2015). Therefore, the attachment theory posits that people exhibit helpful behaviors to maintain a valued relationship (Bowlby, 1977; Hyun & Kim, 2014).

Given this theory, previous studies have reported a positive relationship between affective commitment and customer behaviors (Cheng, Wu, Yen, & Chen, 2016; Harrison-Walker, 2001; Kochanska, Aksan, & Carlson, 2005). Specifically, an individual's emotional attachment as an affective commitment in a relationship plays an important role in inducing voluntary cooperative behaviors (Cheng et al., 2016; Drigotas & Rusbult, 1992). Emotional attachment between two parties encourages trust and confidence, and thus facilitates cooperation between the parties (Kochanska et al., 2005). Hyun and Kim (2014) and Macintosh (2002) indicated further that emotional attachment to a person is likely to stimulate voluntary cooperative behavior. Moreover, Harrison-Walker's (2001) results indicated that affective commitment is linked positively to recommendation behaviors. Furthermore, customers also may engage in citizenship behavior because they have feelings of attachment (kinship, friendship, familiarity, attractiveness and/or similarity) to the service worker (Batson & Shaw, 1991; Bove et al., 2009). In summary, affective commitment may play a critical role in enhancing festival attendees' likelihood to engage in CCB. Based on these previous finding, the following hypotheses are proposed.

Hypothesis 6a: Affective commitment is positively associated with festival attendees' behaviors of helping others.

Hypothesis 6b: Affective commitment is positively associated with festival attendees' behavior of making recommendations.

Hypothesis 6c: Affective commitment is positively associated with festival attendees' behavior of providing constructive suggestions to organizers.

Proposed Conceptual Model for Study 2

Figure 2.4 explains the conceptual framework for the second study. Existential authenticity is positively related to festival satisfaction and citizenship behavior including helping others, making recommendations, and providing constructive suggestions to organizers. Festival satisfaction is positively related to affective commitment and citizenship behavior; Affective commitment is positively related to attendees' CCB.

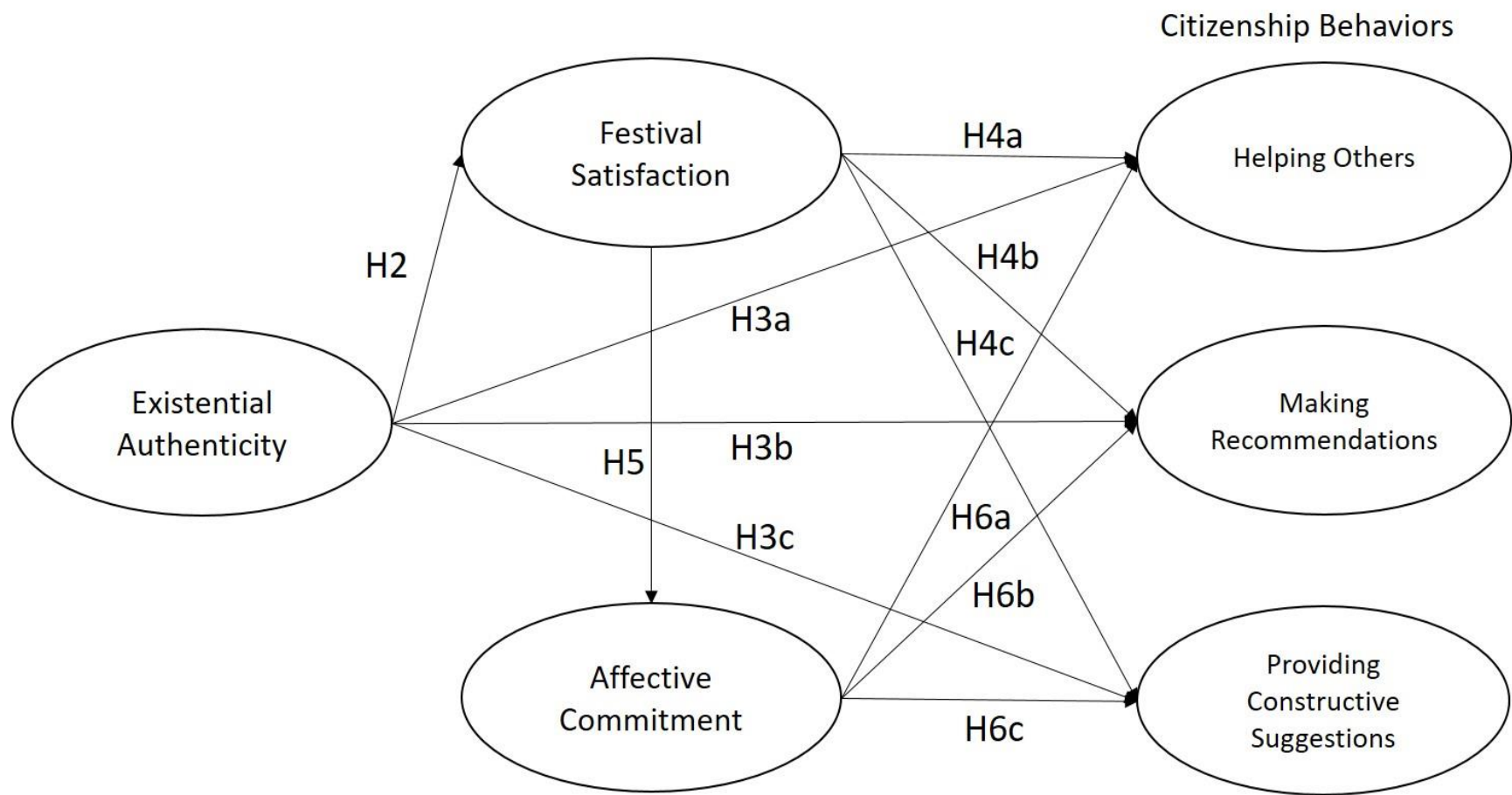


Figure 2.4 Proposed Conceptual Model of Study 2

References

- Agapito, D., Mendes, J., & Valle, P. (2013). Exploring the conceptualization of the sensory dimension of tourist experiences. *Journal of Destination Marketing & Management*, 2, 62-73.
- Akhoondnejad, A. (2016). Tourist loyalty to a local cultural event: The case of Turkmen handicrafts festival. *Tourism Management*, 52, 468-477.
- Anderson, E. W. (1994). Cross-category variation in customer satisfaction and retention. *Marketing Letters*, 5, 19-30.
- Anderson, E. W. (1998). Customer satisfaction and word of mouth. *Journal of Service Research*, 1, 5-17.
- Anderson, E. W., & Fornell, C. (1994). A customer satisfaction research prospectus. In R. T. Rust, & R. L. Oliver (Eds.). *Service quality: New dimensions in theory and practice* (pp. 241-268). Thousand Oaks, CA: SAGE Publications, Inc.
- Anderson, J. C., & Narus, J. A. (1990). A model of distributor firm and manufacturer firm working partnerships. *Journal of Marketing*, 54, 42-58.
- Andersson, T. D., & Getz, D. (2008). Stakeholder management strategies of festivals. *Journal of Convention & Event Tourism*, 9, 199-220.
- Apostolakis, A. (2003). The convergence process in heritage tourism. *Annals of Tourism Research*, 30, 795-812.
- Authenticity. (2016). In *Online Etymology Dictionary*. Retrieved from http://www.etymonline.com/index.php?allowed_in_frame=0&search=authenticity
- Authenticity. (2016). In *Oxford Learner's Dictionaries*. Retrieved from <http://www.oxfordlearnersdictionaries.com/us/definition/english/authenticity?q=authenticity>
- Babin, B. J., & Darden, W. R. (1998). Negative emotions in marketing research - the
- Bagozzi, R. P. (1995). Reflections on relationship marketing in consumer markets. *Journal of the Academy of Marketing Science*, 23, 272-277.
- Baker, D. A., & Crompton, J. L. (2000). Quality, satisfaction and behavioral intentions. *Annals of Tourism Research*, 27, 785-804.
- Baker, K. L., & Draper, J. (2013). Importance–performance analysis of the attributes of a cultural festival. *Journal of Convention & Event Tourism*, 14, 104-123.
- Batson, C. D., & Shaw, L. L. (1991). Evidence for altruism: Toward a pluralism of prosocial motives. *Psychological inquiry*, 2, 107-122.

- Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *The Academy of Management Perspectives*, 20, 43-57.
- Bettencourt, L. A. (1997). Customer voluntary performance: Customers as partners in service delivery. *Journal of Retailing*, 73, 383-406.
- Beverland, M. B. (2005). Crafting brand authenticity: The case of luxury wines. *Journal of Management Studies*, 42, 1003-1029.
- Beverland, M. B., & Farrelly, F. J. (2010). The quest for authenticity in consumption: Consumers' purposive choice of authentic cues to shape experienced outcomes. *Journal of Consumer Research*, 36, 838-856.
- Bhattacharya, C. B., Rao, H., & Glynn, M. A. (1995). Understanding the bond of identification: An investigation of its correlates among art museum members. *Journal of Marketing*, 59, 46-57.
- Bitner, M. J. (1990). Evaluating service encounters: the effects of physical surroundings and employee responses. *Journal of Marketing*, 54, 69-82.
- Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing*, 56, 57-71.
- Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54, 71-84.
- Bladen, C., Kennell, J., Abson, E., & Wilde, N. (2012). *Events management: An introduction*. Routledge.
- Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: John Wiley & Sons, Inc.
- Booms, B. H., & Bitner, M. J. (1981). Marketing strategies and organization structures for service firms. *Marketing of services*, 25, 47-52.
- Boorstin, D. J. (1961). *The Image: A guide to psuedo-events in America*. New York, NY: Harper Colophon Books.
- Bove, L. L., Pervan, S. J., Beatty, S. E., & Shiu, E. (2009). Service worker role in encouraging customer organizational citizenship behaviors. *Journal of Business Research*, 62, 698-705.
- Bowlby, J. (1977). The making and breaking of affectional bonds. I. Aetiology and psychopathology in the light of attachment theory. An expanded version of the fiftieth Maudsley Lecture. *The British Journal of Psychiatry*, 130, 201-210.
- Brady, M. K., & Cronin Jr, J. J. (2001). Some new thoughts on conceptualizing perceived service quality: A hierarchical approach. *Journal of Marketing*, 65, 34-49.

- Brida, J. G., Disegna, M., & Osti, L. (2013). The effect of authenticity on visitors' expenditure at cultural events. *Current Issues in Tourism*, 16, 266-285.
- Brown, S., & Patterson, A. (2000). Trade softly because you trade on my dreams: A paradisaal prolegomenon. *Marketing Intelligence & Planning*, 18, 316-320.
- Bruner, E. M. (1994). Abraham Lincoln as authentic reproduction: A critique of postmodernism. *American Anthropologist*, 96, 397-415.
- Brunner-Sperdin, A., Peters, M., & Strobl, A. (2012). It is all about the emotional state: Managing tourists' experiences. *International Journal of Hospitality Management*, 31, 23-30.
- Bruwer, J. (2014). Service quality perception and satisfaction: Buying behaviour prediction in an Australian festivalscape. *International Journal of Tourism Research*, 16, 76-86.
- Bryce, D., Curran, R., O'Gorman, K., & Taheri, B. (2015). Visitors' engagement and authenticity: Japanese heritage consumption. *Tourism Management*, 46, 571-581.
- Buchmann, A., Moore, K., & Fisher, D. (2010). Experiencing film tourism: Authenticity & fellowship. *Annals of Tourism Research*, 37, 229-248.
- Carman, J. M. (1990). Consumer perceptions of service quality: An assessment of the SERVQUAL dimensions. *Journal of Retailing*, 66, 33-55.
- Carmeli, A., & Josman, Z. E. (2006). The relationship among emotional intelligence, task performance, and organizational citizenship behaviors. *Human Performance*, 19, 403-419.
- Castéran, H., & Roederer, C. (2013). Does authenticity really affect behavior? The case of the Strasbourg Christmas Market. *Tourism Management*, 36, 153-163.
- Chacko, H. E., & Schaffer, J. D. (1993). The evolution of a festival: Creole Christmas in New Orleans. *Tourism Management*, 14, 475-482.
- Chang, J. (2006). Segmenting tourists to aboriginal cultural festivals: An example in the Rukai tribal area, Taiwan. *Tourism Management*, 27, 1224-1234.
- Chen, C. F., & Chen, F. S. (2010). Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists. *Tourism Management*, 31, 29-35.
- Cheng, J. C., Wu, C. S., Yen, C. H., & Chen, C. Y. (2016). Tour leader attachment and customer citizenship behaviors in group package tour: The role of customer commitment. *Asia Pacific Journal of Tourism Research*, 21, 642-657.
- Chua, B. L., Goh, B., Huffman, L., Jai, C., & Karim, S. (2016). Cruise passengers' perception of key quality attributes of cruise lines in North America. *Journal of Hospitality Marketing & Management*, 25, 346-371.

- Cohen, E. (1988). Authenticity and commoditization in tourism. *Annals of Tourism Research*, 15, 371-386.
- Cole, S. T., & Chancellor, H. C. (2009). Examining the festival attributes that impact visitor experience, satisfaction and re-visit intention. *Journal of Vacation Marketing*, 15, 323-333.
- Cole, S. T., & Iltis, S. F. (2006). Examining the mediating role of festival visitors' satisfaction in the relationship between service quality and behavioral intentions. *Journal of Vacation Marketing*, 12, 160-173.
- Colquitt, J. A., Baer, M. D., Long, D. M., & Halvorsen-Ganepola, M. D. (2014). Scale indicators of social exchange relationships: A comparison of relative content validity. *Journal of Applied Psychology*, 99, 599-618.
- Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76, 193-218.
- Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in services selling: An interpersonal influence perspective. *Journal of Marketing*, 54, 68-81.
- Dabholkar, P. A., Thorpe, D. I., & Rentz, J. O. (1996). A measure of service quality for retail stores: Scale development and validation. *Journal of the Academy of Marketing Science*, 24, 3-16.
- Daniel, Y. P. (1996). Tourism dance performances authenticity and creativity. *Annals of Tourism Research*, 23, 780-797.
- Deighton, J. (1992). The consumption of performance. *Journal of Consumer Research*, 19, 362-372.
- Dong, P., & Siu, N. Y. M. (2013). Servicescape elements, customer predispositions and service experience: The case of theme park visitors. *Tourism Management*, 36, 541-551.
- Drigotas, S. M., & Rusbult, C. E. (1992). Should I stay or should I go? A dependence model of breakups. *Journal of Personality and Social Psychology*, 62, 62-87.
- Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing buyer-seller relationships. *Journal of Marketing*, 51, 11-27.
- Eder, D., Staggenborg, S., & Sudderth, L. (1995). The national women's music festival collective identity in a Lesbian-Feminist community. *Journal of Contemporary Ethnography*, 23, 485-515.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75, 51-59.

- Eisingerich, A. B., Auh, S., & Merlo, O. (2014). Acta non verba? The role of customer participation and word of mouth in the relationship between service firms' customer satisfaction and sales performance. *Journal of Service Research*, 17, 40-53.
- Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2, 335-362.
- Faullant, R., Matzler, K., & Mooradian, T. A. (2011). Personality, basic emotions, and satisfaction: Primary emotions in the mountaineering experience. *Tourism Management*, 32, 1423-1430.
- Felsenstein, D., & Fleischer, A. (2003). Local festivals and tourism promotion: The role of public assistance and visitor expenditure. *Journal of Travel Research*, 41, 385-392.
- Ford, W. S. Z. (1995). Evaluation of the indirect influence of courteous service on customer discretionary behavior. *Human Communication Research*, 22, 65-89.
- Fornell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, 56, 6-21.
- Fullerton, G. (2003). When does commitment lead to loyalty? *Journal of Service Research*, 5, 333-344.
- Garbarino, E., & Johnson, M. S. (1999). The different roles of satisfaction, trust, and commitment in customer relationships. *Journal of Marketing*, 63, 70-87.
- George, J. M. (1991). State or trait: Effects of positive mood on prosocial behaviors at work. *Journal of Applied Psychology*, 76, 299-307.
- Getz, D. (2005). *Event management and event tourism*. New York, NY: Cognizant.
- Getz, D. (2008). Event tourism: Definition, evolution, and research. *Tourism Management*, 29, 403-428.
- Getz, D. (2010). The nature and scope of festival studies. *International Journal of Event Management Research*, 5(1), 1-47.
- Getz, D. (2012). *Events studies: Theory, research and policy for planned events*. New York, NY: Routledge.
- Getz, D., & Frisby, W. (1988). Evaluating management effectiveness in community-run festivals. *Journal of Travel Research*, 27, 22-27.
- Getz, D., & Page, S. J. (2016). Progress and prospects for event tourism research. *Tourism Management*, 52, 593-631.
- Geyskens, I., Steenkamp, J. B. E., Scheer, L. K., & Kumar, N. (1996). The effects of trust and interdependence on relationship commitment: A trans-Atlantic study. *International Journal of research in Marketing*, 13, 303-317.

- Gibson, C., & Connell, J. (2007). *Music and tourism: On the road again*. Clevedon, UK:
- Goffman, E. (1974). *Frame analysis: An essay on the organization of experience*. Harvard University Press.
- Goodwin, C. (1996). Communalism as a dimension of service relationships. *Journal of Consumer Psychology*, 5, 387-415.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25, 161-178.
- Grappi, S., & Montanari, F. (2011). The role of social identification and hedonism in affecting tourist re-patronizing behaviours: The case of an Italian festival. *Tourism Management*, 32, 1128-1140.
- Gration, D., Arcodia, C., Raciti, M., & Stokes, R. (2011). The blended festivalscape and its sustainability at nonurban festivals. *Event Management*, 15, 343-359.
- Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of Consumer Research*, 31, 296-312.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31, 7-27.
- Groth, M., Mertens, D. P., & Murphy, R. O. (2004). Customers as good soldiers: Extending organizational citizenship behavior research to the customer domain. In D. L. Turnipseed (Ed.), *Handbook of organizational citizenship behavior* (pp. 411-430). Hauppauge, NY: Nova Science Publishers.
- Grove, S. J., & Fisk, R. P. (1992). The service experience as a theater. In J. Sherry, & B. Sternthal (Eds.), *Advances in consumer research* (pp. 455-461). Provo, UT: Association for Consumer Research.
- Grove, S. J., Fisk, R. P., & Bitner, M. J. (1992). Dramatizing the service experience: A managerial approach. *Advances in Services Marketing and Management*, 1, 91-121.
- Grove, S. J., Fisk, R. P., & Dorsch, M. J. (1998). Assessing the theatrical components of the service encounter: A cluster analysis examination. *Service Industries Journal*, 18, 116-134.
- Gruen, T. W., Summers, J. O., & Acito, F. (2000). Relationship marketing activities, commitment, and membership behaviors in professional associations. *Journal of Marketing*, 64, 34-49.
- Gundlach, G. T., Achrol, R. S., & Mentzer, J. T. (1995). The structure of commitment in exchange. *Journal of Marketing*, 59, 78-92.

- Gustafsson, A., Johnson, M. D., & Roos, I. (2005). The effects of customer satisfaction, relationship commitment dimensions, and triggers on customer retention. *Journal of Marketing*, 69, 210-218.
- Hall, C. M., & Sharples, L. (2008). *Food and wine festivals and events around the world: Development, management and markets*. Routledge.
- Harrison-Walker, L. J. (2001). The measurement of word-of-mouth communication and an investigation of service quality and customer commitment as potential antecedents. *Journal of Service Research*, 4, 60-75.
- Hazan, C., & Shaver, P. R. (1994). Attachment as an organizational framework for research on close relationships. *Psychological Inquiry*, 5(1), 1-22.
- Hellier, P. K., Geursen, G. M., Carr, R. A., & Rickard, J. A. (2003). Customer repurchase intention: A general structural equation model. *European Journal of Marketing*, 37, 1762-1800.
- Hennig-Thurau, T. (2004). Customer orientation of service employees: Its impact on customer satisfaction, commitment, and retention. *International Journal of Service Industry Management*, 15, 460-478.
- Hennig-Thurau, T., & Klee, A. (1997). The impact of customer satisfaction and relationship quality on customer retention: A critical reassessment and model development. *Psychology & Marketing*, 14, 737-764.
- Hennig-Thurau, T., Gwinner, K. P., & Gremler, D. D. (2002). Understanding relationship marketing outcomes an integration of relational benefits and relationship quality. *Journal of Service Research*, 4, 230-247.
- Hojman, D. E., & Hiscock, J. (2010). Interpreting suboptimal business outcomes in light of the Coase Theorem: Lessons from Sidmouth International Festival. *Tourism Management*, 31, 240-249.
- Howard, J. A. S., & Sheth, J. N. (1969). *The theory of buyer behavior*. New York, NY: John Wiley & Sons, Inc.
- Huang, J. Z., Li, M., & Cai, L. A. (2010). A model of community-based festival image. *International Journal of Hospitality Management*, 29, 254-260.
- Hudson, S., Roth, M. S., Madden, T. J., & Hudson, R. (2015). The effects of social media on emotions, brand relationship quality, and word of mouth: An empirical study of music festival attendees. *Tourism Management*, 47, 68-76.
- Hyun, S. S., & Kim, I. (2014). Identifying optimal rapport-building behaviors in inducing patron's emotional attachment in luxury restaurants. *Journal of Hospitality & Tourism Research*, 38, 162-198.

- Isen, A. M., & Baron, R. A. (1991). Positive affect as a factor in organizational behavior. *Research in Organizational Behavior*, 13, 1-53.
- Jang, S. S., & Namkung, Y. (2009). Perceived quality, emotions, and behavioral intentions: Application of an extended Mehrabian–Russell model to restaurants. *Journal of Business Research*, 62, 451-460.
- Jang, S., Liu, Y., & Namkung, Y. (2011). Effects of authentic atmospherics in ethnic restaurants: investigating Chinese restaurants. *International Journal of Contemporary Hospitality Management*, 23, 662-680.
- Johnson, M. D., & Fornell, C. (1991). A framework for comparing customer satisfaction across individuals and product categories. *Journal of Economic Psychology*, 12, 267-286.
- Johnson, M. D., Anderson, E. W., & Fornell, C. (1995). Rational and adaptive performance expectations in a customer satisfaction framework. *Journal of Consumer Research*, 21, 695-707.
- Jung, T., Ineson, E. M., Kim, M., & Yap, M. H. (2015). Influence of festival attribute qualities on Slow Food tourists' experience, satisfaction level and revisit intention: The case of the Mold Food and Drink festival. *Journal of Vacation Marketing*, 21, 277-288.
- Kao, Y. F., Huang, L. S., & Wu, C. H. (2008). Effects of theatrical elements on experiential quality and loyalty intentions for theme parks. *Asia Pacific Journal of Tourism Research*, 13, 163-174.
- Keh, H. T., & Teo, C. W. (2001). Retail customers as partial employees in service provision: A conceptual framework. *International Journal of Retail & Distribution Management*, 29, 370-378.
- Keiningham, T. L., Frennea, C. M., Aksoy, L., Buoye, A., & Mittal, V. (2015). A five-component customer commitment model implications for repurchase intentions in goods and services industries. *Journal of Service Research*, 18, 433-450.
- Kim, H. (2004). *Serious leisure, participation and experience in tourism: Authenticity and ritual in a renaissance festival*. Retrieved from Association of Research Libraries
- Kim, H., & Jamal, T. (2007). Touristic quest for existential authenticity. *Annals of Tourism Research*, 34, 181-201.
- Kitterlin, M., & Yoo, M. (2014). Festival motivation and loyalty factors. *Tourism & Management Studies*, 10, 119-126.
- Kochanska, G., Aksan, N., & Carlson, J. J. (2005). Temperament, relationships, and young children's receptive cooperation with their parents. *Developmental Psychology*, 41, 648-660.

- Kolar, T., & Zabkar, V. (2010). A consumer-based model of authenticity: An oxymoron or the foundation of cultural heritage marketing? *Tourism Management*, 31, 652-664.
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37, 656-669.
- Laing, J., & Frost, W. (2010). How green was my festival: Exploring challenges and opportunities associated with staging green events. *International Journal of Hospitality Management*, 29, 261-267.
- Lee, C. K., Lee, Y. K., & Wicks, B. E. (2004). Segmentation of festival motivation by nationality and satisfaction. *Tourism Management*, 25, 61-70.
- Lee, H., & Graefe, A. R. (2003). Crowding at an arts festival: Extending crowding models to the frontcountry. *Tourism Management*, 24(1), 1-11.
- Lee, I., Arcodia, C., & Lee, T. J. (2012). Benefits of visiting a multicultural festival: The case of South Korea. *Tourism Management*, 33, 334-340.
- Lee, J. (2014). Visitors' emotional responses to the festival environment. *Journal of Travel & Tourism Marketing*, 31, 114-131.
- Lee, J. S., Lee, C. K., & Choi, Y. (2011). Examining the role of emotional and functional values in festival evaluation. *Journal of Travel Research*, 50, 685-696.
- Lee, W., Xiong, L., & Hu, C. (2012). The effect of Facebook users' arousal and valence on intention to go to the festival: Applying an extension of the technology acceptance model. *International Journal of Hospitality Management*, 31, 819-827.
- Lee, Y. K. (2016). Impact of government policy and environment quality on visitor loyalty to Taiwan music festivals: Moderating effects of revisit reason and occupation type. *Tourism Management*, 53, 187-196.
- Lee, Y. K., Choi, B. H., Kim, D. J., & Hyun, S. S. (2014). Relational benefits, their consequences, and customer membership types. *The Service Industries Journal*, 34, 230-250.
- Lee, Y. K., Lee, C. K., Lee, S. K., & Babin, B. J. (2008). Festivalscapes and patrons' emotions, satisfaction, and loyalty. *Journal of Business Research*, 61, 56-64.
- Leigh, T. W., Peters, C., & Shelton, J. (2006). The consumer quest for authenticity: The multiplicity of meanings within the MG subculture of consumption. *Journal of the Academy of Marketing Science*, 34, 481-493.
- Li, M., Huang, Z., & Cai, L. A. (2009). Benefit segmentation of visitors to a rural community-based festival. *Journal of Travel & Tourism Marketing*, 26, 585-598.

- Liu, J. S., & Tsaur, S. H. (2014). We are in the same boat: Tourist citizenship behaviors. *Tourism Management*, 42, 88-100.
- Liu, S. Q., & Mattila, A. S. (2015). "I Want to Help" versus "I Am Just Mad" How affective commitment influences customer feedback decisions. *Cornell Hospitality Quarterly*, 56, 213-222.
- Long, P. T., Perdue, R. R., & Allen, L. (1990). Rural resident tourism perceptions and attitudes by community level of tourism. *Journal of Travel Research*, 28, 3-9.
- MacCannell, D. (1973). Staged authenticity: Arrangements of social space in tourist settings. *American Journal of Sociology*, 79, 589-603.
- Macintosh, G. (2002). Perceived risk and outcome differences in multi-level service relationships. *Journal of Services Marketing*, 16, 143-157.
- Mackay, K. J., & Crompton, J. L. (1988). A conceptual model of consumer evaluation of recreation service quality. *Leisure Studies*, 7, 40-49.
- Mangold, W. G., & Babakus, E. (1991). Service quality: The front-stage vs. the back-stage perspective. *Journal of Services Marketing*, 5, 59-70.
- Mano, H., & Oliver, R. L. (1993). Assessing the dimensionality and structure of the consumption experience: Evaluation, feeling, and satisfaction. *Journal of Consumer Research*, 20, 451-466.
- Mason, M. C., & Paggiaro, A. (2012). Investigating the role of festivalscape in culinary tourism: The case of food and wine events. *Tourism Management*, 33, 1329-1336.
- Mattila, A. S. (2006). How affective commitment boosts guest loyalty (and promotes frequent-guest programs). *Cornell Hotel and Restaurant Administration Quarterly*, 47, 174-181.
- Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. Cambridge, MA: MIT Press.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Mitchell, C., & Wall, G. (1986). Impacts of cultural festivals on Ontario communities. *Recreation Research Review*, 13, 28-37.
- Moorman, C., Zaltman, G., & Deshpande, R. (1992). Relationships between providers and users of market research: The dynamics of trust within and between organizations. *Journal of Marketing Research*, 29, 314-328.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58, 20-38.

- Nelson, K. B. (2009). Enhancing the attendee's experience through creative design of the event environment: Applying Goffman's dramaturgical perspective. *Journal of Convention & Event Tourism*, 10, 120-133.
- Oliver, M. (1996). *Understanding disability: From theory to practice*. New York, NY: St. Martin's Press.
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17, 460-469.
- Oliver, R. L. (1981). Measurement and evaluation of satisfaction processes in retail settings. *Journal of Retailing*, 57, 25-48.
- Oliver, R. L. (1993). Cognitive, affective, and attribute bases of the satisfaction response. *Journal of Consumer Research*, 20, 418-430.
- Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing*, 63, 33-44.
- Oliver, R. L. (2010). *Satisfaction: A behavioral perspective on the consumer*. Armonk, NY: M.E. Sharpe, Inc.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, K., Koenig-Lewis, N., Palmer, A., & Probert, J. (2015). Festivals as agents for behaviour change: A study of food festival engagement and subsequent food choices. *Tourism Management*, 48, 84-99.
- O'Sullivan, D., & Jackson, M. J. (2002). Festival tourism: a contributor to sustainable local economic development? *Journal of Sustainable Tourism*, 10, 325-342.
- Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, 70, 136-153.
- Perdue, R. R., Long, P. T., & Allen, L. (1990). Resident support for tourism development. *Annals of Tourism Research*, 17, 586-599.
- Pernecky, T. (2012). Constructionism: Critical pointers for tourism studies. *Annals of Tourism Research*, 39, 1116-1137.
- Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76, 97-105.
- Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestion for future research. *Human Performance*, 10, 133-151.

