

What motivates customers to help restaurants during a widespread crisis?: Exploration of
consumer behaviors during COVID-19 pandemic.

by

Inneke Sarwono

B.Ed., Unika Atma Jaya, 2010

M.B.A., Kansas State University, 2016

AN ABSTRACT OF A DISSERTATION

submitted in partial fulfillment of the requirements for the degree

DOCTOR OF PHILOSOPHY

Department of Hospitality Management
College of Health and Human Sciences

KANSAS STATE UNIVERSITY
Manhattan, Kansas

2023

Abstract

In 2020, the restaurant industry was greatly impacted by a widespread crisis, the COVID-19 pandemic. Many restaurants permanently closed their businesses or faced significant challenges to survive. Acknowledging these challenges, some customers reported feeling the urge to help, such as leaving larger tips or visiting the restaurant more frequently. While this anecdotal evidence showed various customers' helping behaviors, the empirical evidence is still lacking in the restaurant context. Therefore, the purpose of this research was to explore restaurant customers' helping behaviors and develop and evaluate a conceptual framework.

A mixed-methods design consisting of qualitative and quantitative phases was employed to accomplish the purposes of this study. First, a qualitative study (Phase I) using semi-structured interviews was used to discover the different types of helping behaviors including customers' motives to help restaurants during the pandemic. The findings of this study and in-depth literature review were used to design a conceptual model which later was tested using a structural equation modeling in Phase II.

In Phase I, a total of 16 interview participants were selected based on their responses prior to screening questions indicated helping restaurants during the COVID-19 pandemic. All audio interviews were transcribed verbatim and analyzed using thematic analysis. Caring for others and community belongingness and involvement were the main themes identified as the important motivating factors to help restaurants. Moreover, customers developed empathy towards restaurants as they shared good experiences during their past restaurant visits. However, some customers revealed the importance of receiving benefits from transactions with restaurants, such as convenience or value. These underlying motivating factors revealed the existence of both

communal and exchange relationships. Based on findings, a conceptual framework was developed for further evaluation.

In Phase II, 576 restaurant customers across U.S. provided usable data for testing the conceptual framework. The results showed that the communal relationship was significant in predicting empathic concern ($\beta = .88, p < .001$), while the exchange relationship was not significant in predicting empathic concern ($\beta = -.04, p > .01$). Furthermore, the result also suggested that not all helping behaviors originated by empathic concerns. Empathic concern was significant in predicting the two factors of helping behaviors related to