- Pollack, B. L. (2009). Linking the hierarchical service quality model to customer satisfaction and loyalty. *Journal of Services Marketing*, 23, 42-50.
- Prentice, R., & Andersen, V. (2003). Festival as creative destination. *Annals of Tourism Research*, 30, 7-30.
- Ram, Y., Björk, P., & Weidenfeld, A. (2016). Authenticity and place attachment of major visitor attractions. *Tourism Management*, 52, 110-122.
- Ramkissoon, H., & Uysal, M. S. (2011). The effects of perceived authenticity, information search behaviour, motivation and destination imagery on cultural behavioural intentions of tourists. *Current Issues in Tourism*, 14, 537-562.
- Redmon, D. (2003). Examining low self-control theory at Mardi Gras: Critiquing the general theory of crime within the framework of normative deviance. *Deviant Behavior*, 24, 373-392.
- Reisinger, Y., & Steiner, C. J. (2006). Reconceptualizing object authenticity. *Annals of Tourism Research*, 33, 65-86.
- Reuland, R., Choudry, J., & Fagel, A. (1985). Research in the field of hospitality. *International Journal of Hospitality Management*, 4, 141-146.
- Richards, G. (Ed.). (2007). *Cultural tourism: Global and local perspectives*. New York, NY: The Haworth Press, Inc.
- Ritchie, J. B. (1984). Assessing the impact of hallmark events: Conceptual and research issues. *Journal of travel research*, 23, 2-11.
- Robert, D., & John, R. (1982). Store atmosphere: An environmental psychology approach. *Journal of Retailing*, 58, 34-57.
- Robinson, R. N., & Clifford, C. (2012). Authenticity and festival foodservice experiences. *Annals of Tourism Research*, 39, 571-600.
- Rosenbaum, M. S., & Massiah, C. A. (2007). When customers receive support from other customers: Exploring the influence of intercustomer social support on customer voluntary performance. *Journal of Service Research*, 9, 257-270.
- Rüling, C. C., & Pedersen, J. S. (2010). Film festival research from an organizational studies perspective. *Scandinavian Journal of Management*, 26, 318-323
- Rust, R. T., & Oliver, R. L. (1994). Service quality: Insights and managerial implications from the frontier. In R. T. Rust, & R. L. Oliver (Eds.), *Service quality: New dimensions in theory and practice* (pp. 1-9). Thousand Oaks, CA: SAGE Publications, Inc.
- Salamone, F. A. (1997). Authenticity in tourism: The San Angel inns. *Annals of Tourism Research*, 24, 305-321.

- Schiffman, L. G., & Kanuk, L. L. (2007). *Consumer behavior*. Upper Saddle River, NJ: Pearson Education, Inc.
- Schwandt, T. A. (1994). Constructivist, interpretivist approaches to human inquiry. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 118-137). London: Sage.
- Schwartz, K. (2013, April 17). Music festivals drive U.S. tourism in warm weather months.
- Shen, S. (2014). Intention to revisit traditional folk events: A case study of Qinhuai Lantern Festival, China. *International Journal of Tourism Research*, 16, 513-520.
- Sheth, J. N., & Parvatlyar, A. (1995). Relationship marketing in consumer markets: Antecedents and consequences. *Journal of the Academy of Marketing Science*, 23, 255-271.
- Shostack, G. L. (1985). Planning the service encounter. In J.A. Czepiel, M.R. Solomon, & C.F.
- Silver, I. (1993). Marketing authenticity in third world countries. *Annals of Tourism Research*, 20, 302-318.
- Skift*. Retrieved from <http://skift.com/2013/04/17/music-festivals-drive-u-s-tourism-in-warm-weather-months/>
- Small, K. (2007) Social dimensions of community festivals: An application of factor analysis in the development of the Social Impact Perception (SIP) scale. *Event Management*, 11, 45–55.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653-663
- Smith, S. L. (1990). *Dictionary of concepts in recreation and leisure studies*. Westport, CT: Greenwood Publishing Group.
- Song, H. J., Lee, C. K., Kang, S. K., & Boo, S. J. (2012). The effect of environmentally friendly perceptions on festival visitors' decision-making process using an extended model of goal-directed behavior. *Tourism Management*, 33, 1417-1428.
- Song, H., You, G. J., Reisinger, Y., Lee, C. K., & Lee, S. K. (2014). Behavioral intention of visitors to an Oriental medicine festival: An extended model of goal directed behavior. *Tourism Management*, 42, 101-113.
- Spector, P. E., & Fox, S. (2002). An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review*, 12, 269-292.
- Steiner, C. J., & Reisinger, Y. (2006). Understanding existential authenticity. *Annals of Tourism Research*, 33, 299-318.

- Surprenant (Eds.), *The service encounter* (pp. 243-254). Lexington: Lexington Books.
- Thrane, C. (2002). Jazz festival visitors and their expenditures: Linking spending patterns to musical interest. *Journal of Travel Research*, 40, 281-286.
- Top Event USA (2014, February). Top 10 renaissance festivals and fairs in the USA. Retrieved from <http://www.topeventsusa.com/top-Renaissance-Festivals-USA.html>
- Uysal, M., & Gitelson, R. (1994). Assessment of economic impacts: Festivals and special events. *Festival Management and Event Tourism*, 2, 3-9.
- Vieira, V. A. (2013). Stimuli–organism–response framework: A meta-analytic review in the store environment. *Journal of Business Research*, 66, 1420-1426.
- Waitt, G. (2000). Consuming heritage: Perceived historical authenticity. *Annals of Tourism Research*, 27, 835-862.
- Walls, A. R., Okumus, F., Wang, Y. R., & Kwun, D. J. W. (2011). An epistemological view of consumer experiences. *International Journal of Hospitality Management*, 30, 10-21.
- Wang, N. (1999). Rethinking authenticity in tourism experience. *Annals of Tourism Research*, 26, 349-370.
- Westbrook, R. A. (1980). A rating scale for measuring product/service satisfaction. *Journal of Marketing*, 44, 68-72.
- Westbrook, R. A. (1980). Intrapersonal affective influences on consumer satisfaction with products. *Journal of Consumer Research*, 7, 49-54.
- Westbrook, R. A., & Oliver, R. L. (1991). The dimensionality of consumption emotion patterns and consumer satisfaction. *Journal of Consumer Research*, 18, 84-91.
- Westbrook, R. A., & Reilly, M. D. (1983). Value-percept disparity: An alternative to the disconfirmation of expectations theory of consumer satisfaction. In K. B. Monroe (Ed.), *Advances in consumer research* (pp. 94-99). Ann Arbor, MI: Association for Consumer Research.
- Wiener, Y., & Vardi, Y. (1980). Relationships between job, organization, and career commitments and work outcomes—An integrative approach. *Organizational Behavior and Human Performance*, 26, 81-96.
- Williams, J. A., & Anderson, H. H. (2005). Engaging customers in service creation: A theater perspective. *Journal of Services Marketing*, 19, 13-23.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, 601-617.

- Williams, S., & Shiaw, W. T. (1999). Mood and organizational citizenship behavior: The effects of positive affect on employee organizational citizenship behavior intentions. *The Journal of Psychology*, 133, 656-668.
- Wong, J., Wu, H. C., & Cheng, C. C. (2015). An empirical analysis of synthesizing the effects of festival quality, emotion, festival image and festival satisfaction on festival loyalty: A case study of Macau Food Festival. *International Journal of Tourism Research*, 17, 521-536.
- Wu, C. H. J., & Liang, R. D. (2011). The relationship between white-water rafting experience formation and customer reaction: A flow theory perspective. *Tourism Management*, 32, 317-325.
- Wu, H. C., & Li, T. (2017). A study of experiential quality, perceived value, heritage image, experiential satisfaction, and behavioral intentions for heritage tourists. *Journal of Hospitality & Tourism Research*. 41, 904-944.
- Xie, P. F., & Wall, G. (2002). Visitors' perceptions of authenticity at cultural attractions in Hainan, China. *International Journal of Tourism Research*, 4, 353-366.
- Xie, P. F., Wu, T. C., & Hsieh, H. W. (2012). Tourists' perception of authenticity in indigenous souvenirs in Taiwan. *Journal of Travel & Tourism Marketing*, 29, 485-500.
- Yang, J., Gu, Y., & Cen, J. (2011). Festival tourists' emotion, perceived value, and behavioral intentions: A test of the moderating effect of festivalscape. *Journal of Convention & Event Tourism*, 12, 25-44.
- Yang, Z., & Peterson, R. T. (2004). Customer perceived value, satisfaction, and loyalty: The role of switching costs. *Psychology & Marketing*, 21, 799-822.
- Yeoman, I., Brass, D., & McMahon-Beattie, U. (2007). Current issue in tourism: The authentic tourist. *Tourism Management*, 28, 1128-1138.
- Yi, Y. (1990). A critical review of consumer satisfaction. In V. A. Zeithaml (Ed.), *Review of marketing* (pp. 68-123). Chicago, IL: American Marketing Association.
- Yi, Y., & Gong, T. (2008). The effects of customer justice perception and affect on customer citizenship behavior and customer dysfunctional behavior. *Industrial Marketing Management*, 37, 767-783.
- Yi, Y., & Gong, T. (2013). Customer value co-creation behavior: Scale development and validation. *Journal of Business Research*, 66, 1279-1284.
- Yi, Y., Gong, T., & Lee, H. (2013). The impact of other customers on customer citizenship behavior. *Psychology & Marketing*, 30, 341-356.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2013). *Service marketing: Integrating customer focus across the firm*. New York, NY: McGraw-Hill Education.

Zhou, Q. B., Zhang, J., & Edelheim, J. R. (2013). Rethinking traditional Chinese culture: A consumer-based model regarding the authenticity of Chinese calligraphic landscape. *Tourism Management*, 36, 99-112.

Chapter 3 - Methodology

This chapter describes the research design and methods that were developed to achieve the following purpose and objectives. The purpose of this study is to provide insight into the nature of festival attendees' experience and the way in which their voluntary behaviors can be displayed by using an online survey data from a Renaissance Festival attendees in the U.S. The specific objectives are to explore (a) the multiple aspects of constructive authenticity, which may relate to existential authenticity and festival satisfaction, and investigate (b) how determining factors including existential authenticity, festival satisfaction and affective commitment impact on the attendees' customer citizenship behavior.

Data collection and analyses followed the procedures shown in Figure 3.1. In the first step, initial measurement items were identified through a review of the literature. The initial questionnaire was modified to suit the festival setting in step 2. In step 3, the survey instrument was reviewed by hospitality faculty members and graduate students for content validity and clarity of wording. In step 4, an Institutional Review Board (IRB) application for the use of human subjects in research was submitted for approval. Upon receiving IRB approval, in step 5, a pilot test was conducted for inter-item reliability and validity of the survey instrument. In step 6, the final questionnaire was distributed using an online survey research company. The target number of usable responses was 300. Finally, in step 7, data was analyzed using descriptive and inferential statistics. The following section includes more specifics on each step.

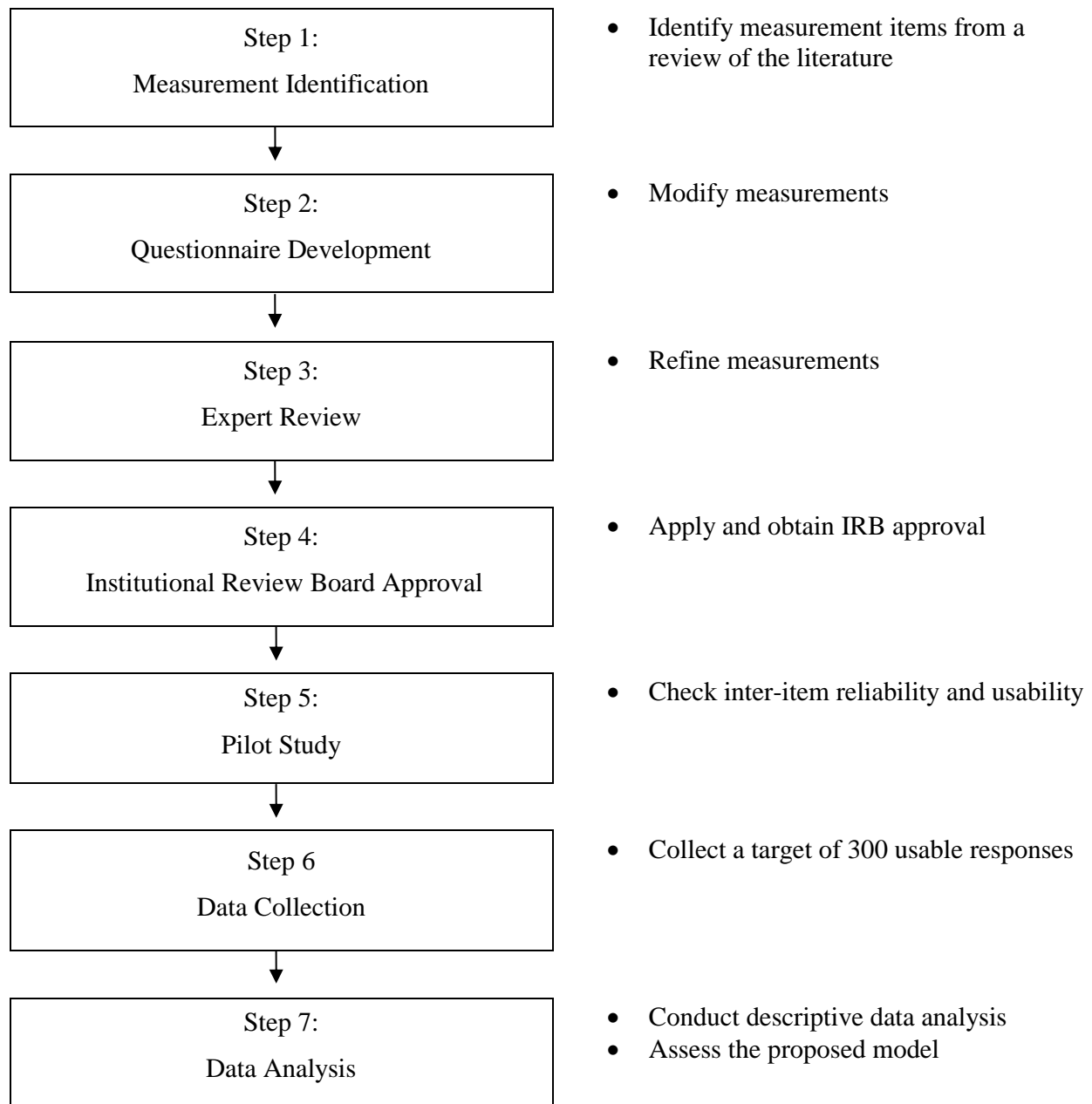


Figure 3.1 Data Collection and Analysis Procedures

Population and Sample

The target population of this study is festival attendees in the United States (U.S.) who are 18 years or older. While there is limited direct access to the target population (Trochim & Donnelly, 2008), the prevalence of Renaissance Festivals across the U.S. enables the researcher

to access the target population by polling the general public with a set of screening questions. Therefore, individuals residing in the U.S. who have attended a Renaissance Festival within the past 12 months were study samples. An existing panel (adult population in the U.S.) from an online survey research company was used for recruiting participants.

Although there are no absolute standards in the literature about the relationship between sample size and path model complexity, the sample size for analyzing a path model is recommended, as the ratio of the number of cases to the number of free parameters is between 10:1 to 20:1 (Kline, 2005). Based on the suggested research model, a sample size of 400 usable cases appears to be adequate for testing the first model, including four constructs, and the second model, encompassing six constructs.

Survey Instrument Development

Multi-item scales from the literature that had already been validated and widely adopted were identified and modified to fit the festival setting. A total of nine constructs were employed in the proposed model, which tests the relationships among constructive authenticity, existential authenticity, festival satisfaction, affective commitment, and attendees' citizenship behaviors.

The three dimensions regarding constructive authenticity included 16 measures developed by Kao, Huang, and Wu (2008) and Xie, Wu, and Hsieh, (2012): (a) the *performance factor* dimension consists of five items; (b) the *human factor* dimension includes five items, and (c) the *physical environment factor* dimension comprises six items. A 7-point Likert scale was used (1 = strongly disagree; 7 = strongly agree). The items of the performance factor were: "Food and beverage in the festival represented the medieval period"; "Shows and programs represented the medieval period"; "Merchant items (Arts and Crafts) represented the medieval

period”; “Activities (Rides and Games) represented the medieval period”; and “Demonstrations and parades represented the medieval period.”

The items regarding the human factor contained: “The body language of the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period”; “Jewelry and accessories carried by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period”; “Costumes worn by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period”; “The festival staff’s (Artisans, Entertainers, and Demonstrators) speaking tone and accents reflected the medieval period”; and “The festival staff’s (Artisans, Entertainers, and Demonstrators) choice of words reflected the medieval period.”

In addition, items regarding the physical environment factor were: “The music in the festival reminded me of the medieval period”; “The odor in the festival reminded me of the medieval period”; “The layout of the festival site reminded me of the medieval period”; “Furnishings in the festival reminded me of the medieval period”; “The decoration of facilities in the festival reminded me of the medieval period”; and “Signs and symbols in the festival reminded me of the medieval period.”

Existential authenticity was measured using a 7-point Likert scale with endpoints of “strongly disagree” to “strongly agree.” A six-item scale developed by Kolar and Zabkar (2010) was adopted. The items were: “I enjoyed special arrangements, events, and celebrations during the visit”; “I felt a temporary escape from everyday life”; “I felt the related history, legends, and historical personalities come alive”; “I enjoyed the unique historical and spiritual event”; “I enjoyed the medieval atmosphere during the visit”; and “I felt connected with medieval history and civilization.”

The cumulative satisfaction of the festivals was measured using six items suggested by Oliver (1980). The measures encompass cognitive and affective aspects of overall satisfaction. Respondents were asked to rate their level of agreement using a 7-point Likert scale. The items were: “My choice to visit the festival was a wise one”; “The festival was one of the best festivals I have ever visited”; “My experience at the festival was exactly what I needed”; “I was satisfied with my decision to visit the festival”; “The festival made me feel happy”; and “I really enjoyed myself at the festival.”

Affective commitment regarding an emotional attachment to the festival was measured by four items used in Fullerton (2003) to fit the festival setting. Affective commitment was measured with a 7-point Likert scale, with the following four items: “I feel like part of a family when I visit the Renaissance Festival”; “I feel emotionally attached to the Renaissance Festival”; “The Renaissance Festival has a great deal of personal meaning for me”; and “I feel a strong sense of connection with the Renaissance Festival.”

Regarding the constructs of festival attendees’ citizenship behaviors, three dimensions were treated in this study: *helping others*, *making recommendations*, and *providing constructive suggestions*. The measurement developed by Groth (2005) was adopted because the author has provided essential items to assess customer citizenship behaviors that have been used in subsequent studies (Cheng, Luo, Yen, & Yang, 2016; Yi, Gong, & Lee, 2013; Yi, Natarajan, & Gong, 2011). A total of 12 items was used to measure each dimension, with modified wording to fit the festival setting. Each item was evaluated using a 7-point Likert scale, anchoring from “extremely unlikely” (1) to “extremely likely” (7). The four items of helping others were: “Share my experience with other visitors so that others enjoy the performance”; “Help other visitors with shopping venues in the festival”; “Teach other visitors how to participate in an activity”;

and “Assist with finding a performance stage or other places.” The four items of recommendations were: “Recommend the festival to fellow students or coworkers”; “Recommend the festival to my family”; “Recommend the festival to my friends”; and “Recommend the festival to people who are interested in the festival’s performances.” In addition, the four items of providing constructive suggestions contained: “Fill out a satisfaction survey”; “Provide personal idea to the festival organizer to improve the festival”; “Let the festival organizer know how to serve my needs better”; and “Inform the festival organizer about the service was good or bad, which was performed by a specific staff.”

Once the questionnaire was developed, the questionnaire was sent to a panel of faculty members in a hospitality or tourism program to refine the research measurement. The group of experts evaluated the measurements for content validity and clarity of directions and wording. The survey questions were revised based on the feedback from the participants.

Data Collection

Before data collection, IRB approval was obtained. A pilot test was conducted with 30 individuals acquired from an online survey company. The same inclusion criteria were used to include only those who are actual attendees of the Renaissance Festivals. Data from the pilot test was analyzed for inter-item reliability and clarity of direction. The reliability of the construct items was evaluated using Cronbach's coefficient alpha with the suggested cut-off level of .70 (Nunnally, 1978).

Data collection was conducted using an online survey tool (Qualtrics). The questionnaire and a cover letter were distributed to panel members of the online survey company. The cover letter described the purpose of the survey, contact information for the IRB, and statements

assuring anonymity. Respondents were informed that participation in the survey is completely voluntary.

Upon agreement, screening questions were presented to eliminate unqualified participants. The qualified participants were individuals who are 18 years old or older, reside in the United States, and visited a Renaissance festival in the past 12 months. Once participants pass the screening questions, survey instructions and general questions for attending the Renaissance festival were provided. Then the main part of the survey was presented on their experience attending the Renaissance festival and their demographic information (i.e., gender, age, marital status, race/ethnicity, education level, and companion). Instructional manipulation checks and tracking response time were also used to ensure that only valid responses were compiled for the online survey.

Data Analysis

Prior to analysis, data screening was employed to examine the normality of variables, missing values, and outliers. Descriptive analysis using the Statistical Package for the Social Sciences (SPSS, Version 21.0) was conducted to summarize the basic features of the data collected (Trochim & Donnelly, 2008). In the main study, structural equation modeling (SEM) using the Analysis of Moment Structures (AMOS, Version 21.0) was conducted. To test the proposed model, a two-step SEM approach was employed to identify the satisfactory level of validity and reliability by a confirmatory factor analysis (CFA) before estimating specific relationships in a structural equation analysis (Anderson & Gerbing, 1988; Fornell & Larcker, 1981).

The CFA examined convergent validity, discriminant validity, and a measurement model fit. To assess the convergent validity of the constructs, the significance of standardizing the

factor-loading of each indicator to their constructs, the average variance extracted (AVE) and the composite reliability (CR) were examined (Hair, Black, Babin, & Anderson, 2010). Each indicator which has standardized factor loadings greater than .70 was used (Nunnally, 1978). The composite reliabilities of constructs were accepted when it exceeds the conventional cut-off value of .70 (Bagozzi & Yi, 1988). The recommended level of AVE was above .5 threshold (Fornell & Larcker, 1981). Discriminant validity was assured by comparing the AVE values for any two constructs with the square of the correlation estimate between these two constructs (Bagozzi & Yi, 1988). AVE ought to be greater than the squared correlations between relevant constructs (Fornell & Larcker, 1981). The overall fit of the measurement model was examined with multiple fit indices. The chi-square (χ^2) was used to evaluate the goodness of fit of the model. Other indices included the Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), and Root Mean Squared Error of Approximation (RMSEA; Hair et al., 2010). A good fit to the data is generally indicated when χ^2/df is less than 3, TLI and CFI are close to .90, and RMSEA is lower than .08 (Hair et al., 2010). The study adopted these guidelines to evaluate the fit of data with measurement model.

The structural equation analysis with a maximum likelihood approach tested the significance of the proposed hypotheses in the structural model in the study. Multiple fit indices, including χ^2 , TLI, CFI, and RMSEA, were used to assess the fit of the structural model (Hair et al., 2010). Statistical significance was set at $p < 0.05$ for all inferential statistics and factor analyses.

References

- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103, 411-423.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16, 74-94.
- Cheng, J. C., Luo, S. J., Yen, C. H., & Yang, Y. F. (2016). Brand attachment and customer citizenship behaviors. *The Service Industries Journal*, 36, 263-277.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50.
- Fullerton, G. (2003). When does commitment lead to loyalty? *Journal of Service Research*, 5, 333-344.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31, 7-27.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective*. Upper Saddle River, NJ: Pearson Education, Inc.
- Kao, Y. F., Huang, L. S., & Wu, C. H. (2008). Effects of theatrical elements on experiential quality and loyalty intentions for theme parks. *Asia Pacific Journal of Tourism Research*, 13, 163-174.
- Kline, R. B. (2005). *Principles and practice of structural equation modeling*. New York, NY: The Guilford Press.
- Kolar, T., & Zabkar, V. (2010). A consumer-based model of authenticity: An oxymoron or the foundation of cultural heritage marketing? *Tourism Management*, 31, 652-664.
- Nunnally, J. (1978). *Psychometric theory*, 2nd ed., New York, NY: McGraw-Hill.
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17, 460-469.
- Trochim, W. M., & Donnelly, J. P. (2008). *The research methods knowledge base*. Mason, OH: Cengage Learning.
- Xie, P. F., Wu, T. C., & Hsieh, H. W. (2012). Tourists' perception of authenticity in indigenous souvenirs in Taiwan. *Journal of Travel & Tourism Marketing*, 29, 485-500.
- Yi, Y., Gong, T., & Lee, H. (2013). The impact of other customers on customer citizenship behavior. *Psychology & Marketing*, 30, 341-356.

Yi, Y., Natarajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64, 87-95.

Chapter 4 - Reflecting Festival Experience: The Contributing Role of Authenticity in Satisfaction

Abstract

Authenticity is vital to our understanding of tourists' experiences and motivations to visit a travel destination. The literature revealed that perceived authenticity is a critical determinant of tourist's attitudes in cultural travel settings. However, adapting the concept to festival experience has not been attempted. Further, very few studies have investigated the role of constructive authenticity in influencing festival attendees' attitude toward their experience. The purpose of this study is to explore the nature of perceived authenticity and evaluate the effects on festival attendees' attitudinal response. Responses from 411 Renaissance Festival attendees in the United States were analyzed using exploratory factor analysis (EFA) with a principal axis factoring method with direct quartimin rotation. Further, structural equation modeling empirically tested the proposed relationships. The results of EFA identified three underlying dimensions of constructive authenticity: performance, human, and physical environment. Results showed that human and physical environment factors are directly associated with existential authenticity, but performance factor is not related to existential authenticity. Further, existential authenticity has a positive influence on festival satisfaction. Discussion and implications are followed.

Keywords: constructive authenticity, performance factor, human factor, physical environment factor, existential authenticity, festival satisfaction,

Introduction

Cultural tourists seek authentic experiences to fulfill their need for pursuing novelty (Buchmann, Moore, & Fisher, 2010; Formica & Uysal, 1995; Lee, Lee, & Wicks, 2004; Steiner & Reisinger 2006). As such, authenticity is a critical factor that enhances cultural tourists' experiences (Pine & Gilmore, 2008; Robinson & Clifford, 2012). Further, the concept is vital to our understanding of tourists' experiences and motivations to visit a travel destination (Cohen, 1988; MacCannell, 1973). Authenticity refers to an individual's perception of the genuineness of products or his/her experiences (Brida, Disegna, & Osti, 2013; Brown & Patterson, 2000). Individuals view authenticity in various ways, depending on objects which they are evaluating and particular circumstances (Grayson & Martinec, 2004; Leigh, Peters, & Shelton, 2006). Thus, authenticity is an integrated concept based on philosophy that includes three central approaches: an object's characteristics (objective authenticity), subjective interpretation of an object (constructive authenticity), and perception of one's state of being (existential authenticity; Ram, Björk, & Weidenfeld, 2016; Steiner & Reisinger, 2006).

The tourism object is often considered authentic not because it is real, but because it is a symbol of authentic objects or phenomena. Authenticity is better understood as an assessment made by each individual in a particular context (Grayson & Martinec, 2004; Wang, 1999). Because cultural tourists evaluate tourism-related objects according to their own subjective views (Bryce, Curran, O'Gorman, & Taheri, 2015; Xie, Wu, & Hsieh, 2012), the emphasis on authenticity in cultural tourism has shifted from the identification of an object's actual value (e.g., objective authenticity) to a subjective notion of its authenticity (e.g., constructive authenticity; Beverland & Farrelly, 2010; Zhou, Zhang, & Edelman, 2013).

Notably, a large body of cultural tourism literature has examined perceived authenticity to evaluate tourists' experiences at a travel destination (Brida et al., 2013; Ram et al., 2016; Ramkissoon & Uysal, 2011; Shen, 2014; Xie et al., 2012). However, there is a paucity of empirical work that has applied authenticity to evaluate festival experiences, despite the fact that festival attendees are motivated to have authentic experiences at a particular festival (Anderson & Getz, 2008). Moreover, researchers pointed out that studies of a theory-based approach to measuring constructive authenticity are limited (e.g., Bryce et al., 2015; Ramkissoon & Uysal, 2011; Xie et al., 2012), and very few studies have explored the underlying factors of perceived authenticity generated by attending festivals. Given that multidimensional facets are better suited for capturing customers' assessment of their experience (Walls, Okumus, Wang, & Kwun, 2011), an empirical study to examine the multiple concepts of constructive authenticity may be needed.

Limited research has investigated the role of constructive authenticity on influencing festival attendees' attitude toward their experience (Reisinger & Steiner, 2006), although cultural tourism research has identified constructive authenticity as a cue to predicting tourists' attitudinal and behavioral responses (Bryce et al., 2015; Castéran & Roederer, 2013; Kolar & Zabkar, 2010; Shen, 2014). As attitudinal responses, an existential authenticity that describes tourists' subjective feelings, such as pleasure and fun that are triggered by participating in travel activities (Kim & Jamal, 2007; Leigh et al., 2006; Wang, 1999). Existential authenticity has caught researchers' attention because it helps researchers understand cultural tourists' subjective feelings about their experience (Cohen, 1998; Kolar & Zabkar, 2010; Zhou et al., 2013). Thus, exploring the effect of constructive authenticity on existential authenticity may help predict attendees' affective responses (Castéran & Roederer, 2013).

Further, exploring the role of existential authenticity in influencing attendees' evaluations may help festival managers learn ways in which to enhance the attendees' satisfaction. An individual's feeling is a critical aspect to lead his/her judgment of consumption experience (Bryce et al., 2015; Grappi & Montanari, 2011). Similarly, a positive feeling derived from tourism activities tends to promote tourists' favorable evaluation of their decision to revisit the destination (Akhoondnejad, 2016; Faullant, Matzler, & Mooradian, 2011). Thus, an empirical study is needed to investigate the impact of existential authenticity on improving attendees' assessments of their festival experiences (Baker & Draper, 2013; Getz, 2010; Gration, Arcodia, Raciti, & Stokes, 2011).

Therefore, the objectives of this study are to: (1) assess multiple dimensions of constructive authenticity; (2) examine the way in which constructive authenticity enhances existential authenticity; and (3) investigate how existential authenticity influences attendees' festival evaluations. Findings from this study provided an overview of authenticity concepts and contributed to an extended understanding of festival attendees' authentic experiences and their evaluation.

Literature Review

Authenticity

Authenticity involves an individual's perception of the genuineness of products or his/her experiences (Brida et al., 2013; Brown & Patterson, 2000; Leigh et al., 2006). The concept of authenticity has been adopted to demonstrate whether market offerings including a product, service, or consumption experience appear to have a true value; and it helps us understand how a consumer judges the offerings (Grayson & Martinec, 2004; Reisinger & Steiner, 2006).

Authenticity is conceptualized based on its three philosophical bases: objectivism, representing an object's characteristics; constructivism, individual's personal interpretation of an object; and existentialism, the level of perceived state of being (Ram et al., 2016; Steiner & Reisinger, 2006).

Objective Authenticity

Objective authenticity is described as the recognition of an object's original value (Kolar & Zabkar, 2010; Wang, 1999) and represents tourists' awareness of, or belief in, the originality of the toured objects (Boorstin, 1961; MacCannell, 1973). Because the level of an object's reality can be evaluated by an absolute standard with a scientific method (Kim & Jamal, 2007), objective authenticity has been confirmed by certified experts or acknowledged by official verification. For example, visitors recognize that the Code of Hammurabi, which is displayed in the Louvre, is authentic because experts identified it as the original code that was created in approximately 1754 B.C. The feature "real thing" reflects the uniqueness (Reisinger & Steiner, 2006), and tourists seek to touch these unique features directly or be near them physically because of its objective authenticity that attracts tourists (Grayson & Martinec, 2004).

However, modern technology can copy and reconstruct a physical object, and then make it appear authentic (Reisinger & Steiner, 2006). Cohen (1998) contended that the real meaning of an object is no longer static, but exists independently in each person's consciousness. Thus, authenticity is understood not only as a genuineness of an object but also as a subjective notion in which individuals accept a situation based on their own knowledge (Pine & Gilmore, 1998; Wang, 1999). As a result, tourists may have little concern whether the object is real; instead, each person assesses the real value of toured objects based on their own knowledge and judgment of authenticity (Grayson & Martinec, 2004). Thus, understanding authenticity based on

a personal view (i.e., constructive authenticity) has gained researchers' attention (Reisinger & Steiner, 2006).

Constructive Authenticity

The truth may be shaped and reshaped according to a person's opinions and perspectives (Bruner 1994; Reisinger & Steiner, 2006; Salamone, 1997). Each individual uses his/her personal viewpoint to determine the true nature of an object or event, and in such a situation, the reality depends on human interpretation (Pernecky, 2012; Wang, 1999). For example, when travelers visit the Sherlock Holmes House in London, they may perceive it as a real place based on their knowledge of the stories, although Sherlock Holmes is a character created by Arthur Conan Doyle (Grayson & Martinec, 2004). Applied to the travel/tourism setting, constructive authenticity is known as individuals' interpretations of toured objects, such as artifacts, destinations, and events (Reisinger & Steiner, 2006). For instance, travelers who visited filming locations of the Lord of the Rings in New Zealand have considered it as authentic because they merged symbolic meaning of the locations into those of "hyperreal place" that only exist on the big screen (Buchmann et al., 2010). As it is increasingly difficult to identify the boundaries between an original and an imitation, a tourism object is recognized as authentic not because it is real but because tourists deem it symbolic (Zhou et al., 2013).

However, given that the customer's assessment of his/her experience is too complex to be evaluated fully with a simple construct (Walls et al., 2011), using a single construct to measure authenticity in previous studies has been limited to capture the full meaning of constructive authenticity. Further, researchers concurred that evidence of a theory-based approach to measuring constructive authenticity is limited (e.g., Bryce et al., 2015; Ramkissoon & Uysal, 2011; Xie et al., 2012). Therefore, a multidimensional approach that applies a theoretical

structure to constructive authenticity is necessary to understand individuals' beliefs in toured objects (Pernecky, 2012; Wang, 1999).

Multiple Approaches to Constructive Authenticity

The metaphor of theater captures and describes the multiple aspects of service experience (Deighton, 1992; Grove, Fisk, & Dorsch, 1998; Mangold & Babakus, 1991). According to the metaphor of theater, four elements constitute a service experience including the personnel whose presence and actions are required to deliver the service, the customers to whom the service is provided, the physical setting in which the service occurs, and the service performance itself (Grove, Fisk, & Bitner, 1992). Because the metaphor of theater provides a framework for holistic service experiences (Grove & Fisk, 1992), it offers a novel perspective with which consumer service experiences are analyzed (Goodwin, 1996; Grove et al., 1998; Williams & Anderson, 2005).

Service marketing scholars have used the metaphor of theater to comprehend the crucial aspects of service practices (Bitner, Booms, & Tetreault, 1990; Reuland, Choudry, & Fagel, 1985; Shostack, 1985). For example, Williams and Anderson (2005) assigned four theater parts (e.g., performance, setting, actors, and audience) as a cluster to evaluate individuals' service experiences. Nelson (2009) used multiple elements, including entertainment as an attraction, and service personnel as actors, to predict event attendees' evaluations. Similarly, travelers' subjective psychological outcomes result from their perceptions of the physical, social, and product stimuli (MacKay & Crompton, 1988; Robinson & Clifford, 2012). Moreover, in the case of cultural festivals, attendees' perceptions derive from the multiple features within the festival (Agapito, Mendes, & Valle, 2013; Brunner-Sperdin, Peters, & Strobl, 2012; Kao, Huang, & Wu,

2008). Wong, Wu, and Cheng (2015) confirmed that festival attributes are evaluated by outcomes, interactions, physical environments, and program aspects.

However, very few studies have explored the multiple concepts of perceived authenticity generated by those attending festivals, despite the fact that this approach may help researchers understand the nature of constructive authenticity (Chen & Chen, 2010; Wu & Li, 2017). Thus, this study proposed three factors of constructive authenticity (i.e., the performance factor, the human factor, and the physical environment factor) applying the metaphor of theater. Because the metaphor of theater estimates service experience at multiple elements, including service product, interaction, and service environments (Grove et al., 1992), it provides a framework to evaluate constructive authenticity as a multidimensional approach.

The performance factor indicates attendees' perceptions of the staged service at festivals and concerns the "what" of the experience (Berry, Wall, & Carbone, 2006). Performance is a set of activities provided by service organizations, such as planning activities within the festival context (Grove et al., 1992; Kao et al., 2008). In previous research, programs, amenities, and information have been suggested as the performance factor in cultural festivals (Baker & Crompton, 2000). For example, in food festivals, entertainment, amenities, service, and food are considered as the performance factor (Chua, Goh, Huffman, Jai, & Karim, 2016; Jung, Ineson, Kim, & Yap, 2015). Thus, the performance factor pertains to the dominant benefits acquired by attending and participating in programs provided at the festival (Cole & Chancellor, 2009).

The human factor refers to how the service is delivered via interactions between customers and service personnel including performers (Brady & Cronin, 2001). Performers are often perceived as the service itself (Grove & Fisk, 1992), and service providers' appearances and actions are considered central to attendees' service experiences (Berry et al., 2006). For

example, in theme parks, mascots and service personnel use certain body language, speak in special tones, exhibit particular attitudes, and wear clothing related to themes to stimulate attendees' immersion (Kao et al., 2008). Because every actor who plays a part in a festival influences the attendees' perception of the festival service (Grove et al., 1992), interactions between customers and service providers may indicate the customers' sense of genuineness. Based on this, we assumed that festival attendees may formulate a sense of authenticity by interacting with service employees, including festival actors and volunteers.

Last, the physical environment, a physical space in which service is delivered and consumed, is a crucial factor that influences people's internal and external responses (Zeithaml, Bitner, & Gremler, 2013) and plays a major role in the overall assessment of the service encounter (Bitner, 1990; 1992). Waitt (2000) and Kolar and Zabkar (2010) asserted that various physical elements of the setting and buildings, such as steps, streets, and terraces, are crucial for the perception of authenticity. Thus, the physical surroundings were treated as a vital factor in evaluating festival attendees' perceptions (Lee, Lee, Lee, & Babin, 2008).

Existential Authenticity

Existential authenticity is an affect-based concept that involves an internal and subjective response to engaging in tourism activities (Kim & Jamal, 2007; Leigh et al., 2006; Zhou et al., 2013). This notion comes from arguments that constructive authenticity may not reflect the travelers' experiences because it focuses primarily on their perceptions in the presence of toured objects (Wang, 1999). In other words, constructive authenticity is a personal way to make sense of external stimuli (Robinson & Clifford, 2012; Schiffman & Kanuk, 2007). However, evaluating the real value of a physical travel attraction is often irrelevant in the tourism experience because the toured objects can be copied and rebuilt with advanced technology

(Bryce et al., 2015). Instead, tourism experience may hinge on the individual's quest for subjective feeling, such as pleasure or fun, derived from being involved in particular activities (Wang, 1999).

Existential authenticity involves personal or subjective feelings activated by tourism activities (Leigh et al., 2006). For instance, when travelers engage in activities such as camping, walking, or participating in an event, they may not be concerned about the authenticity of the toured objects, but rather search for their connectedness with these activities (Steiner & Reisinger, 2006). Thus, an individual may perceive authenticity when s/he feels free from the restrictions of daily life via engaging in non-ordinary behaviors (e.g., tourism activity), as opposed to finding the toured objects to be authentic (Reisinger & Steiner, 2006). Because seeking authentic experiences is one of the cultural travelers' essential goals, existential authenticity has become critical to understand what cultural tourists think and feel about their travel experiences (Kolar & Zabkar, 2010; Leigh et al., 2006; Ram et al., 2016).

The Relationship between Constructive Authenticity and Existential Authenticity

Tourists' perceptions of objects may relate to existential authenticity. A hyperreal space designed and generated by artifacts without origin or reality (e.g., Disneyland or a medieval festival) provides visitors with constant sensory stimulation. Visitors who are surrounded by such external stimuli may forget their own identity temporally, which allows them to feel free from the constraints of daily life and be connected in the hyperreal world (Kim & Jamal, 2007; Wang, 1999). Such subjective feelings may be originated or promoted by attendees' perceptions of events, images, or artifacts.

Existing studies support positive links between multiple aspects of constructive authenticity and existential authenticity. For example, tourists' perceptions of objects (e.g., arts,

crafts, artifacts, souvenirs) are likely to inspire feelings of inclusion in the past (Reisinger & Steiner, 2006; Waitt, 2000). Bryce et al. (2015) found that authenticity in the form of a perceived genuine knowledge of crafts was strongly and positively related to existential authenticity at a heritage tourism destination. Social interactions often enhance identification and belongingness, as interactions between service personnel and customers have the ability to generate customers' positive moods (Brunner-Sperdin et al., 2012; Jeong & Jang, 2011; Pullman & Gross, 2004; Walls, 2013). Further, the physical environment can be a strong factor in generating feelings associated with a specific place, time, and culture because visitors' personal perceptions of the architecture (e.g., customers' impressions of the buildings and interior design) are likely to enhance their feeling of connectedness to human history and civilization (Kolar & Zabkar, 2010; Zhou et al., 2013). Therefore, building on relevant empirical findings, the following hypotheses are proposed:

Hypothesis 1a: Constructive authenticity of performance factor is positively associated with existential authenticity.

Hypothesis 1b: Constructive authenticity of the human factor is positively associated with existential authenticity.

Hypothesis 1c: Constructive authenticity of physical environment factor is positively associated with existential authenticity.

Festival Satisfaction

Satisfaction is an assessment of a consumption experience (Garbarino & Johnson, 1999; Oliver, 1981; Westbrook & Oliver, 1991). Consumers make a judgment if features of a product or service enhance pleasure or reduce tension when their needs are fulfilled (Oliver, 2010). Previous research determined customer satisfaction using two dissimilar measurements, such as

the transaction-specific and cumulative aspects (Anderson, 1994; Johnson, Anderson, & Fornell, 1995). The transaction-specific aspect of satisfaction involves a single consumption experience (Oliver, 2010; Yi, 1990), in which the consumer's level of satisfaction is measured according to a single transaction (Anderson & Fornell, 1994; Oliver, 2010).

In contrast, cumulative satisfaction refers to a global evaluation of multiple consumption experiences of a firm's offerings over time (Fornell, 1992; Johnson & Fornell, 1991; Oliver, 2010). Thus, cumulative satisfaction is more likely to influence customer behaviors because it is an assessment based on aggregate transient experiences over time (Anderson & Fornell, 1994; Fornell, 1992; Hellier, Geursen, Carr, & Rickard, 2003; Johnson & Fornell, 1991; Westbrook & Oliver, 1991). This study adopted the cumulative approach to measure festival satisfaction because attendees aggregate their evaluations of each attribute-level performance (e.g., entertainment, food, souvenirs, and employee interactions) built overtime in their overall evaluation of a festival experience (Akhoondnejad, 2016).

Existential Authenticity and Festival Satisfaction

Existential authenticity may predict festival attendees' overall judgments because their individual feelings captured by participating in festival activities enhance their evaluations of stimuli (Leigh et al., 2006; Mano & Oliver, 1993). For example, an individual's affective state is likely to influence customer satisfaction (Yi, 1990). According to Westbrook and Oliver (1991), consumption activities are likely to leave strong affective traces in human memory. When they need to evaluate their relevant consumption experience, those affective traces are used to make a judgment together with pre-purchase expectations (Westbrook & Oliver, 1991). Thus, affective remarks about what someone is feeling are a critical aspect that describes a customer's consumption experience (Grappi & Montanari, 2011). Empirical studies have reported a positive

relationship between product-elicited emotions and product satisfaction (Leigh et al., 2006; Mano & Oliver, 1993; Wu & Liang, 2011).

Furthermore, the findings of previous studies support a connection between existential authenticity and attendees' satisfaction (Cronin, Brady, & Hult, 2000; Grappi & Montanari, 2011). For example, a positive feeling engendered by tourism activities is likely to promote tourists' positive overall evaluations (Faullant et al., 2011). Cultural festival attendees who experience authenticity were more likely to formulate a favorable evaluation of the festival (Kim & Jamal, 2007). Therefore, based on the previous literature discussed above, the following hypothesis is proposed.

Hypothesis 2: Existential authenticity is positively associated with festival satisfaction.

The conceptual model in this study is shown in Figure 4-1.

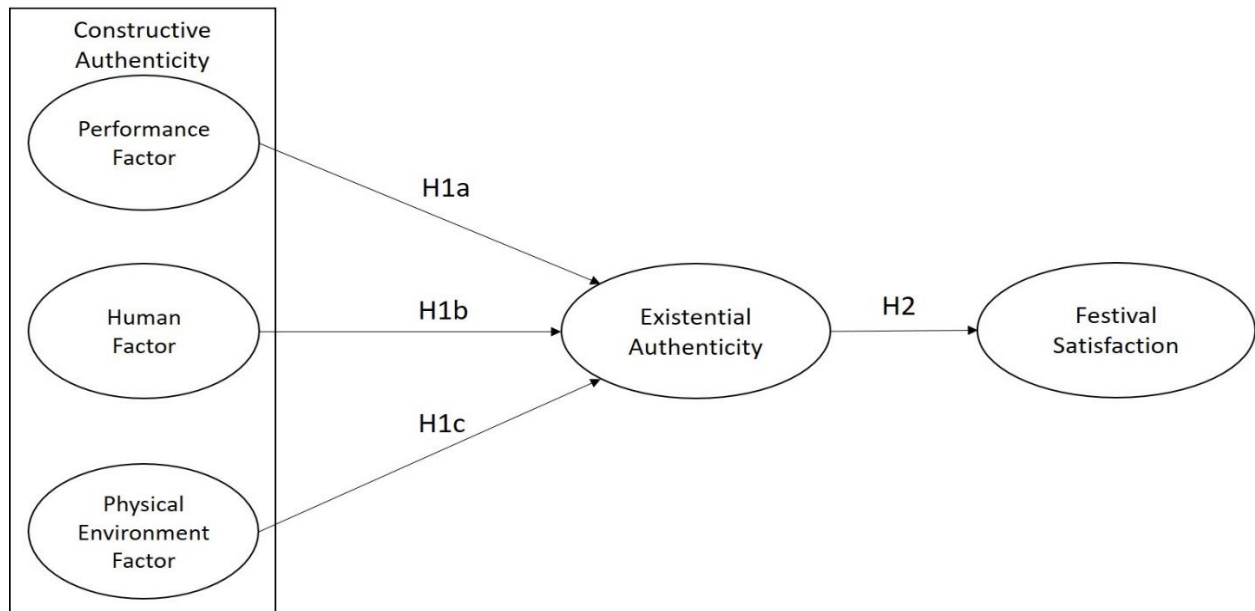


Figure 4.1 Proposed Conceptual Model

Methodology

Study Sample

The study participants were individuals residing in the U.S. who had attended at least one Renaissance Festival within the past 12 months. An online survey company (i.e., Qualtrics) was used to recruit participants. Based on the general requirement for the sample size that the ratio of observed variables to sample size should be between 1:10 and 1:15 for structural equation modeling (SEM) analysis (Kline, 2005), a sample size of 400 usable cases was determined to be adequate to test the suggested research model. Therefore, data collection continued until the desired number of usable responses was reached.

Measurements and Instrument Development

Previously validated multi-item scales from the literature were adopted and modified to fit the festival setting. The constructive authenticity measurement included three dimensions (performance, human, and physical environmental factors) and 16 measures developed by Kao et al. (2008) and Xie et al. (2012). A 7-point Likert scale was used (1 = strongly disagree; 7 = strongly agree) for all the measurement items. The evaluation of performance factor of constructive authenticity was assessed by asking whether staged services, interactions between festival staffs and attendees, and physical space at the Renaissance festival were authentic. Sample items are “Demonstrations and parades represented the medieval period,” “The body language of the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period” and “Signs and symbols in the festival reminded me of the medieval period.”

Six-item existential authenticity assessed the Renaissance festival attendees’ subjective feeling. Questions, modified from the scale developed by Kolar and Zabkar (2010), were also measured using a 7-point Likert scale with 1 being “strongly disagree” and 7 being “strongly

agree.” Sample items include “I enjoyed special arrangements, events, and celebrations during the visit” and “I felt connected with medieval history and civilization.”

The cumulative satisfaction of the festivals was measured using six items developed by Oliver (1980). The measures encompass cognitive and affective aspects of overall satisfaction. Respondents rated their satisfaction on the following question on 7-point Likert scale: “My choice to visit the festival was a wise one” and “I really enjoyed myself at the festival.” Table 4.1 presents constructs and items.

Data Collection

A link to the online questionnaire and a cover letter that described the purpose of the survey, contact information for the Institutional Review Board (IRB) of a university, and statements that assured anonymity was distributed to the potential participants. Participants were provided an informed consent to participate in the project per IRB protocol, and upon agreement, screening questions were used to eliminate unqualified participants. Survey instructions and questions were provided, followed by questions about their demographic information (i.e., gender, age, marital status, race/ethnicity, education level, and companion). Attention check questions and survey completion time were used to ensure that only valid responses were compiled for data analyses.

Table 4.1 Constructs and Items

Constructs	Items
<i>Constructive Authenticity</i>	Food and beverage in the festival represented the medieval period.
	Shows and programs represented the medieval period.
	Merchant items (Arts and Crafts) represented the medieval period.
	Activities (Rides and Games) represented the medieval period.
	Demonstrations and parades represented the medieval period
	The body language of the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.
	Jewelry and accessories carried by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.
	Costumes worn by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.
	The festival staff's (Artisans, Entertainers, and Demonstrators) speaking tone and accents reflected the medieval period.
	The festival staff's (Artisans, Entertainers, and Demonstrators) choice of words reflected the medieval period.
	The music in the festival reminded me of the medieval period.
	The odor in the festival reminded me of the medieval period.
	The layout of the festival site reminded me of the medieval period.
	Furnishings in the festival reminded me of the medieval period.
	The decoration of facilities in the festival reminded me of the medieval period.
	Signs and symbols in the festival reminded me of the medieval period.
<i>Existential Authenticity</i>	I enjoyed special arrangements, events, and celebrations during the visit.
	I felt a temporary escape from everyday life.
	I felt the related history, legends, and historical personalities come alive.
	I enjoyed the unique historical and spiritual event.
	I enjoyed the medieval atmosphere during the visit.
	I felt connected with medieval history and civilization.
<i>Festival Satisfaction</i>	My choice to visit the festival was a wise one.
	The festival was one of the best festivals I have ever visited.
	My experience at the festival was exactly what I needed.
	I was satisfied with my decision to visit the festival.
	The festival made me feel happy.
	I really enjoyed myself at the festival.

Data Analysis

The data was screened prior to analysis, and descriptive analyses were performed with the SPSS, v. 21.0 to summarize the basic features of the data collected (Trochim & Donnelly, 2008). An exploratory factor analysis (EFA) with a principal axis factoring method with direct quartimin rotation was conducted to identify multiple factors of constructive authenticity (Fabrigar, Wegener, MacCallum, & Strahan, 1999). Because EFA provides insight into the interrelationships among a set of variables to determine underlying dimensions (Hair, Black, Babin, & Anderson, 2010), unexplored dimensional factors of constructive authenticity could be specified by conducting with 16 attendees' perception variables of the Renaissance Festival experience.

A confirmatory factor analysis (CFA) was conducted to evaluate how well the pre-specified constructs and variables that loaded on the constructs fit the actual data (Anderson & Gerbing, 1988; Fornell & Larcker, 1981). To test the proposed relationships among constructive authenticity, existential authenticity, and festival satisfaction, structural equation modeling (SEM) using the Analysis of Moment Structures (AMOS, v. 21.0) was employed. A maximum likelihood approach was used to estimate the significance of the proposed hypotheses in the structural model of the study. The CFA examined convergent validity, discriminant validity, and the composite reliability of the constructs. Multiple fit indices, including χ^2 , TLI, CFI, and RMSEA were used to assess the fit of the structural model (Hair et al., 2010). Statistical significance was set at $p < .05$ for all inferential statistics and factor analyses.

Results

Sample Profile

A total of 416 responses was collected from March 19 to April 5, 2017. Data were screened for missing values, univariate and multivariate outliers, and normality before the statistical analyses were conducted. Five responses that contained outliers were removed, and therefore, 411 usable responses were included in the data analyses. The majority of the respondents were between 21 and 40 years old ($n = 224$, 54.5%) and female ($n = 289$, 70.3%). A significant number of respondents ($n = 182$, 44.2%) had visited the Renaissance Festival between two and four times in their lifetime. The respondents visited the festival with immediate family ($n = 193$, 47%) or friends ($n = 169$, 41.1%), and 40.9% ($n = 168$) respondents were college or associate degree holders. Respondents' profiles are presented in Table 4-2.

Table 4.2 The Profiles of the Respondents

Profiles		Number (N = 411)	Percentage (%)
Gender			
	Female	289	70.3
	Male	122	29.7
Age			
	18 - 20	21	5.1
	21 - 30	110	26.8
	31 - 40	114	27.7
	41 - 50	83	20.2
	51 - 60	49	11.9
	> 60	34	8.3
Frequency of visiting			
	1	55	13.4
	2 - 4	182	44.2
	5 - 10	126	30.8
	11 - 20	36	8.8
	21 - 40	10	2.4
	> 40	2	0.4
With whom did you attend			
	My immediate family (parents, siblings, or children)	193	47.0
	My extended family	29	7.1
	Friend	169	41.1
	Colleagues	4	1.0
	Other, please specify:	16	3.9
Education			
	Did not complete the high school	4	1.0
	High school graduate or GED	73	17.8
	Some college/Associate degree	168	40.9
	Bachelor's degree	118	28.7
	Master's degree	36	8.8
	Doctoral or professional degree	12	2.9

Exploratory Factor Analysis (EFA)

Before conducting EFA, its assumptions were tested by examining the entire correlation matrix with the Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity to determine whether factor analysis is appropriate (Hair et al., 2010). The KMO was very high (i.e., .93), and Bartlett's test of sphericity also was significant ($\chi^2(120) = 3969.97, p < .001$). One item (e.g., "The odor in the festival reminded me of the medieval period") was removed in the EFA because of a low level of communality (i.e., .38) (Fabrigar et al., 1999). The remaining 15 measures were reanalyzed, and three factors in the factor matrix with eigenvalues greater than one were extracted.

As shown in Table 4.3, three underlying dimensions were identified from the 15 festival attendees' perception measures. The three factors together explained 60.44% of the total variance of constructive authenticity. The human factor consists of five items of attendees' perception of festival staffs such as 'speaking tone and accents,' 'choice of words,' 'costumes worn,' 'jewelry and accessories carried,' and 'body language.' The performance factor includes five items including 'shows and programs,' 'merchant items,' 'demonstrations and parades,' 'activities' and 'food and beverage.' Lastly, the physical environment factor includes five items, 'layout,' 'furnishings,' 'decoration of facilities,' 'signs and symbols' and 'music.' Cronbach's alpha was used to examine the internal consistency of measurements. Each of the three factors was found to be reliable with an acceptable level of reliability coefficients ($\alpha > .87$) (Nunnally & Bernstein, 1994). Table 4.3 provides a summary of factor loadings, variances explained, Cronbach's alphas, and means.

Table 4.3 Factor Analysis of the Constructive Authenticity

Items	Factor Loadings		
	Human	Performance	Physical Environment
The festival staff's (Artisans, Entertainers, and Demonstrators) speaking tone and accents reflected the medieval period.	.90	-.01	-.05
The festival staff's (Artisans, Entertainers, and Demonstrators) choice of words reflected the medieval period.	.82	.02	.02
Costumes worn by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	.59	.13	.07
Jewelry and accessories carried by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	.58	.06	.23
The body language of the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	.55	.01	.29
Shows and programs represented the medieval period.	.14	.83	-.16
Merchant items (Arts and Crafts) represented the medieval period.	.02	.79	-.01
Demonstrations and parades represented the medieval period.	.01	.76	.00
Activities (Rides and Games) represented the medieval period.	-.13	.67	.15
Food and beverage in the festival represented the medieval period.	.02	.61	.10
The layout of the festival site reminded me of the medieval period.	-.09	.02	.80
Furnishings in the festival reminded me of the medieval period.	.05	.02	.77
The decoration of facilities in the festival reminded me of the medieval period.	.16	.04	.65
Signs and symbols in the festival reminded me of the medieval period.	.15	.06	.63
The music in the festival reminded me of the medieval period.	.13	.07	.53
Average Mean	6.12	5.90	5.90
Variance explained (%)	49.07	6.95	4.42
Cronbach's Alpha	.90	.87	.87

Note: All items were measured on a seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree; KMO: 0.93; Bartlett's test of sphericity: $\chi^2(120) = 3969.97$, $p < 0.001$.

Confirmatory Factor Analysis and Measurement Model Test

A two-step approach suggested by Anderson and Gerbing (1988) was employed to test the model proposed. A confirmatory factor analysis (CFA) was first performed to evaluate the measurement model. The five constructs included 27 measurement items, and four of these items were removed because factor loadings were less than the suggested cutoff of .70 (Nunnally, 1978). All standardized factor loadings of remaining 23 items were significant at $p < 0.001$ on their respective constructs (Nunnally, 1978), and ranged from .71 to .88, and the AVEs exceeded the .5 threshold (Bagozzi & Yi, 1988; Fornell & Larcker, 1981), together with ensuring convergent validity. Table 4-4 provides detailed information about the CFA.

Table 4.4 Constructs, Items, and Factor Loadings by Confirmatory Factor Analysis

Constructs and items	Standardized factor loadings ^a	CR ^b
<i>Constructive Authenticity</i>		
<i>Human Factor</i>		.89
The body language of the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	.80	
Jewelry and accessories carried by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	.81	
Costumes worn by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	.75	
The festival staff's (Artisans, Entertainers, and Demonstrators) speaking tone and accents reflected the medieval period.	.78	
The festival staff's (Artisans, Entertainers, and Demonstrators) choice of words reflected the medieval period.	.79	
<i>Performance Factor</i>		.87
Food and beverage in the festival represented the medieval period.	.73	
Shows and programs represented the medieval period.	.82	
Merchant items (Arts and Crafts) represented the medieval period.	.77	
Activities (Rides and Games) represented the medieval period.	.71	
Demonstrations and parades represented the medieval period	.78	

Constructs and items	Standardized factor loadings ^a	CR ^b
<i>Physical Environment Factor</i>		.86
The layout of the festival site reminded me of the medieval period.	.71	
Furnishings in the festival reminded me of the medieval period.	.82	
The decoration of facilities in the festival reminded me of the medieval period.	.81	
Signs and symbols in the festival reminded me of the medieval period.	.79	
<i>Existential Authenticity</i>		.87
I felt the related history, legends, and historical personalities come alive.	.79	
I enjoyed the unique historical and spiritual event.	.76	
I enjoyed the medieval atmosphere during the visit.	.78	
I felt connected with medieval history and civilization.	.84	
<i>Festival Satisfaction</i>		.92
My choice to visit the festival was a wise one.	.80	
My experience at the festival was exactly what I needed.	.80	
I was satisfied with my decision to visit the festival.	.88	
The festival made me feel happy.	.87	
I really enjoyed myself at the festival.	.86	

Note: ^a All factor loadings are significant at $p < .001$. ^b Composite reliability

Table 4-5 provides the correlations, squared-correlations, means, and standard deviations for the variables measured in the study. The composite reliability of all constructs exceeded the conventional threshold of .70. Further, for each construct, the AVEs exceeded the .5 threshold (Bagozzi & Yi, 1988; Fornell & Larcker, 1981) and were greater than the squared correlations between each pair of respective latent constructs demonstrating discriminant validity (Fornell & Larcker, 1981).

The model fits of the final measurement model were acceptable with a normed fit index (NFI) of .93, comparative fit index (CFI) of .96, and root mean square error of approximation (RMSEA) of .06 (Hair et al., 2010). The χ^2 value was significant (509.99, $df = 211$, $p < .001$)

indicating an unacceptable goodness-of-fit index. However, the value may lead to rejection of the model when the sample size is large (Kline, 2005).

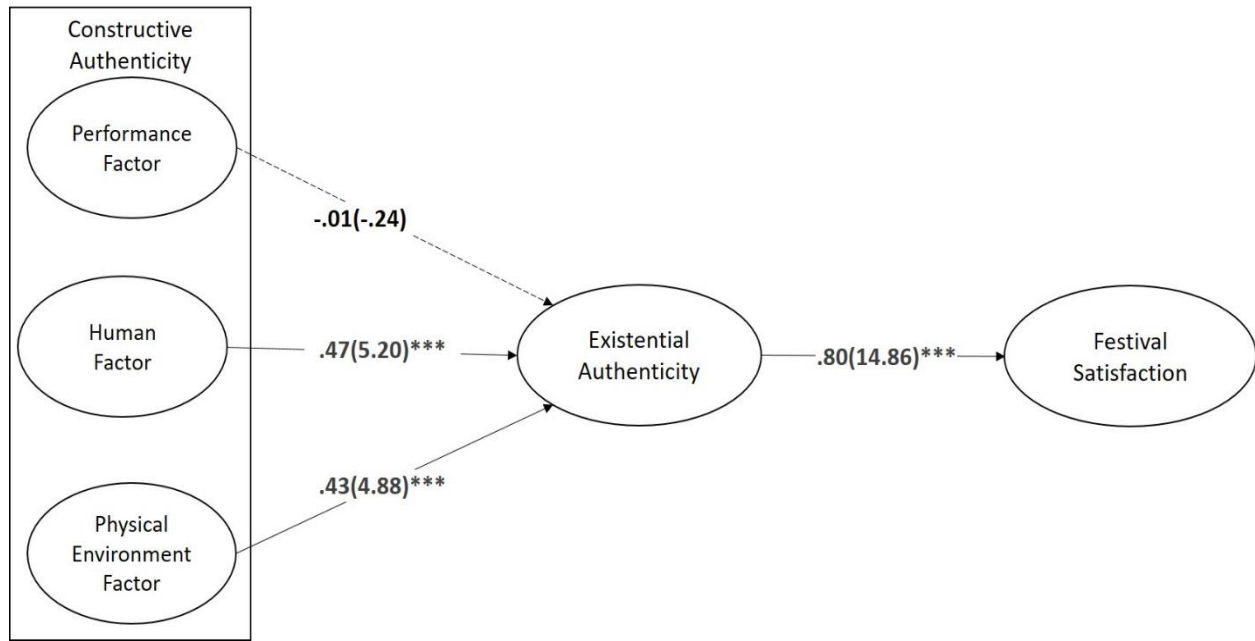
Table 4.5 Construct Inter-Correlations, Squared-Correlations, Means, and Standard Deviations

	Mean	<i>SD</i>	AVE	HCA	PCA	PECA	EA	FS
1. HCA	6.12	.86	.62	1.00	.60	.71	.70	.60
2. PCA	5.90	.95	.58	.36	1.00	.60	.53	.41
3. PECA	5.82	.91	.61	.50	.37	1.00	.69	.58
4. EA	6.01	.90	.63	.48	.29	.48	1.00	.72
5. FS	6.29	.79	.71	.36	.17	.33	.51	1.00

Note: Squared correlations are below the diagonal; Correlations are above the diagonal. HCA = Human factor of constructive authenticity; PCA = Performance factor of constructive authenticity; PECA = Physical environment factor of constructive authenticity; EA = Existential authenticity; FS = Festival satisfaction.

Structural Model and Hypotheses Testing

Maximum likelihood estimation was employed to assess the parameters of the proposed structural relations. The fit indices of the structural model were as follows: $\chi^2(214) = 513.76$, $p < .001$; NFI = .93; CFI = .96; RMSEA = .06; GFI = .90. Figure 4-2 and Table 4-6 present the results of the proposed relationships with the standardized coefficients and their t -values. The results indicated that the human and physical environment factors are positively related to existential authenticity ($\beta = .47$, $t = 5.20$, $p < .001$; $\beta = .43$, $t = 4.88$, $p < .001$, respectively), and thereby supported *H1b* and *H1c*. The two predictors together explained 72.3% of the variation in existential authenticity. However, the relationship between the performance factor and existential authenticity was not significant ($\beta = -.01$, $t = -.24$), and thus, *H1a* was not supported. Existential authenticity had a significant effect on festival satisfaction ($\beta = .80$, $t = 14.86$, $p < .001$), thus, *H2* was supported. Existential authenticity was accounted for 63.7% of variance in festival satisfaction.



Note: $***p < .001$. $\chi^2 = 513.76$, $df = 214$, $p < .001$; NFI = .93; CFI = .96; RMSEA = .06. Numbers in parentheses are t -values; Numbers outside of parentheses are standardized path coefficients.

Figure 4.2 The Results of Structural Relationships

Table 4.6 Standardized Structural Estimates (Hypotheses testing)

		Estimate	t -value	p -value	Hypothesis
H1a	PCA → EA	-.01	-.24	.81	Not supported
H1b	HCA → EA	.47	5.20	<.001	Supported
H1c	PECA → EA	.43	4.88	<.001	Supported
H2	EA → FS	.80	14.86	<.001	Supported

Note: PCA = Performance factor of constructive authenticity; HCA = Human factor of constructive authenticity; PECA = Physical environment factor of constructive authenticity; EA = Existential authenticity; FS = Festival satisfaction.

Discussion

This study aimed to extend our understanding of festival attendees' experiences by adopting the concept of two types of authenticity and to demonstrate their positive effects on attendees' satisfaction with their festival experiences. Building on the literature review and

theoretical framework (e.g., the metaphor of theater), this study was posited that constructive authenticity in the festival context can be assessed by multiple dimensions. Further, the relationships among constructive authenticity, existential authenticity, and attendees' festival satisfaction were examined. Positive relationships were found between two of three dimensions of constructive authenticity (i.e., human and physical environment factors) and existential authenticity. The results also revealed that existential authenticity was positively related to festival satisfaction. The following sections specifically discuss the findings more in-depth.

First, although previous studies have evaluated individuals' subjective interpretation of objects (i.e., constructive authenticity) as a single construct (Akhoondnejad, 2016; Bryce et al., 2015; Zhou et al., 2013), results of this study identified the three dimensions of constructive authenticity in the festival context (i.e., human, performance, and physical environment factors). The findings were consistent with the assertion that making a judgment about the nature of customers' experiences requires multiple dimensions (Dabholkar, Thorpe, & Rentz, 1996; Walls et al., 2011). Considering service staffs' appearances and actions are important service outcomes (Berry et al., 2006; Kao et al., 2008), the human factor is critical in attendees' assessment of their festival experiences. Specifically, festival staff's verbal and visual appeals are likely to be effective in making attendees believe that the Renaissance Festival reflects the medieval period well.

Further, the findings indicated that the physical environment factor was another important component of the Renaissance Festival that reminded attendees of the medieval period. The significant attributes of the festival were layout, furnishings, decoration, and signs. These results are consistent with the findings that authentic atmosphere is identified with reference to various physical elements, such as layout and ambiance (Ali, Kim, & Ryu, 2016; Kolar & Zabkar, 2010).

The results of this study illustrated that the components of performance factor include shows, merchant items, demonstrations, activities, and food and beverage.

Second, the results indicated that constructive authenticity played a significant role in predicting existential authenticity. These findings are consistent with previous studies that identified a positive link between constructive authenticity and existential authenticity across contexts (Bryce et al., 2015; Zhou et al., 2013). In this study, it was found that Renaissance Festival attendees are likely to be influenced by human and environment factors when they formulate their subjective affective responses to participating in festival activities, existential authenticity. These findings are also consistent with those of Waitt (2000) and Kolar and Zabkar (2010) that asserted the crucial influence of physical elements in developing the perception of authenticity.

However, findings of this study showed that performance factor is not significantly related to existential authenticity. The result may imply that the performance factor did not function effectively as a cue, which is developing attendee's feelings of connectedness toward the medieval period. One plausible reason for this result may be that the performance factor is a kind of experience in which attendees participate passively. Much like watching TV, attendees are more likely to be outside the event than immersed in the action when they observe a show or demonstration in the festival (Oh, Fiore, & Jeoung, 2007; Pine & Gilmore, 1998). Given that tourists' feelings of inclusion in the past tend to be inspired depending on the level of perceptions of tourism objects (Reisinger & Steiner, 2006; Waitt, 2000), existential authenticity may not be developed enough by involving such a low level of participation.

Finally, the findings also demonstrated that existential authenticity enhances attendees' satisfaction in the cultural festival context. It is noteworthy that festival attendees were strongly

satisfied with their visit because of the personal feelings derived from engaging in the festival activities. Thus, the more festival attendees experienced subjective feelings, the more likely they were to be satisfied. This result offers further empirical support that attendees' satisfaction of visiting the festival can be enhanced when they felt more feelings evoked by their experience (Akhoondnejad, 2016; Wu & Liang, 2011).

Theoretical Implications

The findings of this study make theoretical contributions, as follows. First, they contribute to extending existing knowledge about the constructive authenticity. The results suggested a multiple structure of constructive authenticity based on a theory-based structure (i.e., the metaphor of theater). Given the contention that human perception is too complex to understand as a single variable (Brady & Cronin, 2001; Dabholkar et al., 1996; Matheson, Rimmer, & Tinsley, 2014; Pernecky, 2012), the findings imply that constructive authenticity comprised of the three factors may capture a wider range of festival attendees' perceptions. Thus, this study provides an additional perspective for understanding and conducting future studies of constructive authenticity.

Second, the findings increase our insight into the way in which constructive authenticity predicts existential authenticity. The findings revealed that environment and human factors are strong predictors of the subjective feeling that tourists derive from their festival experiences. Although previous studies have proposed a positive link between constructive and existential authenticity (Bryce et al., 2015; Kolar & Zabkar, 2010; Zhou et al., 2013), the findings of this study provide a more specific understanding of which aspects of constructive authenticity influence the formation of existential authenticity. For example, both interactions between

festival attendees and staffs and the atmosphere of the physical place help develop attendees' subjective feeling of connection with the medieval period.

Finally, this study presents empirical evidence that existential authenticity is a theoretically meaningful indicator that promotes positive assessments of a festival. Given that little research has considered existential authenticity a critical factor in predicting attendees' satisfaction, this study contributes to the literature by providing strong evidence that existential authenticity may be a determinant of satisfaction with visiting the Renaissance Festival.

Practical Implications

Festival organizers need to understand the way in which attendees' perceptions of authenticity contribute to their satisfaction. First, the findings suggest that organizers need to pay particular attention to the two factors of constructive authenticity (i.e., human and physical environment) to enhance attendee's perceptions of festival experiences. Thus, festival organizers might consider providing these aspects of attractions in the festivals. One possible strategy is to launch an advertisement or public relations campaign for the interactions with artisans, entertainers, and demonstrators who reflect medieval times and environmental features, which remind attendees of the medieval period.

Second, the findings suggest specific attributes that should be emphasized to improve attendees' personal interpretations of a festival. For example, festival staffs' appearances and verbal interactions (e.g., costumes, accessories, speaking tone) must be concerned to increase attendees' perceptions of origin in experiencing the festival. Therefore, it would be useful for organizers to provide a workshop to help festival staff learn skills in facial expressions, the tone of voice, or postures relevant to medieval times. In addition, the findings imply that, to improve

attendees' experience, visual components (e.g., layout, furnishings, decoration, and signs) should be considered when organizers arrange the physical environment of the Renaissance Festival.

Limitations and Suggestions for Future Research

This study has some limitations that offer opportunities for future research. First, although the study proposed a three-dimensional constructive authenticity to understand festival attendees' experiences better, there may be unknown dimensions of constructive authenticity. Thus, future studies are recommended to identify additional dimensions of constructive authenticity. Second, the survey data were collected from attendees who visited the Renaissance Festival in the U.S. Considering context-specific study findings, results of this study may not be generalizable to other festival settings, and future studies may replicate the research in different types of festivals. Third, this study did not support the link between the performance factor of constructive authenticity and existential authenticity. However, it was noted that the performance component is crucial in predicting festival attendees' affective responses (Lee et al., 2008; Lee, Lee, & Choi, 2011). Hence, an additional study should be conducted to assess the impact of the performance factor on existential authenticity.

Finally, the findings of the current study confirmed the role of existential authenticity in predicting attendees' satisfaction with the Renaissance Festival. Because there is strong evidence that supports the notion that favorable emotional responses and satisfaction are vital in eliciting positive behavioral intentions in the festival context (Jung et al., 2015; Lee, 2016; Organ, Koenig-Lewis, Palmer, & Probert, 2015), it may be necessary to assess the effect of existential authenticity and satisfaction on attendees' behavioral intentions. Further, seeking mediators in the relationships between existential authenticity and behavioral intentions may be beneficial to

understand how and why existential authenticity influences on behavioral intentions (Baron & Kenny, 1986).

Reference

- Agapito, D., Mendes, J., & Valle, P. (2013). Exploring the conceptualization of the sensory dimension of tourist experiences. *Journal of Destination Marketing & Management*, 2, 62-73.
- Akhoondnejad, A. (2016). Tourist loyalty to a local cultural event: The case of Turkmen handicrafts festival. *Tourism Management*, 52, 468-477.
- Ali, F., Kim, W. G., & Ryu, K. (2016). The effect of physical environment on passenger delight and satisfaction: Moderating effect of national identity. *Tourism Management*, 57, 213-224.
- Anderson, E. W. (1994). Cross-category variation in customer satisfaction and retention. *Marketing Letters*, 5, 19-30.
- Anderson, E. W., & Fornell, C. (1994). A customer satisfaction research prospectus. In R. T. Rust, & R. L. Oliver (Eds.). *Service quality: New dimensions in theory and practice* (pp. 241-268). Thousand Oaks, CA: SAGE Publications, Inc.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103, 411-423.
- Andersson, T. D., & Getz, D. (2008). Stakeholder management strategies of festivals. *Journal of Convention & Event Tourism*, 9, 199-220.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16, 74-94.
- Baker, D. A., & Crompton, J. L. (2000). Quality, satisfaction and behavioral intentions. *Annals of Tourism Research*, 27, 785-804.
- Baker, K. L., & Draper, J. (2013). Importance–performance analysis of the attributes of a cultural festival. *Journal of Convention & Event Tourism*, 14, 104-123.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *The Academy of Management Perspectives*, 20, 43-57.
- Beverland, M. B., & Farrelly, F. J. (2010). The quest for authenticity in consumption: Consumers' purposive choice of authentic cues to shape experienced outcomes. *Journal of Consumer Research*, 36, 838-856.

- Bitner, M. J. (1990). Evaluating service encounters: the effects of physical surroundings and employee responses. *Journal of Marketing*, 54, 69-82.
- Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing*, 56, 57-71.
- Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54, 71-84.
- Brady, M. K., & Cronin Jr, J. J. (2001). Some new thoughts on conceptualizing perceived service quality: A hierarchical approach. *Journal of Marketing*, 65, 34-49.
- Brida, J. G., Disegna, M., & Osti, L. (2013). The effect of authenticity on visitors' expenditure at cultural events. *Current Issues in Tourism*, 16, 266-285.
- Brown, S., & Patterson, A. (2000). Trade softly because you trade on my dreams: A paradisaal prolegomenon. *Marketing Intelligence & Planning*, 18, 316-320.
- Bruner, E. M. (1994). Abraham Lincoln as authentic reproduction: A critique of postmodernism. *American Anthropologist*, 96, 397-415.
- Brunner-Sperdin, A., Peters, M., & Strobl, A. (2012). It is all about the emotional state: Managing tourists' experiences. *International Journal of Hospitality Management*, 31, 23-30.
- Bryce, D., Curran, R., O'Gorman, K., & Taheri, B. (2015). Visitors' engagement and authenticity: Japanese heritage consumption. *Tourism Management*, 46, 571-581.
- Buchmann, A., Moore, K., & Fisher, D. (2010). Experiencing film tourism: Authenticity & fellowship. *Annals of Tourism Research*, 37, 229-248.
- Castéran, H., & Roederer, C. (2013). Does authenticity really affect behavior? The case of the Strasbourg Christmas Market. *Tourism Management*, 36, 153-163.
- Chen, C. F., & Chen, F. S. (2010). Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists. *Tourism Management*, 31, 29-35.
- Chua, B. L., Goh, B., Huffman, L., Jai, C., & Karim, S. (2016). Cruise passengers' perception of key quality attributes of cruise lines in North America. *Journal of Hospitality Marketing & Management*, 25, 346-371.
- Cohen, E. (1988). Authenticity and commoditization in tourism. *Annals of Tourism Research*, 15, 371-386.
- Cole, S. T., & Chancellor, H. C. (2009). Examining the festival attributes that impact visitor experience, satisfaction and re-visit intention. *Journal of Vacation Marketing*, 15, 323-333.

- Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76, 193-218.
- Dabholkar, P. A., Thorpe, D. I., & Rentz, J. O. (1996). A measure of service quality for retail stores: Scale development and validation. *Journal of the Academy of Marketing Science*, 24, 3-16.
- Deighton, J. (1992). The consumption of performance. *Journal of Consumer Research*, 19, 362-372.
- Fabrigar, L. R., Wegener, D. T., MacCallum, R. C., & Strahan, E. J. (1999). Evaluating the use of exploratory factor analysis in psychological research. *Psychological Methods*, 4, 272-299.
- Faullant, R., Matzler, K., & Mooradian, T. A. (2011). Personality, basic emotions, and satisfaction: Primary emotions in the mountaineering experience. *Tourism Management*, 32, 1423-1430.
- Formica, S., & Uysal, M. (1995). A market segmentation of festival visitors: Umbria Jazz Festival in Italy. *Festival Management and Event Tourism*, 3, 175-182.
- Fornell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, 56, 6-21.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50.
- Garbarino, E., & Johnson, M. S. (1999). The different roles of satisfaction, trust, and commitment in customer relationships. *Journal of Marketing*, 63, 70-87.
- Getz, D. (2010). The nature and scope of festival studies. *International Journal of Event Management Research*, 5(1), 1-47.
- Goodwin, C. (1996). Communalities as a dimension of service relationships. *Journal of Consumer Psychology*, 5, 387-415.
- Grappi, S., & Montanari, F. (2011). The role of social identification and hedonism in affecting tourist re-patronizing behaviours: The case of an Italian festival. *Tourism Management*, 32, 1128-1140.
- Gration, D., Arcodia, C., Raciti, M., & Stokes, R. (2011). The blended festivalscape and its sustainability at nonurban festivals. *Event Management*, 15, 343-359.
- Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of Consumer Research*, 31, 296-312.

- Grove, S. J., & Fisk, R. P. (1992). The service experience as a theater. In J. Sherry, & B. Sternthal (Eds.), *Advances in consumer research* (pp. 455-461). Provo, UT: Association for Consumer Research.
- Grove, S. J., Fisk, R. P., & Bitner, M. J. (1992). Dramatizing the service experience: A managerial approach. *Advances in Services Marketing and Management*, 1, 91-121.
- Grove, S. J., Fisk, R. P., & Dorsch, M. J. (1998). Assessing the theatrical components of the service encounter: A cluster analysis examination. *Service Industries Journal*, 18, 116-134.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective*. Upper Saddle River, NJ: Pearson Education, Inc.
- Hellier, P. K., Geursen, G. M., Carr, R. A., & Rickard, J. A. (2003). Customer repurchase intention: A general structural equation model. *European Journal of Marketing*, 37, 1762-1800.
- Jeong, E., & Jang, S. S. (2011). Restaurant experiences triggering positive electronic word-of-mouth (eWOM) motivations. *International Journal of Hospitality Management*, 30, 356-366.
- Johnson, M. D., & Fornell, C. (1991). A framework for comparing customer satisfaction across individuals and product categories. *Journal of Economic Psychology*, 12, 267-286.
- Johnson, M. D., Anderson, E. W., & Fornell, C. (1995). Rational and adaptive performance expectations in a customer satisfaction framework. *Journal of Consumer Research*, 21, 695-707.
- Jung, T., Ineson, E. M., Kim, M., & Yap, M. H. (2015). Influence of festival attribute qualities on Slow Food tourists' experience, satisfaction level and revisit intention: The case of the Mold Food and Drink festival. *Journal of Vacation Marketing*, 21, 277-288.
- Kao, Y. F., Huang, L. S., & Wu, C. H. (2008). Effects of theatrical elements on experiential quality and loyalty intentions for theme parks. *Asia Pacific Journal of Tourism Research*, 13, 163-174.
- Kim, H., & Jamal, T. (2007). Touristic quest for existential authenticity. *Annals of Tourism Research*, 34, 181-201.
- Kline, R. B. (2005). *Principles and practice of structural equation modeling*. New York, NY: The Guilford Press.
- Kolar, T., & Zabkar, V. (2010). A consumer-based model of authenticity: An oxymoron or the foundation of cultural heritage marketing? *Tourism Management*, 31, 652-664.
- Lee, C. K., Lee, Y. K., & Wicks, B. E. (2004). Segmentation of festival motivation by nationality and satisfaction. *Tourism Management*, 25, 61-70.

- Lee, J. S., Lee, C. K., & Choi, Y. (2011). Examining the role of emotional and functional values in festival evaluation. *Journal of Travel Research*, 50, 685-696.
- Lee, Y. K., Lee, C. K., Lee, S. K., & Babin, B. J. (2008). Festivalscapes and patrons' emotions, satisfaction, and loyalty. *Journal of Business Research*, 61, 56-64.
- Leigh, T. W., Peters, C., & Shelton, J. (2006). The consumer quest for authenticity: The multiplicity of meanings within the MG subculture of consumption. *Journal of the Academy of Marketing Science*, 34, 481-493.
- MacCannell, D. (1973). Staged authenticity: Arrangements of social space in tourist settings. *American Journal of Sociology*, 79, 589-603.
- Mackay, K. J., & Crompton, J. L. (1988). A conceptual model of consumer evaluation of recreation service quality. *Leisure Studies*, 7, 40-49.
- Mangold, W. G., & Babakus, E. (1991). Service quality: The front-stage vs. the back-stage perspective. *Journal of Services Marketing*, 5, 59-70.
- Mano, H., & Oliver, R. L. (1993). Assessing the dimensionality and structure of the consumption experience: Evaluation, feeling, and satisfaction. *Journal of Consumer Research*, 20, 451-466.
- Matheson, C. M., Rimmer, R., & Tinsley, R. (2014). Spiritual attitudes and visitor motivations at the Beltane Fire Festival, Edinburgh. *Tourism Management*, 44, 16-33.
- Nelson, K. B. (2009). Enhancing the attendee's experience through creative design of the event environment: Applying Goffman's dramaturgical perspective. *Journal of Convention & Event Tourism*, 10, 120-133.
- Nunnally, J. (1978). *Psychometric theory*, 2nd ed., New York, NY: McGraw-Hill.
- Nunnally, J., & Bernstein, H. (1994). *Psychometric theory*, 3rd ed. New York, NY: McGraw-Hill.
- Oh, H., Fiore, A. M., & Jeoung, M. (2007). Measuring experience economy concepts: Tourism applications. *Journal of Travel Research*, 46, 119-132.
- Oliver, R. L. (2010). *Satisfaction: A behavioral perspective on the consumer*. Armonk, NY: M.E. Sharpe, Inc.
- Organ, K., Koenig-Lewis, N., Palmer, A., & Probert, J. (2015). Festivals as agents for behaviour change: A study of food festival engagement and subsequent food choices. *Tourism Management*, 48, 84-99.
- Pernecky, T. (2012). Constructionism: Critical pointers for tourism studies. *Annals of Tourism Research*, 39, 1116-1137.

- Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76, 97-105.
- Pullman, M. E., & Gross, M. A. (2004). Ability of experience design elements to elicit emotions and loyalty behaviors. *Decision Sciences*, 35, 551-578.
- Ram, Y., Björk, P., & Weidenfeld, A. (2016). Authenticity and place attachment of major visitor attractions. *Tourism Management*, 52, 110-122.
- Ramkissoon, H., & Uysal, M. S. (2011). The effects of perceived authenticity, information search behaviour, motivation and destination imagery on cultural behavioural intentions of tourists. *Current Issues in Tourism*, 14, 537-562.
- Reisinger, Y., & Steiner, C. J. (2006). Reconceptualizing object authenticity. *Annals of Tourism Research*, 33, 65-86.
- Reuland, R., Choudry, J., & Fagel, A. (1985). Research in the field of hospitality. *International Journal of Hospitality Management*, 4, 141-146.
- Robinson, R. N., & Clifford, C. (2012). Authenticity and festival foodservice experiences. *Annals of Tourism Research*, 39, 571-600.
- Salamone, F. A. (1997). Authenticity in tourism: The San Angel inns. *Annals of Tourism Research*, 24, 305-321.
- Schiffman, L. G., & Kanuk, L. L. (2007). *Consumer behavior*. Upper Saddle River, NJ: Pearson Education, Inc.
- Shen, S. (2014). Intention to revisit traditional folk events: A case study of Qinhuai Lantern Festival, China. *International Journal of Tourism Research*, 16, 513-520.
- Shostack, G. L. (1985). Planning the service encounter. In J.A. Czepiel, M.R. Solomon, & C.F.
- Steiner, C. J., & Reisinger, Y. (2006). Understanding existential authenticity. *Annals of Tourism Research*, 33, 299-318.
- Trochim, W. M., & Donnelly, J. P. (2008). *The research methods knowledge base*. Mason, OH: Cengage Learning.
- Waitt, G. (2000). Consuming heritage: Perceived historical authenticity. *Annals of Tourism Research*, 27, 835-862.
- Walls, A. R. (2013). A cross-sectional examination of hotel consumer experience and relative effects on consumer values. *International Journal of Hospitality Management*, 32, 179-192.
- Walls, A. R., Okumus, F., Wang, Y. R., & Kwun, D. J. W. (2011). An epistemological view of consumer experiences. *International Journal of Hospitality Management*, 30, 10-21.

- Wang, N. (1999). Rethinking authenticity in tourism experience. *Annals of Tourism Research*, 26, 349-370.
- Westbrook, R. A., & Oliver, R. L. (1991). The dimensionality of consumption emotion patterns and consumer satisfaction. *Journal of Consumer Research*, 18, 84-91.
- Williams, J. A., & Anderson, H. H. (2005). Engaging customers in service creation: A theater perspective. *Journal of Services Marketing*, 19, 13-23.
- Wong, J., Wu, H. C., & Cheng, C. C. (2015). An empirical analysis of synthesizing the effects of festival quality, emotion, festival image and festival satisfaction on festival loyalty: A case study of Macau Food Festival. *International Journal of Tourism Research*, 17, 521-536.
- Wu, C. H. J., & Liang, R. D. (2011). The relationship between white-water rafting experience formation and customer reaction: A flow theory perspective. *Tourism Management*, 32, 317-325.
- Wu, H. C., & Li, T. (2017). A study of experiential quality, perceived value, heritage image, experiential satisfaction, and behavioral intentions for heritage tourists. *Journal of Hospitality & Tourism Research*. 41, 904-944.
- Xie, P. F., Wu, T. C., & Hsieh, H. W. (2012). Tourists' perception of authenticity in indigenous souvenirs in Taiwan. *Journal of Travel & Tourism Marketing*, 29, 485-500.
- Yi, Y. (1990). A critical review of consumer satisfaction. In V. A. Zeithaml (Ed.), *Review of marketing* (pp. 68-123). Chicago, IL: American Marketing Association.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2013). *Service marketing: Integrating customer focus across the firm*. New York, NY: McGraw-Hill Education.
- Zhou, Q. B., Zhang, J., & Edelman, J. R. (2013). Rethinking traditional Chinese culture: A consumer-based model regarding the authenticity of Chinese calligraphic landscape. *Tourism Management*, 36, 99-112.

Chapter 5 - The Effects of Existential Authenticity, Festival Satisfaction, and Affective Commitment on Festival Attendees' Customer Citizenship Behavior

Abstract

A long-term success has been a goal for festival organizers. Identifying, both theoretically and empirically, how to stimulate festival attendees' customer citizenship behavior (CCB) could help the organizers achieve their goal by improving festivals' competitiveness. The aim of this study was to examine the relationships among existential authenticity, festival satisfaction, affective commitment, and three dimensions of attendees' CCB: helping others, making recommendations, and providing constructive suggestions to organizers. A total of 408 study samples from the Renaissance Festival attendees in the U.S. were collected via an online survey company. A confirmatory factor analysis and structural equation modeling were employed. Results revealed that existential authenticity was directly related to festival satisfaction. However, the effect of existential authenticity on CCB was not significant. Festival satisfaction was not associated with helping others, but was positively associated with making recommendations. Contrary to the prediction, festival satisfaction was associated negatively with providing constructive suggestions. The effect of festival satisfaction on affective commitment was significant. Affective commitment was directly related to the three dimensions of CCB. Finally, the indirect effects of existential authenticity on making recommendations via festival satisfaction, as well as festival satisfaction on helping others through affective commitment, were significant. Findings of this study provide a clear understanding of the roles of existential

authenticity, festival satisfaction, and affective commitment in promoting attendees' CCB.

Further, the findings provide insights into how to engage attendees as partners.

Keywords: existential authenticity, satisfaction, affective commitment, customer citizenship behavior, festival

Introduction

Festivals, which are described predominantly as cultural events, draw large numbers of visitors (Akhoondnejad, 2016; Grappi & Montanari, 2011; Lee, Lee, & Wicks, 2004) and serve as an eminent attraction that promotes tourist destinations (Chang, Gibson, & Sisson, 2014; Getz, 2008; Getz & Page, 2016; Matheson, Rimmer, & Tinsley, 2014). More than 150,000 people attended the St. Patrick's Day Parade in New York City (CNN, 2016). Festivals provide the stakeholders, such as local governments, communities, and residents, with monetary (e.g., enhancing the local economy) and non-monetary benefits (e.g., providing leisure activities to residents) (Baker & Draper, 2013; Ferdinand & Williams, 2013; Gursoy, Kim, & Uysal, 2004; McKercher, Mei, & Tse, 2006; Yoon, Lee, & Lee, 2010). Rural destinations, in particular, can revitalize their economies, preserve local heritage resources, and promote long-term investment in communities by hosting a festival (Boo & Busser, 2006; Huang, Li, & Cai, 2010; Xie, 2004). Thus, local destinations organize festivals to encourage people to visit the hosting communities (Lee, 2016; Organ, Koenig-Lewis, Palmer, & Probert, 2015).

Considering the significant benefits for the host destinations, making festivals successful and sustainable is critical. In fact, the proliferation of festivals has increased the level of competition among destinations and establishing competitive advantages has been a major concern for festival managers and destination marketers (Grappi & Montanari, 2011). Customer's voluntary behaviors, which are referred to as customer citizenship behavior (CCB), enable festival organizers to improve their competitiveness because CCB can serve to enhance service organization's performance and quality (Bartikowski & Walsh, 2011; Gruen, Summers, & Acito, 2000; Liu & Tsaur, 2014; Yi, Gong, & Lee, 2013). For example, customers' voluntary comments that reflect their satisfaction and service quality have been used to achieve higher

levels of service delivery and innovation (Bettencourt, 1997). Further, customers' interactions with employees or other customers may help improve the perceived performance of the firm (Gupta & Harris 2010; Verleye, Gemmel, & Rangarajan, 2014). Thus, service organizations encourage CCB to enhance customers' perceived quality and performance (Yi et al., 2013; Rosenbaum & Massiah, 2007).

In earlier studies, loyal behaviors (i.e., revisit intentions and positive WOM) have been considered predominantly as outcomes with which to evaluate festival attendees' behaviors (Baker & Crompton, 2000; Cole & Chancellor, 2009; Lee, Xiong, & Hu, 2012; Yoon et al., 2010). However, the predictability of consumers' loyalty in consumers' future behaviors within the leisure and tourism fields has been weak (Choi, Lu, & Cai, 2015; Dick & Basu, 1994; Michels & Bowen, 2005). Moreover, there have been some arguments that loyalty may not guarantee that customers would come again, because the customer can shift their decision easily to a better alternative (McKercher, Denizci-Guillet, & Ng, 2012). Thus, efforts to discuss alternative approaches that the use of CCB rather than loyal behaviors would help us understand attendees' behaviors, contributing to a festival's long-term success (Choi et al., 2015).

However, empirical evidence to establish a theoretical model to examine relations between possible predictors and festival attendees' CCB are rare despite previous studies that have investigated antecedents of CCB (Bettencourt, 1997; Groth, 2005). Further, while many studies have examined different predictors of festival attendees' post attendance behaviors (Akhoondnejad, 2016; Lee et al., 2012; Song, Lee, Kang, & Boo, 2012; Song, You, Reisinger, Lee, & Lee, 2014), there have been limited attempts to examine how CCB can be encouraged in the festival setting.

The literature suggests that businesses should develop ways to provide experiences to their customers in order to sell more products and services (Pine & Gilmore, 1998). Because providers' offering has been changed from delivered service to staged experience, building authentic experience for consumers has been critical for successful businesses (Oh, Fiore, & Jeoung, 2007). Thus, the cultural tourism literature has paid increasing attention to an authentic experience as a significant component for understanding cultural tourists' attitudes and behavioral intentions (Akhoondnejad, 2016; Castéran & Roederer, 2013; Kolar & Zabkar, 2010; Robinson & Clifford, 2012). Given that customers' assessments of the consumption experience and emotional attachment have been identified as predictors of CCB (Ahearne, Bhattacharya, & Gruen, 2005; Bettencourt, 1997; Groth, 2005; Lengnick-Hall, Claycomb, & Inks, 2000), satisfaction and commitment may also help predict how CCB can be encouraged.

Therefore, this study develops and tests a theoretical model incorporating the relationship between antecedents (e.g., existential authenticity, festival satisfaction, and affective commitment) and three dimensions of CCB (e.g., behaviors of helping others, making recommendations, and providing constructive suggestions). Findings from this empirical examination advance our understanding of predictors of attendees' CCB and offer festival organizers ways to engage attendees as partners.

Literature Review

Festivals as Cultural Events

A festival is a temporary, themed event that uses cultural aspects of our lives with respect to the customs, beliefs, art, or way of life of a specific country or group (Akhoondnejad, 2016; Getz, 2008; Getz & Page, 2015). Festivals provide various activities and performances, and

attendees participate and experience local culture and tradition (Hojman & Hiscock, 2010). Because the festival is considered as a travel attraction that does not necessitate a large-scale investment to develop and encourages visitors spending money (Cursoy, Kim, & Uysal, 2004; Getz, 2007), festival organizers have been attentive to economic benefits from festivals (Ritchie, 1984).

Of a wide range of effects that festivals have on host destinations and residents, early studies focused on identifying determinants (e.g., length of stay, geographical location, household size) that influence the amount of spending during their festival visits (Kim, Scott, Thigpen, & Kim, 1998; Long & Perdue, 1990; Thrane, 2002). More recently, scholars have extended their studies to investigate why attendees visit a particular festival and suggested cultural exploration, family togetherness, novelty, escape, event attraction, and socialization as their motivation (Formica & Uysal, 1995; Lee et al., 2004). Attendees' motives were used to identify distinct clusters who have a different perception of the festival and intention to revisit (Chang, 2006; Li, Huang, & Cai, 2009). Moreover, researchers found that attendees' positive perceptions of the environment enhanced their revisit intentions and loyalty (Bruwer, 2014; Gration, Arcodia, Raciti, & Stokes, 2011; Kitterlin & Yoo, 2014; Laing & Frost, 2010; Lee, 2016; Mason & Paggiaro, 2012; Song et al., 2012; Yang, Gu, & Cen, 2011).

Customer Satisfaction

Customer satisfaction is referred to as “the consumer’s fulfillment response” (p. 8, Oliver, 2010). In service marketing, Zeithaml, Bitner, and Gremler (2013) described customer satisfaction as customers’ evaluation of whether their needs and expectations have been met. According to the confirmation/disconfirmation paradigm, which is the dominant approach to understanding the concept of customer satisfaction, customers make a judgment about the

product and service after consumption by comparing the actual performance experienced with the level of desired performance (Oliver, 1980; Rust & Oliver, 1994; Westbrook & Oliver, 1991). Although prior conceptualization of satisfaction has been viewed primarily as having a basis in the cognitive evaluation, it is also believed that the perceived difference between performance and expectation as well as the process of affective evaluation (Anderson, 1994; Yi, 1990). Thus, customer satisfaction is assessed as a holistic concept that comprises cognitive evaluation and emotional responses (Garbarino & Johnson, 1999; Mano & Oliver, 1993; Oliver, 1993; Westbrook & Oliver, 1991).

Customer Citizenship Behavior

CCB is formally defined as “voluntary and discretionary behaviors that are not required for the successful production and/or delivery of the service but that, in the aggregate, help the service organization overall.” (Groth, 2005, p.11). The concept of CCB derives from organizational citizenship behavior (OCB), which is employees’ discretionary role in the workplace (Groth, 2005). OCB, is described as an unplanned action by an employee and is considered an extra role in which no reward is expected from the organization (Konovsky & Pugh, 1994; Podsakoff & MacKenzie, 1997). Similarly, CCB is outside of the customers' required role in service delivery, and it provides service organizations with help and assistance in terms of providing suggestions for service improvement and encouraging other people to use the service (Bove, Pervan, Beatty, & Shiu, 2009; Eisingerich, Auh, & Merlo, 2014).

CCB provides benefits for service organizations because customers share marketing tasks and such behaviors reduce costs associated with the relationship initiation and maintenance (Gruen, 1995). For example, customers are likely to invest their time and effort in recommending a particular service provider to family or friends and assisting other customers voluntarily (Yi &

Gong, 2013). Further, customers provide suggestions and positive comments to employees or service organizations, which results in enhanced service performance (Bove et al., 2009). Thus, from a firm's perspective, CCB is an avenue to sustainable competitive advantage because service providers have an opportunity to improve their service performance and enhance their profits without additional investment (Yi & Gong, 2013; Yi et al., 2013).

Although several studies have viewed the CCB concept as unidimensional (e.g., Bartikowski & Walsh, 2011; Bove et al., 2009), multifaceted dimensions of CCB have been readily accepted as they facilitate a better understanding of specific nature of CCB. The conceptual discussion of CCB in service research studies considers that customers display different voluntary reactions to an organization (Keh & Teo, 2001; Yi & Gong, 2008). For example, Bettencourt (1997) suggested that customers who engage in CCB play three roles: promoters, partial employees, and organizational consultants. Groth (2005) proposed three facets of CCB (i.e., recommendations, helping customers, and providing feedback) with clear distinctions between customers' in-role and extra-role behaviors. In the travel and tourism contexts, Liu and Tsaur (2014) proposed three categories of tourist citizenship behaviors: (1) communicating to bring harmony to the tour; (2) displaying benevolent acts toward fellow tour members, and (3) supporting service providers. Thus, given that considerable research has supported Groth (2005)'s view, this study focused on the three dimensions of CCB as behaviors of helping others, making recommendations, and providing constructive suggestions to organizers.

First, helping others is a customer behavior that assists other customers without a reward or desire to avoid punishment (Yi & Gong, 2013). Customers are likely to extend empathy to other customers when they see other customers experiencing difficult experiences that are similar

to their own and consequently feel a sense of social responsibility (Rosenbaum & Massiah, 2007). In the same way, tourists help fellow tourists communicate with local people and service providers when their tour leaders cannot look after all members (Liu & Taur, 2014). Helping other customers parallels closely the altruism dimension found in OCB (Groth, 2005; Yi & Gong, 2008). In a limited physical space (e.g., a festival), fellow tourists are likely to demonstrate friendliness and altruism because the tourists interact socially with others and achieve a sense of equality by participating in the same event (Kim & Jamal, 2007; Liu & Tsaur, 2014). Therefore, helping others is exhibited based on the sense of empathy although it is not required by customers in the service context (Bove et al., 2009).

Second, making recommendations involves customers' continued support of a particular employee or firm by recommending them to friends and/or family members (Groth, Mertens, & Murphy, 2004; Yi & Gong, 2008). MR often represents a strong indicator of customer engagement because spreading favorable information to others reflects continued support beyond their personal interests (Kumar, Aksoy, Donkers, Venkatesan, Wiesel, & Tillmanns, 2010). Because MR contributes greatly to the development of a firm's positive reputation and the promotion of products/services (Anderson, 1998; Bove et al., 2009; Harrison-Walker, 2001), encouraging it may serve as an effective and efficient marketing strategy. Thus, while customers are not required to make recommendations to complete a service transaction, making recommendations generates a value for the organization (Yi & Gong, 2013).

Lastly, providing constructive suggestions to organizers refers to actively being involved with and offering information to the organizations (Groth, 2005; Yi & Gong, 2008). Such an action includes both solicited and unsolicited information provided to the employees and firm, which assist the organizations to improve their product/service quality or delivery processes

(Groth et al., 2004; Yi & Gong, 2013). Further, customers as an end user of products and services give feedback which may provide a remedy for a firm's problem (Bettencourt, 1997). Thus, customers who act as consultants by providing ideas and suggestions are likely to help the organization build its success (Keh & Teo, 2001; Yi & Gong, 2013).

Existential Authenticity and Festival Satisfaction

The concept of authenticity generally is described as genuineness, reality, or truth (Grayson & Martinec, 2004; Xie & Wall, 2002). The nature of authenticity has been recognized discretely as an object's characteristics (objective), subjective interpretation (constructive), or levels of experience of a state of being built on philosophical traditions of objectivism, constructivism, and existentialism (Kolar & Zabkar, 2010; Ram, Björk, & Weidenfeld, 2016; Steiner & Reisinger, 2006).

Authenticity is a central factor in understanding tourists' motivations and experiences in cultural tourism practices (MacCannell, 1973). The objective authenticity of toured objects constitutes a real attribute of the object that is discernible empirically; thus, objective authenticity can be verified by official acknowledgment by certified experts (Reisinger & Steiner, 2006). In contrast, constructive authenticity concerns a socially constructed interpretation of the genuineness of observable physical objects (Reisinger & Steiner, 2006) because each individual is likely to recreate the sense of the reality of an object based on his/her own knowledge (Jang, Liu, & Namkung, 2011; Schwandt, 1994). However, the sociologist Wang (1999) asserted that authenticity does not involve a particular physical object, and thus, "existential authenticity" comes from the individual feeling of existence and freedom. Because involvement in travel activity is likely to generate those feelings in tourists, existential authenticity is regarded as an emotional response associated with their physical experiences (Kim & Jamal, 2007; Kolar &

Zabkar, 2010; Leigh, Peters, & Shelton, 2006). For example, tourists feel more excited, and therefore have more authentic experience, after they participate actively in a dance performance, such as a rumba, rather than merely being spectators of the performance (Daniel, 1996). Further, Wang (1999) stressed that fantasy is relevant to existential authenticity because it reflects a subjective feeling obtained from involvement in activities and interactions with cartoon characters in the hyperreal world (e.g., Disney World). Therefore, existential authenticity is regarded as highly subjective and dependent on personal feelings.

Attendees' subjective feeling triggered by participating in travel activities results from an experience in a staged festival (Kim & Jamal, 2007; Liang, Choi, & Joppe, 2018). According to affective-processing mechanisms, emotional responses can contribute to the formation of an evaluation of a consumption experience (Westbrook & Oliver, 1991). As such, emotional responses developed by experiential tourism activities often affect the formation of positive evaluations (Organ et al., 2015). Further, Kim and Jamal (2007) asserted that existential authenticity acquired from participating in activities, combined with prior expectations, may provide a clue for in assessing the evaluative judgment.

Previous studies provide evidence to support the connection between existential authenticity and consumer satisfaction (Cronin, Brady, & Hult, 2000; Grappi & Montanari, 2011; Oliver, 1999; Wu & Liang, 2011). Moreover, attendees' satisfaction is affected by feelings which they develop during their festival consumption experience (Grappi & Montanari, 2011). Thus, the following hypothesis is proposed on the basis of the findings of previous studies:

Hypothesis 1: Existential authenticity is positively associated with festival satisfaction.

Existential Authenticity and Attendees' CCB

The proven association between psychological outcomes and voluntary behaviors (e.g., George, 1991; Gruen, 1995) may support a positive relationship between existential authenticity and attendee' CCB. Because a positive mood influence people to look on the bright side of a particular situation, people are likely to offer a benefit to the situation or others involved in the situation and to exhibit voluntary behaviors (George, 1991; Rosenbaum & Massiah, 2007; Williams & Shiaw, 1999). Similarly, Ford (1995) asserted that emotional states foster voluntary behaviors because people who experience positive mood may tend to help others. This suggests that an individual's feelings as affective responses to service experienced may stimulate his/her intention to exhibit discretionary behaviors (Isen & Baron, 1991; Yi & Gong, 2008). Thus, customers may perform helpful behaviors when they perceive existential authenticity.

Empirical research in cultural tourism also has supported the idea that existential authenticity may affect attendees' CCB. For example, existential authenticity was suggested as a significant construct that influences tourists' future behavior positively (Yi, Lin, Jin, & Luo, 2017). Perceived authenticity was a critical factor in predicting attendees' recommendation behavior (Akhoondnejad, 2016; Castéran & Roederer, 2013). Further, existential authenticity was found to play a crucial role in generating positive tourist behaviors (Bryce, Curran, O'Gorman, & Taheri, 2015; Kolar & Zabkar, 2010; Ramkissoon & Uysal, 2011; Zhou, Zhang, & Edelheim, 2013). Therefore, based on a review of prior studies in related areas, the following hypotheses are proposed:

Hypothesis 2a: Existential authenticity is positively associated with festival attendees' behavior of helping others.

Hypothesis 2b: Existential authenticity is positively associated with festival attendees' behavior of making recommendations.

Hypothesis 2c: Existential authenticity is positively associated with festival attendees' behavior of providing constructive suggestions to organizers.

Social Exchange Theory

Consumer marketing studies have adopted the Social Exchange Theory (SET) to understand why CCB occur. SET involves an obligation of repayment that individuals reciprocate something beneficial in return to others (Blau, 1964). According to SET, one party's actions are likely to be contingent on the other's behaviors (Gouldner, 1960), and thus, an individual behaves toward someone in the same way when s/he perceives having received a benefit from the other (Blau, 1964; Emerson, 1976). This theory asserts that when customers feel that they have benefited beyond the expected levels, they are more likely to invest their time and effort in helping an organization (Bhattacharya, Rao, & Glynn, 1995; Colquitt, Baer, Long, & Halvorsen-Ganepola, 2014).

Festival Satisfaction and Attendees' CCB

SET may support the association between festival satisfaction and CCB. Satisfactions tend to stimulate customers to feel obligated to repay the favor because of a social exchange shaped by the norm of reciprocity (Anderson & Narus, 1990; Bagozzi, 1995). For example, satisfied customers may desire to engage in discretionary behaviors to reciprocate their positive experience (Bettencourt, 1997). In the same way, Keh and Teo (2001) stressed that greater satisfaction is likely to stimulate customers to reciprocate favorable outcomes with voluntary behaviors. Thus, building on this logical assumption, a high level of customer satisfaction may prompt the customers to engage in discretionary behaviors (Groth, 2005; Yi & Gong, 2008).

Therefore, the following hypotheses were proposed based on the theory and aforementioned findings:

Hypothesis 3a: Satisfaction is positively associated with festival attendees' behavior of helping others.

Hypothesis 3b: Satisfaction is positively associated with festival attendees' behavior of making recommendations.

Hypothesis 3c: Satisfaction is positively associated with festival attendees' behavior of providing constructive suggestions to organizers.

Festival Satisfaction and Affective Commitment

Commitment is defined as “an enduring desire to maintain a valued relationship” (Moorman, Zaltman, & Deshpandé, 1992, p. 316). Commitment can be described as a customer's wish to maintain a connection with a partner (Morgan & Hunt, 1994), and therefore, service providers often make an effort to maintain such dyadic relationships (Palmatier, Dant, Grewal, & Evans, 2006). It has been suggested that commitment is a critical factor in predicting customers' future behaviors (Dwyer, Schurr, & Oh, 1987; Gundlach, Achrol, & Mentzer, 1995).

Previous studies have proposed a multi-dimensional view of the commitment to establish its meaning and examine its association with outcome factors (Keiningham, Frennea, Aksoy, Buoye, & Mittal, 2015; Liu & Mattila, 2015; Meyer & Allen, 1991). For example, Meyer and Allen (1991) developed a three-component model of commitment that includes calculative (continuance), affective, and normative commitment. Calculative or continuance commitment reflects a rational and economic-based aspect that might result from the perception of the high cost of switching or lack of choices (Liu & Mattila, 2015). In contrast, affective commitment refers to an emotional attachment to a product or organization, which helps customers build

loyalty to a brand, employee, or company (Fullerton, 2003). Finally, normative commitment is based on an individual's belief about his/her obligations to the organization (Meyer & Allen, 1991).

Although calculative and affective commitment have been adopted as two major dimensions for comprehending customers' attitudes about relationships with service providers (Fullerton, 2003; Gustafsson, Johnson, & Roos, 2005), affective commitment has been found to be a better and more reliable factor with which to predict customers' behavioral intentions in service marketing (Keiningham et al., 2015). Because affective commitment taps an emotional bond, it can encourage customers to identify with a service organization (Bansal, Irving, & Taylor, 2004). Such identification may bind the customers to the organization and lead to loyal behaviors (Gruen et al., 2000; Mattila, 2006). Further, empirical studies have identified the role of affective commitment in encouraging customers' behavioral intentions to return (Harrison-Walker, 2001; Liu & Mattila, 2015). Therefore, this study adopted an affective commitment to measuring festival attendees' desire to maintain a relationship with the festival they attended.

Customer satisfaction and commitment may be interrelated because an attitude about a product/service is developed on the basis of cumulative evaluation (Oliver, 1999). The cumulative satisfaction which is developed over time and across multiple encounters with the organization adds new information about customers' consumption experience, and that new information can either strengthen or weaken involvement (Bitner & Hubbert, 1994; Bolton, 1998). Thus, the relationship between a service provider and customer depends on the adjustment process with the customer's subjective evaluation (Crosby, Evans, & Cowles, 1990; Sheth & Parvatiyar, 1995). Given that commitment is a desire to maintain a relationship that is grounded in an assessment (Gustafsson et al., 2005), highly-satisfied customers are more likely to form a stronger emotional

attachment to the organization (Hennig-Thurau, Gwinner, & Gremler, 2002). Therefore, the development of a level of commitment that encompasses an emotional bond may depend on the level of satisfaction.

Previous studies also have provided evidence that supports a positive relationship between festival satisfaction and affective commitment (Bettencourt, 1997; Garbarino & Johnson, 1999; Hennig-Thurau et al., 2002). For example, customers are likely to develop a relationship with a service provider based on emotionality and friendship depending on the level of satisfaction experienced. Similarly, Bettencourt (1997) proposed that a higher evaluation of a service organization is related positively to customers' tendency to maintain a highly committed relationship. Thus, highly satisfied customers tend to maintain affective commitment. Based on the findings described above, the following hypothesis was proposed:

Hypothesis 4: Satisfaction is positively associated with festival attendees' affective commitment.

Attachment Theory for Affective Commitment and CCB

The attachment theory states that an individual is likely to build strong affectional bonds with significant others (Bowlby, 1977). The theory focuses primarily on understanding psychological associations within personal relationships (e.g., between mother and child, between friends, lovers, etc.; Hazan & Shaver, 1994). The application has been extended to investigate customers' emotional attachment to company brands or particular employees (Carroll & Ahuvia, 2006; Vlachos, Theotokis, Pramataris, & Vrechopoulos, 2010). Drawing on the theory, Hyun and Kim (2014) and Liu and Mattila (2015) explained that emotionally bonded customers are likely to be motivated to help a firm because it adds value to their relationship.

Emotional attachment between two parties encourages trust and confidence, and thus facilitates voluntary cooperative behaviors between the parties (Drigotas & Rusbult, 1992; Kochanska, Aksan, & Carlson, 2005). Moreover, emotional attachment to a person is likely to stimulate voluntary behavior because customers who are committed affectively identify themselves with the service organization (Hyun & Kim, 2014; Macintosh, 2002). Building on the theory, previous studies have reported a positive relationship between affective commitment and customer behaviors (Cheng, Wu, Yen, & Chen, 2016; Harrison-Walker, 2001). For example, Harrison-Walker (2001) found that affective commitment is linked positively to recommendation behaviors.

Committed customers exhibited voluntary behaviors such as reporting potential safety problems to employees (Ford, 1995; Yi & Gong, 2008). Further, customers may engage in CCB when they have feelings of attachment, such as familiarity and/or similarity to a service worker (Batson & Shaw, 1991; Bove et al., 2009). Therefore, customers may exhibit helpful behaviors to maintain a valued relationship if they are emotionally attached to a service organization. Following the logic of attachment theory, this study posits that affective commitment play a role in enhancing festival attendees' likelihood to engage in three dimensions of CCB.

Hypothesis 5a: Affective commitment is positively associated with festival attendees' behavior of helping others.

Hypothesis 5b: Affective commitment is positively associated with festival attendees' behavior of making recommendations.

Hypothesis 5c: Affective commitment is positively associated with festival attendees' behaviors of providing constructive suggestions to organizers.

The conceptual model of this study is shown in Figure 5-1.

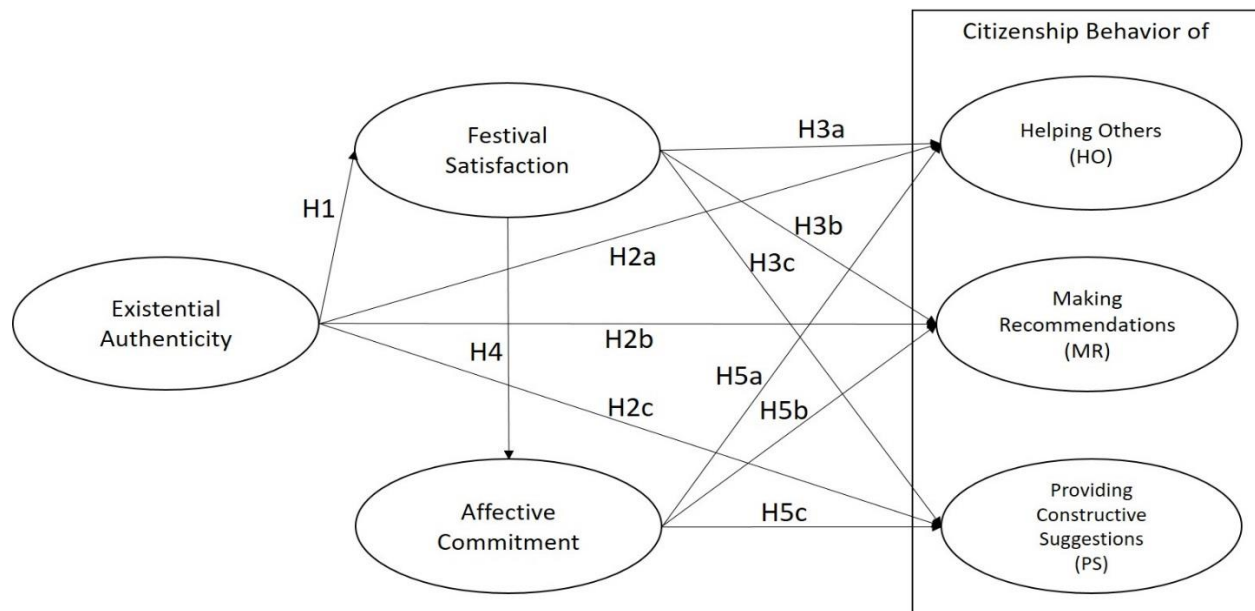


Figure 5.1 Proposed Conceptual Model

Methodology

Study Sample

The study sample is Renaissance Festival attendees who had visited the festival at least once within the last 12 months. The Renaissance Festivals have been hosted by over 30 cities across the U.S. and gained tremendous popularity, with a total 500 million attendees (Johnson, 2010). The Renaissance Festival highlights the customs and events of the European Renaissance era and offers attendees an experience of medieval times by providing a staged performance, food and beverage, and other entertainment that reflect the historical era (Kim & Jamal, 2007).

Following the recommended ratio of the number of samples to the number of parameters estimated in the structural model (between 10:1 and 20:1, Kline, 2005), approximately 400 responses were needed to be collected to examine the hypothesized model, which comprised 11 relational links among the proposed constructs.

Measurements and Instrument Development

Multiple measures were adopted from previous studies to fit the purpose of this study (Churchill, 1979). Six constructs (i.e., existential authenticity, festival satisfaction, affective commitment, helping others, making recommendations, and providing constructive suggestions) were employed in the study. Kolar and Zabkar's (2010) six-item scale that measures existential authenticity was adopted with minor modifications. Following Oliver's (1980) study, another six-item scale was used to measure festival satisfaction. A four-item scale was adapted from Fullerton's (2003) study to measure affective commitment. Responses were made on a 7-point Likert scale with endpoints of "strongly disagree (1 point)" to "strongly agree (7 points)."

Festival attendees' customer citizenship behaviors (CCB) were measured with the scales Groth (2005) developed. The measurements contained the three dimensions of CCB: helping others, making recommendations, and providing constructive suggestions to organizers. Previous studies have confirmed that these items successfully assessed CCB (Cheng et al., 2016; Yi et al., 2013; Yi, Natarajan, & Gong, 2011), and each dimension used four items with a 7-point Likert scale, anchored by "Extremely unlikely" (1 point) and "Extremely likely" (7 points). In addition, questions for demographic data, such as gender, race, educational level, and household income, were included in the last section of the questionnaire.

To obtain content validity, three academic scholars in hospitality management, service marketing, and psychology reviewed the questionnaire, and minor scale refinements were made according to their feedback. To assess internal consistency and usability of the scaled items, a pilot test was conducted with 30 participants with the same qualifications as those in the main survey. The results of the pilot test revealed that each scale was reliable as Cronbach's alpha exceeded the suggested cut-off value of .70 (Nunnally, 1978).

Data Collection

A self-administered questionnaire was distributed by Qualtrics an online research company for the data collection. Potential participants were informed of the purpose of the study and the voluntary nature of their participation before starting the survey. Qualtrics distributed the survey link to potential participants, and a set of screening questions was used to select only those who met the inclusion criteria. Only eligible participants who gave informed consent accessed the questionnaire.

Data Analysis

Prior to data analyses, tests for normality and outliers were conducted. After deleting outliers, Structural Equation Modeling using AMOS (Version 22.0) statistical package was employed to test the proposed research model. Following Anderson and Gerbing (1988)' recommendation, a two-step approach was employed.

A confirmatory factor analysis (CFA) was conducted to assess the measurement properties of constructs in the model including existential authenticity, festival satisfaction, affective commitment, helping others, recommendations, and providing constructive suggestions. The CFA examined a measurement model fit, discriminant validity, and convergent validity. A model fit was measured by the normed χ^2 as a parsimonious fit index. However, additional model fit indices require assessing overall the measurement model because χ^2 is generally significant with large samples. Thus, the index of Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA) as absolute fit indices were evaluated (Hair, Black, Babin, & Anderson, 2010). A goodness of fit is indicated when χ^2/df is <3.0, TLI and CFI close to .90, and RMSEA < .08 (Hair et al., 2010).

Convergent validity was assessed by checking the average variance extracted (AVE) and factor loading scores of each measurement item. Conventional cut-off value of AVE is .50 (Fornell & Larcker, 1981), and factor loadings of each indicator are recommended by greater than .70 (Nunnally, 1978). Discriminant validity was assessed by comparing the AVE values with the squared correlations between a pair of latent constructs (Fornell & Larcker, 1981).

The parameters of the proposed structural model were estimated by the maximum likelihood approach. Multiple fit indices, including χ^2 , TLI, CFI, and RMSEA, were used to assess the fit of the structural model (Hair et al., 2010). Statistical significance was set at $p < .05$ for all inferential statistics and factor analyses.

Results

Participant Profile

A total of 416 questionnaires was collected. Univariate outliers which showed a z-score with an absolute value >4 and multivariate outliers which with a Mahalanobis D^2/df value >4 were eliminated (Hair et al., 2010), leaving 408 usable responses. Table 5.1 describes the profile of the respondents. The majority of respondents were females ($n = 289$, 70.8%), were 31-40 years old ($n = 113$, 27.7%), and had visited the Renaissance Festival between 2 and 4 times ($n = 181$, 44.4%). Almost half had visited the festival with their immediate family (i.e., parents, siblings, or children; $n = 192$, 47.1%), while 40.9% ($n = 167$) visited with friends. The respondents' annual household incomes were distributed evenly, and the majority of participants held a college degree ($n = 168$, 41.2%).

Table 5.1 The Profiles of the Respondents

Measure	Item	Number (N = 408)	Percentage (%)
Gender	Female	289	70.8
	Male	119	29.2
Age	18 - 20	20	4.9
	21 - 30	109	26.7
	31 - 40	113	27.7
	41 - 50	83	20.3
	51 - 60	49	12.0
	> 60	34	8.3
Frequency of visiting	1	54	13.2
	2 - 4	181	44.4
	5 - 10	126	30.9
	11 - 20	36	8.8
	21 - 40	9	2.2
	> 40	2	0.5
With whom did you attend	Immediate family (parents, siblings, or children)	192	47.1
	Friends	167	40.9
	Extended family ^a	29	7.1
	Colleagues	4	1.0
	Other, please specify:	16	3.9
Annual household income	< \$25,000	45	11.0
	\$25,000 - \$39,999	69	16.9
	\$40,000 - \$54,999	68	16.7
	\$55,000 - \$69,999	71	17.4
	\$70,000 - \$84,999	62	15.2
	\$85,000 - \$99,999	39	9.6
	> \$100,000	54	13.2
Education	Did not complete the high school	4	1.0
	High school graduate or GED	71	17.4
	Some college/Associate degree	168	41.2
	Bachelor's degree	119	29.2
	Master's degree	34	8.3
	Doctoral or professional degree	12	2.9

Note: ^a A family that extends beyond the immediate family, including grandparents, aunts, uncles, and other relatives.

Measurement Model with Confirmatory Factor Analysis (CFA)

Table 5.2 reports descriptive statistics (means and standard deviations), correlations, and squared-correlations for the measured constructs of the current study. The results of initial CFA with 28 measurement items of six constructs revealed that factor loadings of four items did not meet the cut-off value of .70. Thus, the four items were eliminated, and total 24 remaining items were used for further analysis. The overall fit of the measurement model was good ($\chi^2 = 541.626$, $df = 230$, $p < .001$, NFI = .942, CFI = .965, GFI = .896, and RMSEA = .058). Evidence of discriminant validity was also provided in Table 5.2 where AVE in each construct exceeded the squared correlations among pairs of latent constructs (Fornell & Larcker, 1981). Therefore, the measurement was adequate for the hypotheses testing.

Table 5.2 Construct Inter-Correlations, Squared-Correlations, Means, and Standard Deviations

	Mean	SD	AVE	1	2	3	4	5	6
1. Existential authenticity	6.0	.90	.63	1.00	.72	.64	.50	.40	.37
2. Festival satisfaction	6.3	.79	.73	.52	1.00	.59	.49	.46	.30
3. Affective commitment	5.2	1.40	.82	.41	.35	1.00	.67	.38	.54
4. Helping others	5.2	1.24	.64	.25	.24	.45	1.00	.36	.64
5. Making recommendations	6.2	1.17	.82	.16	.21	.14	.13	1.00	.30
6. Providing constructive suggestions to organizers	4.8	1.58	.81	.14	.09	.30	.41	.09	1.00

Note: Correlations are above the diagonal; Squared correlations are below the diagonal.

Table 5.3 displays measurement items along with the factor loadings and the composite reliability (CR). The standardized factor loadings ranged from .71 to .96, all of which were acceptable (Bagozzi & Yi, 1988; Nunnally, 1978). Along with significant factor loadings, convergent validity of all constructs was demonstrated with AVE levels $>.50$.

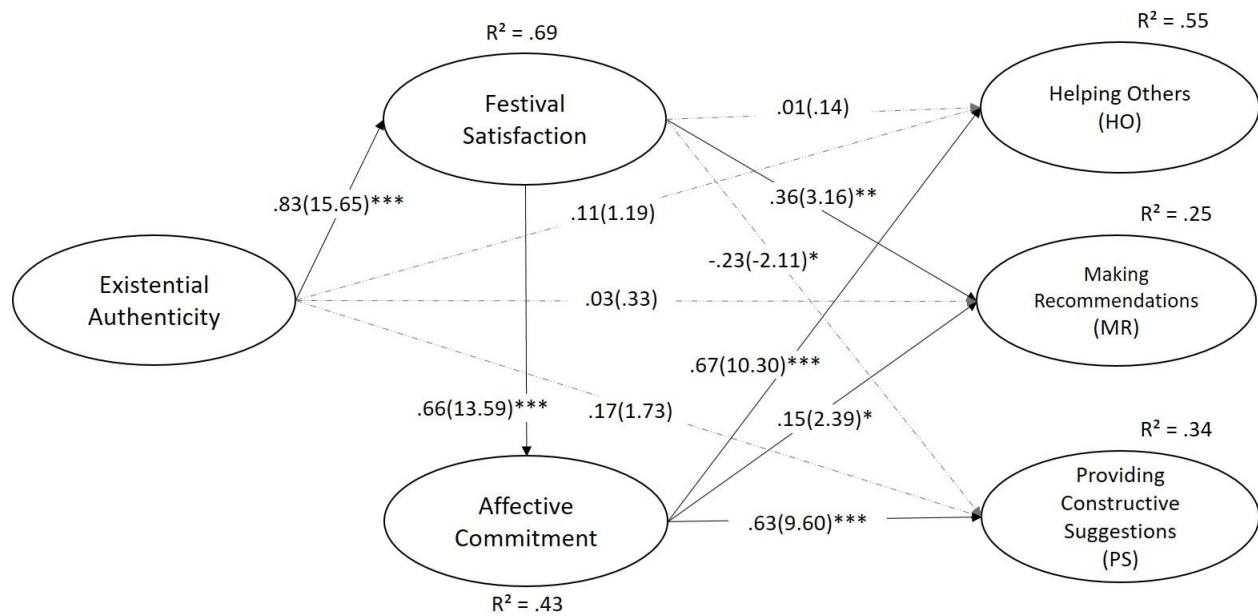
Table 5.3 Constructs, Items, and Factor Loadings by Confirmatory Factor Analysis

Constructs and items	Standardized factor loadings	CR ^a
<i>Existential Authenticity</i>		.87
I felt the related history, legends, and historical personalities come alive.	.79	
I enjoyed the unique historical and spiritual event.	.78	
I enjoyed the medieval atmosphere during the visit.	.75	
I felt connected with medieval history and civilization.	.86	
<i>Festival Satisfaction</i>		.93
My choice to visit the festival was a wise one.	.83	
My experience at the festival was exactly what I needed.	.82	
I was satisfied with my decision to visit the festival.	.88	
The festival made me feel happy.	.87	
I really enjoyed myself at the festival.	.86	
<i>Affective Commitment</i>		.95
I feel like part of a family when I visit the Renaissance Festival.	.84	
I feel emotionally attached to the Renaissance Festival.	.93	
The Renaissance Festival has a great deal of personal meaning for me.	.92	
I feel a strong sense of connection with the Renaissance Festival.	.93	
<i>Citizenship Behaviors</i>		
Helping Others		.87
Share my experience with other visitors so that others enjoy the performance.	.71	
Help other visitors with shopping venues in the festival.	.86	
Teach other visitors how to participate in an activity.	.89	
Assist with finding a performance stage or other places.	.72	
Making Recommendations		.95
Recommend the festival to fellow colleagues and coworkers.	.93	
Recommend the festival to my family.	.90	
Recommend the festival to my friends.	.96	
Recommend the festival to people who are interested in the festival's performances.	.83	
Providing Constructive Suggestions		.93
Provide personal idea to the festival organizer to improve the festival.	.90	
Let the festival organizer know how to serve my needs better.	.95	
Inform the festival organizer about the service was good or bad, which was performed by a specific staff.	.84	

^a Composite reliability Note: $\chi^2 = 541.626$, $df = 230$, $p < .001$; NFI = .942; CFI = .965; GFI = .896; RMSEA = .058. All factor loadings are significant at $p < .001$.

Hypotheses Testing

Fit indices supported an adequate fit of the model to the data (NFI = .930, CFI = .953, GFI = .875, and RMSEA = .067), except chi-square statistic ($\chi^2 = 652.760$, $df = 232$, $p < .001$). The estimated standardized coefficients and their t -values are given in Figure 5.2 and Table 5.4. The proposed model explains 69%, 43%, 55%, 25%, and 34% of the variance in festival satisfaction, affective commitment, helping others (HO), making recommendations (MR), and providing constructive suggestions to organizers (PS), respectively.



Note: * $p < .05$, ** $p < .01$, *** $p < .001$. Numbers in parentheses are t -values; Numbers outside of parentheses are standardized path coefficients.

Figure 5.2 The Results of Structural Relationships

Table 5.4 Standardized Structural Estimates (Hypotheses testing)

		B	β	<i>t</i> -value	<i>p</i> -value	Hypothesis
H1	EA → FS	.58	.83	15.65	.001	Supported
H2a	EA → HO	.10	.11	1.19	.233	Not supported
H2b	EA → MR	.04	.03	.33	.742	Not supported
H2c	EA → PS	.24	.17	1.73	.085	Not supported
H3a	FS → HO	.02	.01	.14	.887	Not supported
H3b	FS → MR	.62	.36	3.16	.002	Supported
H3c	FS → PS	-.45	-.23	-2.11	.035	Not supported
H4	FS → AC	1.35	.66	13.59	.001	Supported
H5a	AC → HO	.44	.67	10.30	.001	Supported
H5b	AC → MR	.13	.15	2.39	.017	Supported
H5c	AC → PS	.60	.63	9.60	.001	Supported

Note: $\chi^2 = 652.760$, $df = 232$, $p < .001$; NFI = .930; CFI = .953; GFI = .875; RMSEA = .067. EA = Existential authenticity; FS = Festival satisfaction; AC = Affective Commitment; HO = Helping Others; MR = Making Recommendations; PS = Providing Constructive Suggestions to Organizers.

The results revealed that the relationship between existential authenticity and festival satisfaction was statistically significant ($\beta = .83$, $t = 15.65$, $p < .001$). Thus, *H1* was supported. However, *H2a*, *H2b*, and *H2c* were not supported because existential authenticity had no significant direct impact on HO ($\beta = .11$, $t = 1.19$, $p = .23$), MR ($\beta = .03$, $t = .33$, $p = .74$), and PS ($\beta = .17$, $t = 1.73$, $p = .09$). For the hypothesized links between festival satisfaction and the three dimensions of CB, mixed results were found. Festival satisfaction was not significantly related to HO ($\beta = .01$, $t = .14$, $p = .89$, not supporting *H3a*). However, festival satisfaction was significantly related to MR ($\beta = .36$, $t = 3.16$, $p < .01$), supporting *H3b*. Furthermore, festival satisfaction was significantly related to PS ($\beta = -.23$, $t = -2.11$, $p < .05$), but contrary to our prediction, the direction of the relationship was negative. Thus, *H3c* was not supported. *H4* was supported showing that festival satisfaction had a strong direct impact on affective commitment ($\beta = .66$, $t = 13.59$, $p < .001$). Finally, affective commitment had direct impact on HO ($\beta = .67$, t

= 10.30, $p < .001$), MR ($\beta = .15$, $t = 2.39$, $p < .05$), and PS ($\beta = .63$, $t = 9.60$, $p < .001$), respectively, supporting *H5a*, *H5b*, and *H5c*.

The insignificant relationships between existential authenticity and CCB were reexamined for significant indirect effects of festival satisfaction and affective commitment. Sobel's test and bootstrap methods were employed to test the significance of mediating role of festival satisfaction and affective commitment recommended by Preacher and Hayes (2004). Sobel's test developed by Sobel (1982) provides a direct test of an indirect effect by comparing the strength of the indirect effect of an independent variable on a dependent variable (Preacher & Hayes, 2004). The bootstrapping is accomplished by taking a large number of samples from the data to compute the indirect effect in each sample to test the significance of the mediated effect (Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly, 2005). Table 5.5 presents the results of both tests.

Table 5.5 Testing Indirect Effects of Festival Satisfaction and Affective Commitment

Mediating role of	Between	Sobel Test (Z)		Boot-Strapping Test		Amount of Mediation
			Indirect effects ^a	95% bootstrap CIs		
				LL CIs	UL CIs	
FS	EA & MR	5.58***	.34**	.19	.50	.62
AC	FS & HO	9.79***	.55**	.43	.69	.74

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. ^a Size of unstandardized effect. EA = Existential authenticity; FS = Festival satisfaction; AC = Affective Commitment; HO = Helping Others; MR = Making Recommendations.

Sobel's (1982) test confirmed the significance of the indirect effects of existential authenticity on MR via festival satisfaction ($z = 5.58$, $p < .001$). Indirect effect of festival satisfaction on HO through affective commitment was also confirmed ($z = 9.79$, $p < .001$). Further, two thousand bootstrap samples were created to determine if the confidence interval (CI) included a zero using the macro proposed by Preacher and Hayes (2004). The CIs of festival

satisfaction and affective commitment did not include zero, and therefore, the results confirmed the significant indirect effects of existential authenticity on MR via festival satisfaction and festival satisfaction on HO through affective commitment.

Further, the proportion of mediated effects was calculated by ab/c , where a is the unstandardized regression coefficient of a path from a predictor to a mediator; b is the unstandardized regression coefficient of a path from the mediator to an outcome variable; and c is the unstandardized regression coefficient of a path from the predictor to the outcome variable without the mediator (Shrout & Bolger, 2002). As shown in Table 5.5, findings reveal that approximately 62% of the total effect of existential authenticity on MR was mediated by festival satisfaction. Likewise, about 74% of the total effect of festival satisfaction on HO was mediated by affective commitment.

Discussion and Implications

This study attempted to explain the way in which festival attendees' customer citizenship behavior (CCB) is formed by examining the relationships among existential authenticity, festival satisfaction, affective commitment, and festival attendees' behaviors of helping others, making recommendations and providing constructive suggestions to organizers. To achieve the purpose, Renaissance Festival attendees who have visited at least one festival within the past 12 months were surveyed, and the hypotheses were tested with structural equation modeling (SEM).

The results showed first that attendees who felt authenticity (i.e., existential authenticity) in the festival were significantly more satisfied with their visits to the Renaissance Festival. This result supports that a positive feeling engendered by tourism activities is likely to promote tourists' positive evaluation of those activities overall. The result is consistent with the findings

of previous studies that higher levels of subjective feeling generated by festival activities were related to higher overall satisfaction (Faullant, Matzler, & Mooradian, 2011; Organ et al., 2015; Wu & Liang, 2011).

Second, the findings supported that satisfaction with the festival represents a positive signal to increase the attendees' tendency to maintain a steady connection to the festival based on an emotional attachment. Highly-satisfied customers are more likely to establish a closer and stronger relationship with a service provider (Fullerton, 2011). Thus, our findings confirmed the role of satisfaction on affective commitment. These results are consistent with previous studies, which concluded that higher customer satisfaction leads to more customer commitment (Bettencourt, 1997; Hennig-Thurau et al., 2002).

Third, in the context of this study, festival satisfaction was shown to play a role in influencing CCB. Specifically, festival attendees were more likely to recommend the festival to others when they were satisfied with their experience of the festival, consistent with previous studies (Groth, 2005; Lee, Choi, Kim, & Hyun, 2014). We found that the intention to help other attendees was not affected, even when attendees were satisfied. However, this study observed that affective commitment played a mediating role in the relationship between festival satisfaction and helping others. Satisfied attendees at the Renaissance festival may develop an emotional attachment to the festival and ultimately tend to help other attendees. The significant mediating role of affective commitment is consistent with what has been previously reported in the literature (Lee, 2014).

Unlike the author's expectations, festival satisfaction did not have a positive effect on providing constructive suggestions, which is inconsistent with existing studies (Yi & Gong, 2008). Instead, there was a negative effect between the two. In other words, the greater the

degree to which attendees are satisfied with their experience, the less likely the attendees are to provide constructive suggestions to organizers. The negative coefficient associated satisfaction and providing constructive suggestions may be explained by suppression effect which indicates that the path coefficient for a predictor with the criterion and its bivariate correlation have different signs (Kline, 2005). Indeed, the negative coefficient can be due to the multicollinearity between festival satisfaction and affective commitment which is another significant predictor of providing constructive suggestions (see Cohen, Cohen, West, & Aiken, 2003). Specifically, given that the correlation between the two predictors was high ($r = .59$), the negative coefficient may be attributed to the suppression effect (Bollen, 1989; MacKinnon, Krull, & Lockwood, 2000).

Fourth, the findings revealed that affective commitment is an effective predictor to likelihood of festival attendees to engage in CCB, which supports similar findings from previous literature that customers are likely to go beyond their prescribed roles when they are committed (Bove et al., 2009; Garbarino & Johnson, 1999; Groth, 2005; Liu & Mattila, 2015). The results indicated that if Renaissance festival attendees are emotionally bonded with the festival, they are more likely to display favorable behaviors. Thus, affective commitment plays a critical role that leads to positive behaviors such as assisting other attendees, recommending the festival to others, and provide suggestions to improve the festival service.

Lastly, although existential authenticity had no direct effect on CCB dimensions, the result showed that existential authenticity has an indirect connection with boosting festival attendees' intention to making recommendations via festival satisfaction. That is, attendees who felt existential authenticity at the Renaissance festival were more likely to be satisfied, which, in turn, increased their intention to making recommendations. The finding was contradictory to the

findings from previous studies that an individual who has a positive mood is more likely to be motivated to exhibit discretionary assistance to others directly (Ford, 1995; Rosenbaum & Massiah, 2007).

Theoretical Implications

This study provides a number of theoretical implications. First, this study developed an integrated model that incorporate authenticity, satisfaction, and commitment to understand further how attendees' authenticity leads their CCB. Despite the fact that a large volume of studies has examined the antecedents of festival attendees' behavioral intentions (Akhoondnejad, 2016; Song et al., 2012; Song et al., 2014), little is known about what drives festival attendees' CCB and how it is formed. Further, festival satisfaction played a mediating role between existential authenticity and making recommendations, while affective commitment mediated between festival satisfaction and helping others. Thus, the findings of this study contribute to the development of an extended theoretical model by clarifying the process, including the predictors proposed.

Second, the results demonstrate the critical role of affective commitment in promoting attendees' CCB. Affective commitment influenced all three dimensions of CCB directly. This study used Bowlby's (1977) attachment theory to explain the proposed direct relations between affective commitment and attendees' CCB. Thus, this study contributes to offering a plausible prediction for festival attendee's voluntary behaviors with respect to the festival. Further, the study provided theory-based evidence through empirical testing. Thus, the findings provide a comprehensive perspective of why CCB occurs in the context of festival experiences.

Lastly, the findings suggest that personal authentic experience should be considered to enhance festival attendees' satisfaction. Although previous studies have focused primarily on

identifying the effect of existential authenticity on increasing cultural tourists' behavioral intentions (Bryce et al., 2015; Kolar, & Zabkar, 2010; Zhou et al., 2013), few studies have considered existential authenticity as a predictor of satisfaction. Therefore, given that satisfaction is a greater factor in customers' decisions about future behavior (Oliver, 1999), existential authenticity deserves attention from academic scholars and festival managers alike because, ultimately, authenticity is likely to contribute to attendees' behaviors that add value to the festival.

Practical Implications

The findings of the study suggest the following implications for festival organizers. First, as the findings suggested that existential authenticity is a significant predictor of festival satisfaction, festival organizers should make an effort to increase attendees' satisfaction by delivering existential authenticity. For example, the attendees' satisfaction can be fostered if the Renaissance Festival organizers develop and implement festival activities that make attendees feel connected with the medieval ages. Further, the findings suggest that festival managers should organize their festivals to deliver existential authenticity, not only to enhance satisfaction, but also to promote attendees' CCB, which has been evaluated as a significant indicator for predicting the long-term success of a service product.

Second, this study found that attendees' affective commitment is a strong trigger that motivates attendee's CCB, which may contribute to a long-term success of festivals. This finding suggests that festival hosts must build attendees' affective commitment to a festival. One way to maximize this emotional bond is to give a small souvenir to develop attendees' sense of connection with the festival (e.g., Bettencourt, 1997). This would be beneficial because attendees

who feel a connection with a festival tend to help other customers as partial employees and consultants for the festival.

Third, the findings imply that the relationship between existential authenticity and *making recommendations* can be better explained by satisfaction. Spreading favorable information reflects continued support beyond their personal interests (Kumar et al., 2010). The Renaissance Festival organizers who wish to enhance attendees' satisfaction and thus enhance the attendees' intention to recommend the festival to their fellow colleagues, family, or friends should pay attention to identify ways to promote existential authenticity. Thus, this finding suggests that festival organizers should implement strategies to maximize attendees' satisfaction. Further, festival organizers need to tailor the types of experience they offer because attendees' needs are continuously changing.

Limitations and Suggestions for Future Research

There are several limitations in this study. First, this study proposed and tested a theoretical model to determine how CCB was developed by including existential authenticity, festival satisfaction, and affective commitment as antecedents. However, CCB can be influenced by other potential factors. Thus, future research may extend the research model by adding other factors to advance our understanding of festival attendees' CCB. Second, this study specified how the factors affect CCB. However, the strength or direction of the relationships proposed in the model may vary depending on situational factors. For example, attendees who wore costumes when they participated in the medieval festival responded that they were more likely to feel a sense of freedom that may reflect existential authenticity (Kim & Jamal, 2007). Therefore, future researchers should explore potential moderators to determine when these relationships vary.

Another limitation of the study is related to the external validity of the findings. The results were derived from responses of attendees who visited the Renaissance Festival in the U.S. Although the medieval festival also takes place in Europe, we cannot generalize the findings of the study to other contexts and different geographical areas. Therefore, replicating the study with different samples may help establish the validity of the current findings under different conditions.

References

- Ahearne, M., Bhattacharya, C. B., & Gruen, T. (2005). Antecedents and consequences of customer-company identification: Expanding the role of relationship marketing. *Journal of Applied Psychology, 90*, 574-585.
- Akhoondnejad, A. (2016). Tourist loyalty to a local cultural event: The case of Turkmen handicrafts festival. *Tourism Management, 52*, 468-477.
- Anderson, E. W. (1994). Cross-category variation in customer satisfaction and retention. *Marketing Letters, 5*, 19-30.
- Anderson, E. W. (1998). Customer satisfaction and word of mouth. *Journal of Service Research, 1*, 5-17.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin, 103*, 411-423.
- Anderson, J. C., & Narus, J. A. (1990). A model of distributor firm and manufacturer firm working partnerships. *Journal of Marketing, 54*, 42-58.
- Bagozzi, R. P. (1995). Reflections on relationship marketing in consumer markets. *Journal of the Academy of Marketing Science, 23*, 272-277.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science, 16*, 74-94.
- Baker, D. A., & Crompton, J. L. (2000). Quality, satisfaction and behavioral intentions. *Annals of Tourism Research, 27*, 785-804.
- Baker, K. L., & Draper, J. (2013). Importance–performance analysis of the attributes of a cultural festival. *Journal of Convention & Event Tourism, 14*, 104-123.
- Bansal, H. S., Irving, P. G., & Taylor, S. F. (2004). A three-component model of customer to service providers. *Journal of the Academy of Marketing Science, 32*, 234-250.
- Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research, 64*, 39-44.
- Batson, C. D., & Shaw, L. L. (1991). Evidence for altruism: Toward a pluralism of prosocial motives. *Psychological inquiry, 2*, 107-122.
- Bettencourt, L. A. (1997). Customer voluntary performance: Customers as partners in service delivery. *Journal of Retailing, 73*, 383-406.
- Bhattacharya, C. B., Rao, H., & Glynn, M. A. (1995). Understanding the bond of identification: An investigation of its correlates among art museum members. *Journal of Marketing, 59*, 46-57.

- Bitner, M. J., & Hubbert, A. R. (1994). Encounter satisfaction versus overall satisfaction versus quality. In R. T. Rust, & R. L. Oliver (Eds.), *Service quality: New dimensions in theory and practice* (pp. 72-94). Thousand Oaks, CA: SAGE Publications, Inc.
- Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: John Wiley & Sons, Inc.
- Bollen, K. A. (1989). A new incremental fit index for general structural equation models. *Sociological Methods & Research*, 17, 303-316.
- Bolton, R. N. (1998). A dynamic model of the duration of the customer's relationship with a continuous service provider: The role of satisfaction. *Marketing Science*, 17, 45-65.
- Boo, S., & Busser, J. A. (2006). The hierarchical influence of visitor characteristics on tourism destination images. *Journal of Travel & Tourism Marketing*, 19, 55-67.
- Bove, L. L., Pervan, S. J., Beatty, S. E., & Shiu, E. (2009). Service worker role in encouraging customer organizational citizenship behaviors. *Journal of Business Research*, 62, 698-705.
- Bowlby, J. (1977). The making and breaking of affectional bonds. I. Aetiology and psychopathology in the light of attachment theory. An expanded version of the fiftieth Maudsley Lecture. *The British Journal of Psychiatry*, 130, 201-210.
- Bruwer, J. (2014). Service quality perception and satisfaction: Buying behaviour prediction in an Australian festivalscape. *International Journal of Tourism Research*, 16, 76-86.
- Bryce, D., Curran, R., O'Gorman, K., & Taheri, B. (2015). Visitors' engagement and authenticity: Japanese heritage consumption. *Tourism Management*, 46, 571-581.
- Carroll, B. A., & Ahuvia, A. C. (2006). Some antecedents and outcomes of brand love. *Marketing Letters*, 17, 79-89.
- Castéran, H., & Roederer, C. (2013). Does authenticity really affect behavior? The case of the Strasbourg Christmas Market. *Tourism Management*, 36, 153-163.
- Chang, J. (2006). Segmenting tourists to aboriginal cultural festivals: An example in the Rukai tribal area, Taiwan. *Tourism Management*, 27, 1224-1234.
- Chang, S., Gibson, H., & Sisson, L. (2014). The loyalty process of residents and tourists in the festival context. *Current Issues in Tourism*, 17, 783-799.
- Cheng, J. C., Wu, C. S., Yen, C. H., & Chen, C. Y. (2016). Tour leader attachment and customer citizenship behaviors in group package tour: The role of customer commitment. *Asia Pacific Journal of Tourism Research*, 21, 642-657.
- Choi, S. H., Lu, Y. T., & Cai, L. A. (2015). Determination as a new indicator of conative loyalty. *Annals of Tourism Research*, 51, 51-53.

- Churchill Jr, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of marketing research*, 16, 64-73.
- CNN library. (2016). *St. Patrick's Day Fast Facts*. Retrieved from <http://www.cnn.com/2013/07/13/world/st-patricks-day-fast-facts/>
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed.). Mahwah, NJ: Lawrence Erlbaum.
- Cole, S. T., & Chancellor, H. C. (2009). Examining the festival attributes that impact visitor experience, satisfaction and re-visit intention. *Journal of Vacation Marketing*, 15, 323-333.
- Colquitt, J. A., Baer, M. D., Long, D. M., & Halvorsen-Ganepola, M. D. (2014). Scale indicators of social exchange relationships: A comparison of relative content validity. *Journal of Applied Psychology*, 99, 599.
- Cronin, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76, 193-218.
- Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in services selling: An interpersonal influence perspective. *Journal of Marketing*, 54, 68-81.
- Daniel, Y. P. (1996). Tourism dance performances authenticity and creativity. *Annals of Tourism Research*, 23, 780-797.
- Dick, A. S., & Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22, 99-113.
- Drigotas, S. M., & Rusbult, C. E. (1992). Should I stay or should I go? A dependence model of breakups. *Journal of Personality and Social Psychology*, 62, 62-87.
- Dwyer, F. R., Schurr, P. H., & Oh, S. (1987). Developing buyer-seller relationships. *Journal of Marketing*, 51, 11-27.
- Eisingerich, A. B., Auh, S., & Merlo, O. (2014). Acta non verba? The role of customer participation and word of mouth in the relationship between service firms' customer satisfaction and sales performance. *Journal of Service Research*, 17, 40-53.
- Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2, 335-362.
- Faullant, R., Matzler, K., & Mooradian, T. A. (2011). Personality, basic emotions, and satisfaction: Primary emotions in the mountaineering experience. *Tourism Management*, 32, 1423-1430.
- Ferdinand, N., & Williams, N. L. (2013). International festivals as experience production systems. *Tourism Management*, 34, 202-210.

- Ford, W. S. Z. (1995). Evaluation of the indirect influence of courteous service on customer discretionary behavior. *Human Communication Research*, 22, 65-89.
- Formica, S., & Uysal, M. (1995). A market segmentation of festival visitors: Umbria Jazz Festival in Italy. *Festival Management and Event Tourism*, 3, 175-182.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50.
- Fullerton, G. (2003). When does commitment lead to loyalty? *Journal of Service Research*, 5, 333-344.
- Fullerton, G. (2011). Creating advocates: The roles of satisfaction, trust and commitment. *Journal of Retailing and Consumer Services*, 18, 92-100.
- Garbarino, E., & Johnson, M. S. (1999). The different roles of satisfaction, trust, and commitment in customer relationships. *Journal of Marketing*, 63, 70-87.
- George, J. M. (1991). State or trait: Effects of positive mood on prosocial behaviors at work. *Journal of Applied Psychology*, 76, 299-307.
- Getz, D. (2008). Event tourism: Definition, evolution, and research. *Tourism Management*, 29, 403-428.
- Getz, D., & Page, S. J. (2016). Progress and prospects for event tourism research. *Tourism Management*, 52, 593-631.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25, 161-178.
- Grappi, S., & Montanari, F. (2011). The role of social identification and hedonism in affecting tourist re-patronizing behaviours: The case of an Italian festival. *Tourism Management*, 32, 1128-1140.
- Gration, D., Arcodia, C., Raciti, M., & Stokes, R. (2011). The blended festivalscape and its sustainability at nonurban festivals. *Event Management*, 15, 343-359.
- Grayson, K., & Martinec, R. (2004). Consumer perceptions of iconicity and indexicality and their influence on assessments of authentic market offerings. *Journal of Consumer Research*, 31, 296-312.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31, 7-27.
- Groth, M., Mertens, D. P., & Murphy, R. O. (2004). Customers as good soldiers: Extending organizational citizenship behavior research to the customer domain. In D. L. Turnipseed (Ed.), *Handbook of organizational citizenship behavior* (pp. 411-430). Hauppauge, NY: Nova Science Publishers.

- Gruen, T. W. (1995). The outcome set of relationship marketing in consumer markets. *International Business Review*, 4, 447-469.
- Gruen, T. W., Summers, J. O., & Acito, F. (2000). Relationship marketing activities, commitment, and membership behaviors in professional associations. *Journal of Marketing*, 64, 34-49.
- Gundlach, G. T., Achrol, R. S., & Mentzer, J. T. (1995). The structure of commitment in exchange. *Journal of Marketing*, 59, 78-92.
- Gupta, P., & Harris, J. (2010). How e-WOM recommendations influence product consideration and quality of choice: A motivation to process information perspective. *Journal of Business Research*, 63, 1041-1049.
- Gursoy, D., Kim, K., & Uysal, M. (2004). Perceived impacts of festivals and special events by organizers: An extension and validation. *Tourism Management*, 25, 171-181.
- Gustafsson, A., Johnson, M. D., & Roos, I. (2005). The effects of customer satisfaction, relationship commitment dimensions, and triggers on customer retention. *Journal of Marketing*, 69, 210-218.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective*. Upper Saddle River, NJ: Pearson Education, Inc.
- Harrison-Walker, L. J. (2001). The measurement of word-of-mouth communication and an investigation of service quality and customer commitment as potential antecedents. *Journal of Service Research*, 4, 60-75.
- Hazan, C., & Shaver, P. R. (1994). Attachment as an organizational framework for research on close relationships. *Psychological Inquiry*, 5(1), 1-22.
- Hennig-Thurau, T., Gwinner, K. P., & Gremler, D. D. (2002). Understanding relationship marketing outcomes an integration of relational benefits and relationship quality. *Journal of Service Research*, 4, 230-247.
- Hojman, D. E., & Hiscock, J. (2010). Interpreting suboptimal business outcomes in light of the Coase Theorem: Lessons from Sidmouth International Festival. *Tourism Management*, 31, 240-249.
- Huang, J. Z., Li, M., & Cai, L. A. (2010). A model of community-based festival image. *International Journal of Hospitality Management*, 29, 254-260.
- Hyun, S. S., & Kim, I. (2014). Identifying optimal rapport-building behaviors in inducing patron's emotional attachment in luxury restaurants. *Journal of Hospitality & Tourism Research*, 38, 162-198.
- Isen, A. M., & Baron, R. A. (1991). Positive affect as a factor in organizational-behavior. *Research in Organizational Behavior*, 13, 1-53.

- Jang, S., Liu, Y., & Namkung, Y. (2011). Effects of authentic atmospherics in ethnic restaurants: investigating Chinese restaurants. *International Journal of Contemporary Hospitality Management*, 23, 662-680.
- Johnson, M. (2010). *An ethnography of the Bay Area Renaissance Festival: Performing community and reconfiguring gender* (Doctoral dissertation). Retrieved from Scholar Commons. (University of South Florida)
- Keh, H. T., & Teo, C. W. (2001). Retail customers as partial employees in service provision: A conceptual framework. *International Journal of Retail & Distribution Management*, 29, 370-378.
- Keiningham, T. L., Frennea, C. M., Aksoy, L., Buoye, A., & Mittal, V. (2015). A five-component customer commitment model implications for repurchase intentions in goods and services industries. *Journal of Service Research*, 18, 433-450.
- Kim, C., Scott, D., Thigpen, J. F., & Kim, S. S. (1998). Economic impact of a birding festival. *Festival Management and Event Tourism*, 5, 51-58.
- Kim, H., & Jamal, T. (2007). Touristic quest for existential authenticity. *Annals of Tourism Research*, 34, 181-201.
- Kitterlin, M., & Yoo, M. (2014). Festival motivation and loyalty factors. *Tourism & Management Studies*, 10, 119-126.
- Kline, R. B. (2005). *Principles and practice of structural equation modeling*. New York, NY: The Guilford Press.
- Kochanska, G., Aksan, N., & Carlson, J. J. (2005). Temperament, relationships, and young children's receptive cooperation with their parents. *Developmental Psychology*, 41, 648-660.
- Kolar, T., & Zabkar, V. (2010). A consumer-based model of authenticity: An oxymoron or the foundation of cultural heritage marketing? *Tourism Management*, 31, 652-664.
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37, 656-669.
- Kumar, V., Aksoy, L., Donkers, B., Venkatesan, R., Wiesel, T., & Tillmanns, S. (2010). Undervalued or overvalued customers: Capturing total customer engagement value. *Journal of Service Research*, 13, 297-310.
- Laing, J., & Frost, W. (2010). How green was my festival: Exploring challenges and opportunities associated with staging green events. *International Journal of Hospitality Management*, 29, 261-267.
- Lee, C. K., Lee, Y. K., & Wicks, B. E. (2004). Segmentation of festival motivation by nationality and satisfaction. *Tourism Management*, 25, 61-70.

- Lee, J. (2014). Visitors' emotional responses to the festival environment. *Journal of Travel & Tourism Marketing*, 31, 114-131.
- Lee, W., Xiong, L., & Hu, C. (2012). The effect of Facebook users' arousal and valence on intention to go to the festival: Applying an extension of the technology acceptance model. *International Journal of Hospitality Management*, 31, 819-827.
- Lee, Y. K. (2016). Impact of government policy and environment quality on visitor loyalty to Taiwan music festivals: Moderating effects of revisit reason and occupation type. *Tourism Management*, 53, 187-196.
- Lee, Y. K., Choi, B. H., Kim, D. J., & Hyun, S. S. (2014). Relational benefits, their consequences, and customer membership types. *The Service Industries Journal*, 34, 230-250.
- Leigh, T. W., Peters, C., & Shelton, J. (2006). The consumer quest for authenticity: The multiplicity of meanings within the MG subculture of consumption. *Journal of the Academy of Marketing Science*, 34, 481-493.
- Lengnick-Hall, C. A., Claycomb, V., & Inks, L. W. (2000). From recipient to contributor: Examining customer roles and experienced outcomes. *European Journal of Marketing*, 34, 359-383.
- Li, M., Huang, Z., & Cai, L. A. (2009). Benefit segmentation of visitors to a rural community-based festival. *Journal of Travel & Tourism Marketing*, 26, 585-598.
- Liang, L. J., Choi, H. C., & Joppe, M. (2018). Understanding repurchase intention of Airbnb consumers: Perceived authenticity, electronic word-of-mouth, and price sensitivity. *Journal of Travel & Tourism Marketing*, 35, 73-89.
- Liu, J. S., & Tsaur, S. H. (2014). We are in the same boat: Tourist citizenship behaviors. *Tourism Management*, 42, 88-100.
- Liu, S. Q., & Mattila, A. S. (2015). "I Want to Help" versus "I Am Just Mad" How affective commitment influences customer feedback decisions. *Cornell Hospitality Quarterly*, 56, 213-222.
- Long, P. T., Perdue, R. R., & Allen, L. (1990). Rural resident tourism perceptions and attitudes by community level of tourism. *Journal of Travel Research*, 28, 3-9.
- MacCannell, D. (1973). Staged authenticity: Arrangements of social space in tourist settings. *American Journal of Sociology*, 79, 589-603.
- Macintosh, G. (2002). Perceived risk and outcome differences in multi-level service relationships. *Journal of Services Marketing*, 16, 143-157.
- MacKinnon, D. P., Krull, J. L., & Lockwood, C. M. (2000). Equivalence of the mediation, confounding and suppression effect. *Prevention Science*, 1, 173-181.

- Mano, H., & Oliver, R. L. (1993). Assessing the dimensionality and structure of the consumption experience: Evaluation, feeling, and satisfaction. *Journal of Consumer Research*, 20, 451-466.
- Mason, M. C., & Paggiaro, A. (2012). Investigating the role of festivalscape in culinary tourism: The case of food and wine events. *Tourism Management*, 33, 1329-1336.
- Matheson, C. M., Rimmer, R., & Tinsley, R. (2014). Spiritual attitudes and visitor motivations at the Beltane Fire Festival, Edinburgh. *Tourism Management*, 44, 16-33.
- Mattila, A. S. (2006). How affective commitment boosts guest loyalty (and promotes frequent-guest programs). *Cornell Hotel and Restaurant Administration Quarterly*, 47, 174-181.
- McKercher, B., Denizci-Guillet, B., & Ng, E. (2012). Rethinking loyalty. *Annals of Tourism Research*, 39, 708-734.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Michels, N., & Bowen, D. (2005). The relevance of retail loyalty strategy and practice for leisure/tourism. *Journal of Vacation Marketing*, 11, 5-19.
- Moorman, C., Zaltman, G., & Deshpandé, R. (1992). Relationships between providers and users of market research: The dynamics of trust within and between organizations. *Journal of Marketing Research*, 29, 314.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58, 20-38.
- Nunnally, J. (1978). *Psychometric theory*, 2nd ed., New York, NY: McGraw-Hill.
- Oh, H., Fiore, A. M., & Jeoung, M. (2007). Measuring experience economy concepts: Tourism applications. *Journal of Travel Research*, 46, 119-132.
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17, 460-469.
- Oliver, R. L. (1993). Cognitive, affective, and attribute bases of the satisfaction response. *Journal of Consumer Research*, 20, 418-430.
- Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing*, 63, 33-44.
- Oliver, R. L. (2010). *Satisfaction: A behavioral perspective on the consumer*. Armonk, NY: M.E. Sharpe, Inc.
- Organ, K., Koenig-Lewis, N., Palmer, A., & Probert, J. (2015). Festivals as agents for behaviour change: A study of food festival engagement and subsequent food choices. *Tourism Management*, 48, 84-99.

- Palmatier, R. W., Dant, R. P., Grewal, D., & Evans, K. R. (2006). Factors influencing the effectiveness of relationship marketing: A meta-analysis. *Journal of Marketing*, 70, 136-153.
- Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76, 97-105.
- Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestion for future research. *Human Performance*, 10, 133-151.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36, 717-731.
- Ram, Y., Björk, P., & Weidenfeld, A. (2016). Authenticity and place attachment of major visitor attractions. *Tourism Management*, 52, 110-122.
- Ramkissoon, H., & Uysal, M. S. (2011). The effects of perceived authenticity, information search behaviour, motivation and destination imagery on cultural behavioural intentions of tourists. *Current Issues in Tourism*, 14, 537-562.
- Reisinger, Y., & Steiner, C. J. (2006). Reconceptualizing object authenticity. *Annals of Tourism Research*, 33, 65-86.
- Robinson, R. N., & Clifford, C. (2012). Authenticity and festival foodservice experiences. *Annals of Tourism Research*, 39, 571-600.
- Rosenbaum, M. S., & Massiah, C. A. (2007). When customers receive support from other customers: Exploring the influence of intercustomer social support on customer voluntary performance. *Journal of Service Research*, 9, 257-270.
- Rust, R. T., & Oliver, R. L. (1994). Service quality: Insights and managerial implications from the frontier. In R. T. Rust, & R. L. Oliver (Eds.), *Service quality: New dimensions in theory and practice* (pp. 1-9). Thousand Oaks, CA: SAGE Publications, Inc.
- Schneider, B., Ehrhart, M. G., Mayer, D. M., Saltz, J. L., & Niles-Jolly, K. (2005). Understanding organization-customer links in service settings. *Academy of Management Journal*, 48, 1017-1032.
- Schwandt, T. A. (1994). Constructivist, interpretivist approaches to human inquiry. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 118-137). London: Sage.
- Sheth, J. N., & Parvatlyar, A. (1995). Relationship marketing in consumer markets: Antecedents and consequences. *Journal of the Academy of Marketing Science*, 23, 255-271.

- Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: New procedures and recommendations. *Psychological Methods*, 7, 422-445.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological Methodology*, 13, 290-312.
- Song, H. J., Lee, C. K., Kang, S. K., & Boo, S. J. (2012). The effect of environmentally friendly perceptions on festival visitors' decision-making process using an extended model of goal-directed behavior. *Tourism Management*, 33, 1417-1428.
- Song, H., You, G. J., Reisinger, Y., Lee, C. K., & Lee, S. K. (2014). Behavioral intention of visitors to an Oriental medicine festival: An extended model of goal directed behavior. *Tourism Management*, 42, 101-113.
- Steiner, C. J., & Reisinger, Y. (2006). Understanding existential authenticity. *Annals of Tourism Research*, 33(2), 299-318.
- Thrane, C. (2002). Jazz festival visitors and their expenditures: Linking spending patterns to musical interest. *Journal of Travel Research*, 40, 281-286.
- Verleye, K., Gemmel, P., & Rangarajan, D. (2014). Managing engagement behaviors in a network of customers and stakeholders evidence from the nursing home sector. *Journal of Service Research*, 17, 68-84.
- Vlachos, P. A., Theotokis, A., Pramataris, K., & Vrechopoulos, A. (2010). Consumer-retailer emotional attachment: Some antecedents and the moderating role of attachment anxiety. *European Journal of Marketing*, 44, 1478-1499.
- Wang, N. (1999). Rethinking authenticity in tourism experience. *Annals of Tourism Research*, 26, 349-370.
- Westbrook, R. A., & Oliver, R. L. (1991). The dimensionality of consumption emotion patterns and consumer satisfaction. *Journal of Consumer Research*, 18, 84-91.
- Williams, S., & Shiaw, W. T. (1999). Mood and organizational citizenship behavior: The effects of positive affect on employee organizational citizenship behavior intentions. *The Journal of Psychology*, 133, 656-668.
- Wu, C. H. J., & Liang, R. D. (2011). The relationship between white-water rafting experience formation and customer reaction: A flow theory perspective. *Tourism Management*, 32, 317-325.
- Xie, P. F. (2004). Visitors' perceptions of authenticity at a rural heritage festival: A case study. *Event Management*, 8, 151-160.
- Xie, P. F., & Wall, G. (2002). Visitors' perceptions of authenticity at cultural attractions in Hainan, China. *International Journal of Tourism Research*, 4, 353-366.

- Yang, J., Gu, Y., & Cen, J. (2011). Festival tourists' emotion, perceived value, and behavioral intentions: A test of the moderating effect of festivalscape. *Journal of Convention & Event Tourism*, 12, 25-44.
- Yoon, Y. S., Lee, J. S., & Lee, C. K. (2010). Measuring festival quality and value affecting visitors' satisfaction and loyalty using a structural approach. *International Journal of Hospitality Management*, 29, 335-342.
- Yi, X., Lin, V. S., Jin, W., & Luo, Q. (2017). The authenticity of heritage sites, tourists' quest for existential authenticity, and destination loyalty. *Journal of Travel Research*, 56, 1032-1048.
- Yi, Y. (1990). A critical review of consumer satisfaction. In V. A. Zeithaml (Ed.), *Review of marketing* (pp. 68-123). Chicago, IL: American Marketing Association.
- Yi, Y., & Gong, T. (2013). Customer value co-creation behavior: Scale development and validation. *Journal of Business Research*, 66, 1279-1284.
- Yi, Y., Gong, T., & Lee, H. (2013). The impact of other customers on customer citizenship behavior. *Psychology & Marketing*, 30, 341-356.
- Yi, Y., Natarajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64, 87-95.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2013). *Service marketing: Integrating customer focus across the firm*. New York, NY: McGraw-Hill Education.
- Zhou, Q. B., Zhang, J., & Edelman, J. R. (2013). Rethinking traditional Chinese culture: A consumer-based model regarding the authenticity of Chinese calligraphic landscape. *Tourism Management*, 36, 99-112.

Chapter 6 - Summary and Conclusions

Successful festivals are crucial for host destinations because of their power to attract large numbers of visitors (Akhoondnejad, 2016; Grappi & Montanari, 2011; Lee, Lee, & Wicks, 2004). For example, over 32 million people have attended festivals in the U.S. (Wynn, 2017). Festivals serve to stimulate local economies and long-term investment in communities and support the preservation of local heritage resources (Boo & Busser, 2006; Huang, Li, & Cai, 2010; Xie, 2004). Considering festivals' positive influence on the host destinations and local residents, efforts to keep festivals successful in the long run is a critical concern. Thus, understanding festival attendees' experiences and their behaviors after attending festivals help destination marketers and festival organizers achieve the ultimate goal of increasing festivals' competitiveness and long-term success (Anderson & Getz, 2008).

One key contributing factor for understanding festival attendees' experiences may be authenticity because the attendees seek authentic experience to fulfill their need to pursue novelty (Buchmann, Moore, & Fisher, 2010; Formica & Uysal, 1995; Lee et al., 2004; Steiner & Reisinger, 2006). According to the cultural tourism literature, the perception of authenticity can predict visitors' attitudes and behavioral intentions (Castéran & Roederer, 2013; Kolar & Zabkar, 2010; Robinson & Clifford, 2012). In addition, as an aspect of festival attendees' post-consumption behaviors, their customer citizenship behavior (CCB) can benefit festival organizers because it appears to be a useful way to develop a competitive advantage and generate long-term profitability (Dick & Basu, 1994; Groth, 2005; Verleye, Gemmel, & Rangarajan, 2014; Yi & Gong, 2008).

However, few empirical research studies have probed the role of authenticity in assessing festival attendees' experiences, although previous studies have been conducted to understand

festival attendees (Akhoondnejad, 2016; Chang, Gibson, & Sisson, 2014; Matheson, Rimmer, & Tinsley, 2014). Further, studies with a theory-based approach to measuring constructive authenticity are limited (e.g., Bryce, Curran, O’Gorman, & Taheri, 2015; Ramkissoon & Uysal, 2011). Although much of the work has used perceived authenticity as a critical factor in understanding the nature of tourists’ experiences (Brida, Disegna, & Osti, 2013; Brown & Patterson, 2000; Leigh, Peters, & Shelton, 2006), the subject requires empirical work because previous studies have given little attention to elucidate this process in the festival context. Although customers’ assessments of the consumption experience (e.g., satisfaction) and psychological commitment are essential elements in determining how and why customers engage in their citizenship behaviors (Ahearne, Bhattacharya, & Gruen, 2005; Bettencourt, 1997; Groth, 2005; Lengnick-Hall, Claycomb, & Inks, 2000), limited studies have captured the way in which CCB can be elicited in the festival context.

Therefore, the purpose of this study was to explore the role of perceived authenticity in influencing festival attendee’s attitudinal response and examine the way in which their CCB can be evoked, both of which are associated with festivals’ long-term success. To achieve this purpose, we used a self-administered online survey that targeted Renaissance festival attendees. The specific objectives of understanding the perception of authenticity were to: (a) identify multiple latent dimensions of constructive authenticity; (b) investigate constructive authenticity’s effect in strengthening existential authenticity; (c) examine existential authenticity’s effect on festival attendees’ satisfaction; and (d) determine the relationships among existential authenticity, festival satisfaction, affective commitment, and the three dimensions of CCB as attendees’ behaviors of helping others, making recommendations, and providing constructive suggestions to organizers.

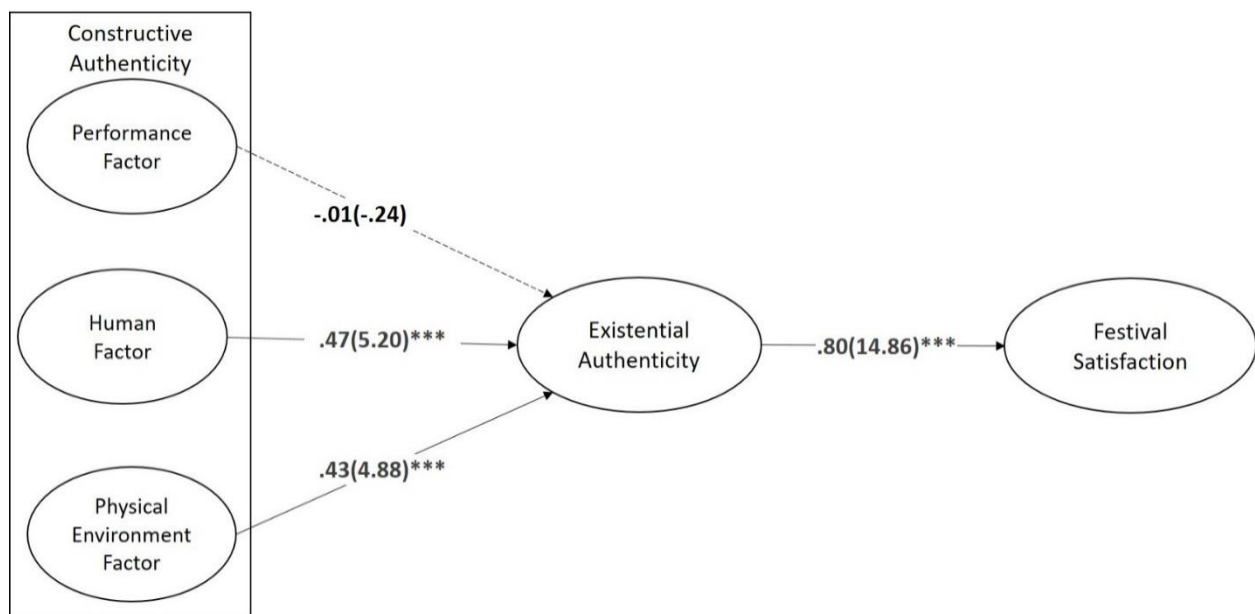
Study 1 - Reflecting Festival Experience: The Contributing Role of Authenticity in Satisfaction

Qualtrics, a survey research firm was hired to recruit participants who had attended at least one Renaissance Festival within the past 12 months. A total of 411 usable responses was collected and included in the final data analyses. The majority of respondents were female ($n = 289$, 70.3%), and more than half ranged between 21 and 40 years old ($n = 224$, 54.5%). The respondents visited the festival with immediate family ($n = 193$, 47%) or friends ($n = 169$, 41.1%), and a significant number ($n = 182$, 44.2%) had visited the Renaissance Festival 2-4 times in their lifetimes. In addition, 40.9% ($n = 168$) respondents held college or associate's degree.

To identify multiple latent factors of constructive authenticity, an exploratory factor analysis (EFA) with a principal axis factoring method with direct quartimin rotation was conducted (Fabrigar, Wegener, MacCallum, & Strahan, 1999). The EFA assessed three underlying dimensions from among the 15 festival attendees' perception variables based on a cutoff eigenvalue of 1.0 or above and a factor loading of .5 and higher. First, the human factor includes attendees' assessment of festival staff's verbal and visual appeals, such as "speaking tone and accents," "choice of words," "costumes worn," "jewelry and accessories carried," and "body language." The physical environment factor represents "layout," "furnishings," "decorations," and "signs" that remind attendees of the medieval period. Lastly, results revealed that the significant attributes of the performance factor were "shows," "merchant items," "demonstrations," "activities," and "food and beverages."

The two-step approach suggested by Anderson and Gerbing (1988) was employed to test the model proposed. The measurement model was evaluated by a confirmatory factor analysis

(CFA). All standardized factor loadings of 23 measurement items were above the cutoff of .70 suggested by Nunnally (1978). The average variance extracted values of the five constructs exceeded the .5 threshold recommended (Bagozzi & Yi, 1988; Fornell & Larcker, 1981). The fit of the measurement model was acceptable, with a normed fit index (NFI) of .93, comparative fit index (CFI) of .96, and root mean square error of approximation (RMSEA) of .06 (Hair, Black, Babin, & Anderson, 2010). The relationships among the constructs proposed were tested with structural equation modeling (SEM). Figure 6-1 present the results of the relationships proposed with the standardized coefficients, their *t*-values, and the structural model's fit indices.



Note: $***p < .001$. $\chi^2 = 513.76$, $df = 214$, $p < .001$; NFI = .93; CFI = .96; RMSEA = .06. Numbers in parentheses are *t*-values; Numbers outside of parentheses are standardized path coefficients.

Figure 6.1 The Results of Structural Relationships

Results indicated that the human and physical environment factors are positively related to existential authenticity ($\beta = .47$, $t = 5.20$, $p < .001$; $\beta = .43$, $t = 4.88$, $p < .001$).

However, there was no relationship between the performance factor and existential authenticity

($\beta = -.01$, $t = -.24$). Thus, the major finding was that Renaissance Festival attendees are likely to be influenced by human and environment factors when they formulate their subjective affective responses to participating in festival activities. However, the performance factor did not function effectively to develop their feelings of connectedness to the medieval period.

Existential authenticity had significantly predicted festival satisfaction ($\beta = .80$, $t = 14.86$, $p < .001$). The findings demonstrated that festival attendees were satisfied highly their visits because of the personal feelings derived from engaging in the festival activities. Thus, the more festival attendees experienced subjective feelings, the more likely they were to be satisfied.

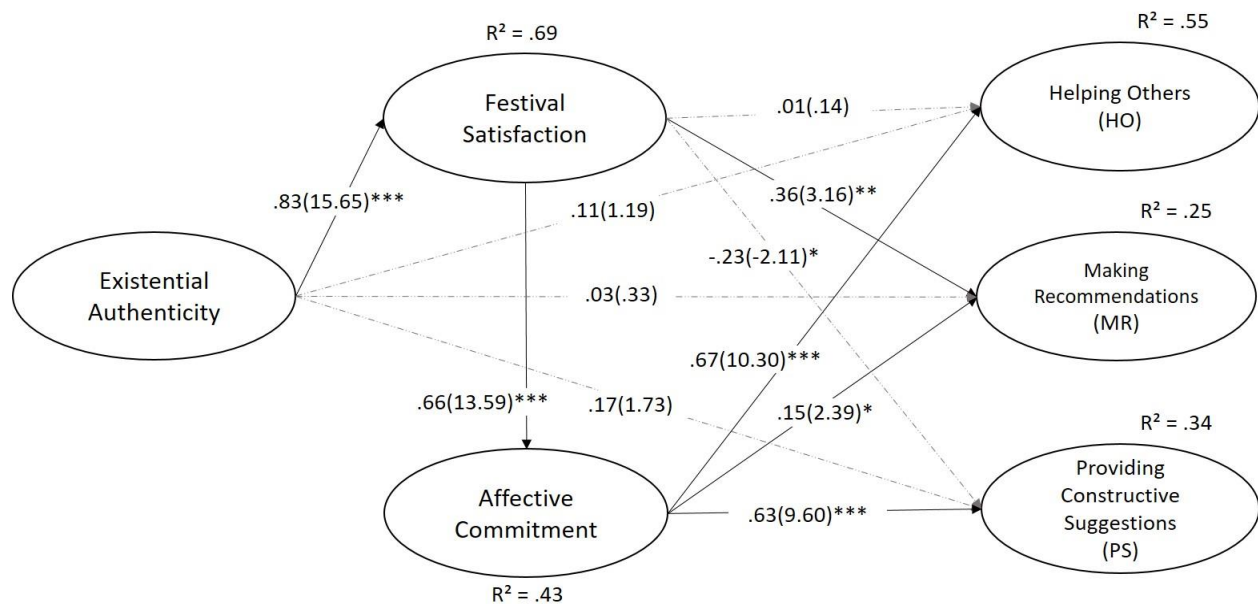
Study 2 - The Effects of Existential Authenticity, Festival Satisfaction, and Affective Commitment on Festival Attendees' Customer Citizenship Behavior

The study participants were Renaissance Festival attendees who had visited the festival at least once within the last 12 months. Responses to a self-administered questionnaire distributed by Qualtrics were collected, and 408 usable responses were used to test the research model proposed. The majority of respondents were females ($n = 289$, 70.8%), were 31-40 years old ($n = 113$, 27.7%), and had visited the Renaissance Festival between 2 and 4 times in their lifetimes ($n = 181$, 44.4%). Almost half had visited the festival with their immediate family (i.e., parents, siblings, or children; $n = 192$, 47.1%), while 40.9% ($n = 167$) visited with friends. The respondents' annual household incomes were distributed evenly, and the majority of participants held a college degree ($n = 168$, 41.2%).

A CFA was performed to examine construct reliability and validity and assess the fit of the measurement model (Anderson & Gerbing, 1988; Fornell & Larcker, 1981). The fit indices showed an adequate fit to the measurement model ($\chi^2 = 541.626$, $df = 230$, $p < .001$, NFI = .942,

CFI = .965, GFI = .896, and RMSEA = .058). The relationships proposed among existential authenticity, festival satisfaction, affective commitment, and attendees' CCB (e.g., helping others, making recommendations, and providing constructive suggestions) were assessed by SEM with maximum likelihood estimation. The results of the analysis provided overall fit indices that demonstrated an acceptable fit to the data (NFI = .930, CFI = .953, GFI = .875, and RMSEA = .067). The estimated standardized coefficients and their *t*-values are given in Figure 6.2.

Further, Table 6.1 summarizes the results of hypothesis testing in Study 2.



Note: * $p < .05$, ** $p < .01$, *** $p < .001$. Numbers in parentheses are *t*-values; Numbers outside of parentheses are standardized path coefficients.

Figure 6.2 The Results of Structural Relationships

Table 6.1 Results of Hypothesis Test in Study 2

	Hypothesis	Results
H1	Existential authenticity is positively associated with festival satisfaction.	Supported
H2a	Existential authenticity is positively associated with festival attendees' behavior of <i>helping others</i> .	Not supported
H2b	Existential authenticity is positively associated with festival attendees' behavior of <i>making recommendations</i> .	Not supported
H2c	Existential authenticity is positively associated with festival attendees' behavior of <i>providing constructive suggestions</i> to organizers.	Not supported
H3a	Satisfaction is positively associated with festival attendees' behavior of <i>helping others</i> .	Not supported
H3b	Satisfaction is positively associated with festival attendees' behavior of <i>making recommendations</i> .	Supported
H3c	Satisfaction is positively associated with festival attendees' behavior of <i>providing constructive suggestions</i> to organizers.	Not supported
H4	Satisfaction is positively associated with festival attendees' affective commitment.	Supported
H5a	Affective commitment is positively associated with festival attendees' behavior of <i>helping others</i> .	Supported
H5b	Affective commitment is positively associated with festival attendees' behavior of <i>making recommendations</i> .	Supported
H5c	Affective commitment is positively associated with festival attendees' behaviors of <i>providing constructive suggestions</i> to organizers.	Supported

Sobel's test and bootstrap methods recommended by Preacher and Hayes (2004) were employed to reexamine by testing the indirect effects of insignificant relationships in the research model proposed. The findings revealed that approximately 62% of the total effect of existential authenticity on making recommendations was transmitted through festival satisfaction. Similarly, approximately 74% of the total effect of festival satisfaction on helping others was mediated by affective commitment. Table 6.2 provides the results of the mediation analysis.

Table 6.2 Testing Indirect Effects of Festival Satisfaction and Affective Commitment

Mediating role of	Between	Sobel Test (Z)		Boot-Strapping Test		Amount of Mediation
			Indirect effects ^a	95% bootstrap CIs		
				LL CIs	UL CIs	
FS	EA & MR	5.58***	.34**	.19	.50	.62
AC	FS & HO	9.79***	.55**	.43	.69	.74

Note: * $p < .05$, ** $p < .01$, *** $p < .001$. ^a Size of unstandardized effect. EA = Existential authenticity; FS = Festival satisfaction; AC = Affective Commitment; HO = Helping Others; MR = Making Recommendations.

Results indicated that attendees who experienced authenticity engendered by activities in the festival were more likely to be satisfied with their visits to the Renaissance Festival. Further, attendees were more likely to recommend the festival to others when they were satisfied with their experience. The findings showed that the intention to help other attendees was not affected, even when attendees were satisfied. Unlike the author's expectations, the greater the degree to which attendees were satisfied with their experience, the less likely they were to provide constructive suggestions to organizers.

The findings indicated that high satisfaction is more likely to increase the attendees' tendency to maintain a steady connection to the festival based on an emotional attachment. Further, the findings showed that the attendees were more likely to display favorable behaviors, such as assisting other attendees, recommending the festival to others, and providing suggestions to improve the festival service, when they felt an emotional bond with the festival.

Satisfied attendees can develop an emotional attachment to the festival and ultimately tend to help other attendees. Further, the results demonstrated that attendees who experienced existential authenticity at the Renaissance festival were more likely to be satisfied, which, in turn, increased their intention to making recommendations.

Implications

Festivals are recognized as an influential way for host destinations to gain potential economic, social, and cultural benefits (Baker & Draper, 2013; Chang et al., 2014; Getz, 2008; Getz & Page, 2016; Lee, 2016; Matheson et al., 2014; Organ, Koenig-Lewis, Palmer, & Probert, 2015). However, few empirical studies in the festival literature have examined attendees' experiences by applying perceived authenticity and exploring the effect of various factors on attendees' CCB. Therefore, this study was conducted to provide possible strategies to increase the long-term success of festivals by reducing this gap in the literature. Findings derived from this study have important theoretical and practical implications that can be applied to future studies and used to manage festivals more effectively.

Theoretical Implications

This study suggested that constructive authenticity is multiple constructs consisting of three factors, human, performance, and physical environment. The multiple factors of constructive authenticity proposed have contributed to the current literature by adding knowledge to the assessment of constructive authenticity. Given that human perception is too complex to understand as a single factor (Brady & Cronin, 2001; Dabholkar, Thorpe, & Rentz, 1996; Matheson et al., 2014; Pernecky, 2012), the findings may yield valuable insights into capturing a wider range of festival attendees' perception.

This study adopted a rigorous approach to the argument that festival attendees' perception of constructive authenticity is a predictor of their existential authenticity, which has been addressed previous literature (Bryce et al., 2015; Zhou, Zhang, & Edelman, 2013). For example, both interactions between festival attendees and staff and the atmosphere of the physical place helped develop attendees' subjective feelings of connection with the medieval

period. Thus, this study provides a more specific understanding of which aspects of constructive authenticity influence the perception of existential authenticity and may serve as preliminary research showing the potential application of the aspects of constructive authenticity in festival studies.

The findings of this study highlighted the role of existential authenticity in predicting attendees' satisfaction. Given that previous studies have focused primarily on identifying the effect of existential authenticity in increasing cultural tourists' behavioral intentions rather than their satisfaction (Kolar, & Zabkar, 2010; Zhou et al., 2013), this study adds empirical evidence to the literature that existential authenticity is a theoretically meaningful indicator that promotes positive assessments of the Renaissance Festival. Thus, personal authentic experiences should be considered to enhance festival attendees' satisfaction.

The findings provide a comprehensive perspective of why CCB occurs in the context of festival experiences. This study concluded that affective commitment is critical to making attendees elicit their CCB. Because this study used a theoretical framework (i.e., attachment theory) to explain the proposed direct relations between affective commitment and attendees' CCB, it contributes to greater precision in predicting attendee's voluntary behaviors with respect to the festival.

Another contribution is the proposal of an integrated model that incorporates perceived authenticity, festival satisfaction, affective commitment, and attendees' CCB to understand festival attendees' behavior better. Even though a large number of studies has examined the antecedents of festival attendees' loyalty intentions (Akhoondnejad, 2016; Song, Lee, Kang, & Boo, 2012; Song, You, Reisinger, Lee, & Lee, 2014), little empirical research details what drives

festival attendees' CCB and how they develop. Thus, the model proposed can serve as an extended theoretical foundation for future studies to clarify the process.

Practical Implications

Festival organizers should concentrate their efforts on the provision and maintenance of specific festival attributes by understanding attendees' perceptions of the attributes. Two factors of constructive authenticity (i.e., human and physical environment) were critical to enhance attendee's perceptions of festival experiences. Thus, organizers should provide a workshop to help festival staff learn skills in facial expressions, the tone of voice, or postures relevant to medieval times and consider visual environmental components (e.g., layout, furnishings, decorations, and signs) when they construct the physical environment of the Renaissance Festival. Further, festival organizers are encouraged to make efforts to provide these aspects of attractions in their festivals by launching an advertisement or public relations campaign.

Festival organizers should attempt to identify ways to develop existential authenticity, not only to enhance satisfaction, but also to promote attendees' CCB. Since subjective feelings elicited by festival experiences can increase attendees' judgment that their experience was exactly what they needed, the festival organizers should focus on launching marketing promotions that trigger a feeling of connection with medieval history and civilization. Further, Renaissance Festival organizers who wish to encourage attendees' behavior of making recommendations should enhance attendees' satisfaction by providing attendees with experience what they exactly need.

Our findings implied that attendees' emotional bonding with the festival affected their intention to exhibit CCB. Considering the importance of CCB which enables service organizers to achieve competitive advantage (Liu & Tsaur, 2014; Yi, Gong, & Lee, 2013), festival hosts

must establish an effective marketing plan (e.g., giving a small souvenir) to strengthen festival attendees' sense of connection with the festival for encouraging attendees' CCB.

Limitations and Recommendations for Future Research

One potential limitation of the study involves the external validity of the findings. This study adopted a non-probability sampling method to recruit participants who were listed in the panel pool of the online survey research company. Further, data were collected at one time in the U.S. Given that this medieval festival also takes place in Europe, generalizability of the findings of this study may be limited to other contexts and different geographical settings. Therefore, replicating the study with different sampling technique and samples would help establish the validity of the current findings under different conditions.

As mentioned earlier, this study is preliminary research on festival attendees' perception of authenticity in using multiple factors. Although the proposed a three-dimensional form to evaluate festival attendees' experiences exhibited adequate validity and reliability, there may be as yet unknown dimensions of constructive authenticity. Thus, future studies should attempt to identify additional dimensions of constructive authenticity.

In addition, this study concluded that the link between the performance factor of constructive authenticity and existential authenticity was not proven. However, it was reported that the performance factor is critical in predicting festival attendees' affective responses (Lee, Lee, Lee, & Babin, 2008; Lee, Lee, & Choi, 2011). Thus, future studies should be conducted to assess the performance factor's effect on existential authenticity.

Finally, this study specified in what way factors affect CCB. However, the strength or direction of the relationships proposed in the model may vary depending on situational factors.

As presented in prior research, attendees who wore costumes when they participated in the Renaissance Festival responded that they were more likely to feel a sense of freedom that may reflect existential authenticity (Kim & Jamal, 2007). Therefore, future studies should consider potential moderating factors to determine under what conditions these relationships vary.

References

- Ahearne, M., Bhattacharya, C. B., & Gruen, T. (2005). Antecedents and consequences of customer-company identification: Expanding the role of relationship marketing. *Journal of Applied Psychology, 90*, 574-585.
- Akhoondnejad, A. (2016). Tourist loyalty to a local cultural event: The case of Turkmen handicrafts festival. *Tourism Management, 52*, 468-477.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin, 103*, 411-423.
- Andersson, T. D., & Getz, D. (2008). Stakeholder management strategies of festivals. *Journal of Convention & Event Tourism, 9*, 199-220.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science, 16*, 74-94.
- Baker, K. L., & Draper, J. (2013). Importance–performance analysis of the attributes of a cultural festival. *Journal of Convention & Event Tourism, 14*, 104-123.
- Bettencourt, L. A. (1997). Customer voluntary performance: Customers as partners in service delivery. *Journal of Retailing, 73*, 383-406.
- Boo, S., & Busser, J. A. (2006). The hierarchical influence of visitor characteristics on tourism destination images. *Journal of Travel & Tourism Marketing, 19*, 55-67.
- Brady, M. K., & Cronin Jr, J. J. (2001). Some new thoughts on conceptualizing perceived service quality: A hierarchical approach. *Journal of Marketing, 65*, 34-49.
- Brida, J. G., Disegna, M., & Osti, L. (2013). The effect of authenticity on visitors' expenditure at cultural events. *Current Issues in Tourism, 16*, 266-285.
- Brown, S., & Patterson, A. (2000). Trade softly because you trade on my dreams: A paradisaal prolegomenon. *Marketing Intelligence & Planning, 18*, 316-320.
- Bryce, D., Curran, R., O'Gorman, K., & Taheri, B. (2015). Visitors' engagement and authenticity: Japanese heritage consumption. *Tourism Management, 46*, 571-581.
- Buchmann, A., Moore, K., & Fisher, D. (2010). Experiencing film tourism: Authenticity & fellowship. *Annals of Tourism Research, 37*, 229-248.
- Castéran, H., & Roederer, C. (2013). Does authenticity really affect behavior? The case of the Strasbourg Christmas Market. *Tourism Management, 36*, 153-163.
- Chang, S., Gibson, H., & Sisson, L. (2014). The loyalty process of residents and tourists in the festival context. *Current Issues in Tourism, 17*, 783-799.

- Dabholkar, P. A., Thorpe, D. I., & Rentz, J. O. (1996). A measure of service quality for retail stores: Scale development and validation. *Journal of the Academy of Marketing Science*, 24, 3-16.
- Dick, A. S., & Basu, K. (1994). Customer loyalty: Toward an integrated conceptual framework. *Journal of the Academy of Marketing Science*, 22, 99-113.
- Fabrigar, L. R., Wegener, D. T., MacCallum, R. C., & Strahan, E. J. (1999). Evaluating the use of exploratory factor analysis in psychological research. *Psychological Methods*, 4, 272-299.
- Formica, S., & Uysal, M. (1995). A market segmentation of festival visitors: Umbria Jazz Festival in Italy. *Festival Management and Event Tourism*, 3, 175-182.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50.
- Getz, D. (2008). Event tourism: Definition, evolution, and research. *Tourism Management*, 29, 403-428.
- Getz, D., & Page, S. J. (2016). Progress and prospects for event tourism research. *Tourism Management*, 52, 593-631.
- Grappi, S., & Montanari, F. (2011). The role of social identification and hedonism in affecting tourist re-patronizing behaviours: The case of an Italian festival. *Tourism Management*, 32, 1128-1140.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31, 7-27.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis: A global perspective*. Upper Saddle River, NJ: Pearson Education, Inc.
- Huang, J. Z., Li, M., & Cai, L. A. (2010). A model of community-based festival image. *International Journal of Hospitality Management*, 29, 254-260.
- Kim, H., & Jamal, T. (2007). Touristic quest for existential authenticity. *Annals of Tourism Research*, 34, 181-201.
- Kolar, T., & Zabkar, V. (2010). A consumer-based model of authenticity: An oxymoron or the foundation of cultural heritage marketing? *Tourism Management*, 31, 652-664.
- Kumar, V., Aksoy, L., Donkers, B., Venkatesan, R., Wiesel, T., & Tillmanns, S. (2010). Undervalued or overvalued customers: Capturing total customer engagement value. *Journal of Service Research*, 13, 297-310.
- Lee, C. K., Lee, Y. K., & Wicks, B. E. (2004). Segmentation of festival motivation by nationality and satisfaction. *Tourism Management*, 25, 61-70.

- Lee, J. S., Lee, C. K., & Choi, Y. (2011). Examining the role of emotional and functional values in festival evaluation. *Journal of Travel Research*, 50, 685-696.
- Lee, Y. K. (2016). Impact of government policy and environment quality on visitor loyalty to Taiwan music festivals: Moderating effects of revisit reason and occupation type. *Tourism Management*, 53, 187-196.
- Lee, Y. K., Lee, C. K., Lee, S. K., & Babin, B. J. (2008). Festivalscapes and patrons' emotions, satisfaction, and loyalty. *Journal of Business Research*, 61, 56-64.
- Leigh, T. W., Peters, C., & Shelton, J. (2006). The consumer quest for authenticity: The multiplicity of meanings within the MG subculture of consumption. *Journal of the Academy of Marketing Science*, 34, 481-493.
- Lengnick-Hall, C. A., Claycomb, V., & Inks, L. W. (2000). From recipient to contributor: Examining customer roles and experienced outcomes. *European Journal of Marketing*, 34, 359-383.
- Liu, J. S., & Tsaur, S. H. (2014). We are in the same boat: Tourist citizenship behaviors. *Tourism Management*, 42, 88-100.
- Matheson, C. M., Rimmer, R., & Tinsley, R. (2014). Spiritual attitudes and visitor motivations at the Beltane Fire Festival, Edinburgh. *Tourism Management*, 44, 16-33.
- Nunnally, J. (1978). *Psychometric theory*, 2nd ed., New York, NY: McGraw-Hill.
- Organ, K., Koenig-Lewis, N., Palmer, A., & Probert, J. (2015). Festivals as agents for behaviour change: A study of food festival engagement and subsequent food choices. *Tourism Management*, 48, 84-99.
- Pernecky, T. (2012). Constructionism: Critical pointers for tourism studies. *Annals of Tourism Research*, 39, 1116-1137.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36, 717-731.
- Ramkissoon, H., & Uysal, M. S. (2011). The effects of perceived authenticity, information search behaviour, motivation and destination imagery on cultural behavioural intentions of tourists. *Current Issues in Tourism*, 14, 537-562.
- Robinson, R. N., & Clifford, C. (2012). Authenticity and festival foodservice experiences. *Annals of Tourism Research*, 39, 571-600.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological Methodology*, 13, 290-312.

- Song, H. J., Lee, C. K., Kang, S. K., & Boo, S. J. (2012). The effect of environmentally friendly perceptions on festival visitors' decision-making process using an extended model of goal-directed behavior. *Tourism Management*, 33, 1417-1428.
- Song, H., You, G. J., Reisinger, Y., Lee, C. K., & Lee, S. K. (2014). Behavioral intention of visitors to an Oriental medicine festival: An extended model of goal directed behavior. *Tourism Management*, 42, 101-113.
- Steiner, C. J., & Reisinger, Y. (2006). Understanding existential authenticity. *Annals of Tourism Research*, 33, 299-318.
- Verleye, K., Gemmel, P., & Rangarajan, D. (2014). Managing engagement behaviors in a network of customers and stakeholders evidence from the nursing home sector. *Journal of Service Research*, 17, 68-84.
- Wynn, J. (2017 April 17). Are there too many music festivals? How big summer music shows went corporate. *The Washington Post*. Retrieved from https://www.washingtonpost.com/posteverything/wp/2017/04/17/are-there-too-many-music-festivals/?utm_term=.130e501d1f3e
- Xie, P. F. (2004). Visitors' perceptions of authenticity at a rural heritage festival: A case study. *Event Management*, 8, 151-160.
- Yi, Y., & Gong, T. (2008). The effects of customer justice perception and affect on customer citizenship behavior and customer dysfunctional behavior. *Industrial Marketing Management*, 37, 767-783.
- Yi, Y., Gong, T., & Lee, H. (2013). The impact of other customers on customer citizenship behavior. *Psychology & Marketing*, 30, 341-356.
- Zhou, Q. B., Zhang, J., & Edelman, J. R. (2013). Rethinking traditional Chinese culture: A consumer-based model regarding the authenticity of Chinese calligraphic landscape. *Tourism Management*, 36, 99-112.

Appendix A - Kansas State University IRB Approval

TO: Dr. Junehee Kwon
Hospitality Management and Dietetics
Justin Hall

Proposal Number: 8642

FROM: Rick Scheidt, Chair 
Committee on Research Involving Human Subjects

DATE: 02/16/2017

RE: Proposal Entitled, "Exploring factors for sustainable success of festivals: Authenticity, customer satisfaction, and customer citizenship behavior"

The Committee on Research Involving Human Subjects / Institutional Review Board (IRB) for Kansas State University has reviewed the proposal identified above and has determined that it is EXEMPT from further IRB review. This exemption applies only to the proposal - as written – and currently on file with the IRB. Any change potentially affecting human subjects must be approved by the IRB prior to implementation and may disqualify the proposal from exemption.

Based upon information provided to the IRB, this activity is exempt under the criteria set forth in the Federal Policy for the Protection of Human Subjects, **45 CFR §46.101, paragraph b, category: 2, subsection: ii.**

Certain research is exempt from the requirements of HHS/OHRP regulations. A determination that research is exempt does not imply that investigators have no ethical responsibilities to subjects in such research; it means only that the regulatory requirements related to IRB review, informed consent, and assurance of compliance do not apply to the research.

Any unanticipated problems involving risk to subjects or to others must be reported immediately to the Chair of the Committee on Research Involving Human Subjects, the University Research Compliance Office, and if the subjects are KSU students, to the Director of the Student Health Center.

Appendix B - Online Survey

SURVEY OF FESTIVAL EXPERIENCE

Thank you for participating in this survey of festival experience. This study aims to examine how festival attendees' experience affects their voluntary behaviors at festivals. Specifically, we are investigating the relationships between authenticity, festival satisfaction, affective commitment, and citizenship behaviors during festivals. Your participation will allow festival organizers to gain meaningful insights for developing strategies for the future.

It will take approximately 15 minutes to complete this survey. Your participation in this study is completely voluntary, the confidentiality of your responses will be guaranteed as the survey will remain anonymous. Furthermore, no individual responses will be reported; only aggregate responses will be reported in academic manuscripts. A summary of results will be available at K-State research exchange (<http://krex.kstate.edu/dspace/>) when the study is finished.

Refusal to participate or withdrawal from the survey at any time will not cause any penalty or disadvantage. Submission of a completed questionnaire serves as your informed consent.

This study has been approved by the Committee on Research Involving Human Subjects (IRB #) at Kansas State University. If you have any questions regarding this study, please feel free to email hyeongj@ksu.edu or jkwon@ksu.edu. For questions about your rights as a participant or the manner in which the survey is conducted, contact Dr. Rick Scheidt, Chair of the Institutional Review Board by telephone (785-532-3224) or send a letter to 203 Fairchild Hall, Kansas State University, Manhattan, KS 66506.

Your time and effort for this survey are greatly appreciated.

Sincerely,

Hyeongjin Jeon, PhD Candidate
Dept. of Hospitality Management
Kansas State University

Junehee Kwon, PhD, Associate Professor
Dept. of Hospitality Management
Kansas State University

Consent statements here:

- I am willing to participate in the survey.
- I prefer not to participate in the survey.

Screening questions:

In which country do you currently reside? (*Dropdown list*)

What is your age? Please type your age in years below (number only, please)

Have you visited a Renaissance Festival in the United States during the past 6 months?

1) Yes

2) No

Note for IRB: Only those who are residing in the U.S., 18 years or older, who visited Renaissance Festival in the U.S. during the past 6 months will be qualified to complete the survey.

General Instruction

The following questions are related to your experience at the Renaissance Festival. There are no right or wrong answers. Please choose the most appropriate response based on your true feelings and judgment about your most recent Renaissance Festival.

SECTION A: ABOUT YOUR VISITS TO A RENAISSANCE FESTIVAL

1. Approximately how many times have you visited a Renaissance Festival(s) as an adult (i.e., 18 years or older)? _____ times

2. In your lifetime (including your visits as a child), approximately how many times have you visited a Renaissance Festival(s)? _____ times

From the question 3, please answer based on your MOST RECENT visit to a Renaissance Festival.

3. Where was the Renaissance Festival that you visited?

_____ (City) _____ (State)

4. When was the last time you visited the Renaissance Festival?

(Drop down menu for months and years.)

4. Did you wear a costume when you visited the Renaissance Festival?

1) Yes

2) No

5. How did you learn about the Renaissance Festival? (Please select ALL that apply.)

1) Festival website

2) Internet search engine or another website

3) Newspaper, magazine article or printed advertisement

4) Friend, business associate or a relative

5) TV, radio show, or commercial

6) Billboard

- 7) Flyer from local sponsorships
- 8) Other (please specify): _____

6. With whom did you go to the Renaissance Festival?

- 1) My immediate family (parents, siblings, or children)
- 2) My extended family
- 3) Friends
- 4) Colleagues
- 5) Other, please specify: _____

SECTION B: EXPERIENCES AT THE RENAISSANCE FESTIVAL

Constructive Authenticity (This is for IRB only.)

INSTRUCTIONS: Please reflect back on your most recent experience at the Renaissance Festival and indicate how much you agree or disagree with each statement using the 7-point scale below.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
Food and beverage in the festival represented the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shows and programs represented the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Merchant items (Arts and Craft) represented the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities (Rides and Games) represented the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrations and parades represented the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The body language of the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jewelry and accessories carried by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Costumes worn by the festival staff (Artisans, Entertainers, and Demonstrators) reflected the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The festival staff's (Artisans, Entertainers, and Demonstrators) speaking tone and accents reflected the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The festival staff's (Artisans, Entertainers, and Demonstrators) choice of words reflected the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The music in the festival reminded me of the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The odor in the festival reminded me of the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The layout of the festival site reminded me of the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Furnishing in the festival reminded me of the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The decoration of facilities in the festival reminded me of the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Signs and symbols in the festival reminded me of the medieval period.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Existential Authenticity (This is for IRB only.)

INSTRUCTIONS: Please reflect back on your most recent experience at the Renaissance Festival and indicate how much you agree or disagree with each statement regarding your feeling while visiting the festival, using the 7-point scale below.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
I enjoyed special arrangements, events, and celebrations during the visit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt a temporary escape from everyday life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt the related history, legends, and historical personalities come alive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoyed the unique historical and spiritual event.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I enjoyed the medieval atmosphere during the visit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt connected with medieval history and civilization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Festival Satisfaction (This is for IRB only.)

INSTRUCTIONS: Please indicate how much you agree or disagree with each statement about your satisfaction using the 7-point scale below.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
My choice to visit the festival was a wise one.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The festival was one of the best festivals I have ever visited.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My experience at the festival was exactly what I needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was satisfied with my decision to visit the festival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The festival made me feel happy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I really enjoyed myself at the festival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Affective Commitment (This is for IRB only.)

INSTRUCTIONS: Please indicate the level of agreement with the statements below pertaining to your commitment to the Renaissance Festival.

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
I feel like part of a family when I visit the Renaissance Festival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel emotionally attached to the Renaissance Festival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Renaissance Festival has a great deal of personal meaning for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a strong sense of connection with the Renaissance Festival.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Attendees' Citizenship Behaviors (This is for IRB only.)

INSTRUCTIONS: The following statements concern your likelihood of the following actions regarding the Renaissance Festival. Please indicate how likely you will take each action.

	Extremely unlikely	Unlikely	Somewhat unlikely	Neutral	Somewhat likely	Likely	Extremely likely
Share my experience with other visitors so that others enjoy the performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help other visitors with shopping venues in the festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teach other visitors how to participate in an activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assist with finding a performance stage or other places	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommend the festival to fellow colleagues and coworkers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommend the festival to my family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommend the festival to my friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommend the festival to people who are interested in the festival's performances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
pay more for entertainment/food/souvenir at the festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revisit the festival next year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fill out a satisfaction survey	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide personal idea to the festival organizer to improve the festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Let the festival organizer know how to serve my needs better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inform the festival organizer about the service received by a specific staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION C: INFORMATION ABOUT YOURSELF

1. What is your gender?

- 1) Male
- 2) Female
- 3) Prefer not to answer
- 4) Other, please specify: _____

2. What is your marital status?

- 1) Married with no children
- 2) Married with children
- 3) Single
- 4) Prefer not to answer
- 5) Other, please specify: _____

3. What is your race/ethnicity? Check all that apply.

- 1) White
- 2) Black/African American
- 3) American Indian/Alaska Native
- 4) Asian
- 5) Native Hawaiian/Pacific Islander
- 6) Hispanic/Latino
- 7) Other, please specify: _____
- 8) Prefer not to answer

4. What is your education level?

- 1) Did not complete the high school
- 2) High school graduate or GED
- 3) Some college/Associate degree
- 4) Bachelor's degree
- 5) Master's degree
- 6) Doctoral or professional degree (i.e., MD, JD, PhD)

5. Which category describes your total household income before taxes in 2016?

- 1) Under \$25,000
- 2) \$25,000-\$39,999
- 3) \$40,000-\$54,999
- 4) \$55,000-\$69,999
- 5) \$70,000-\$84,999
- 6) \$85,000-\$99,999
- 7) \$100,000 or more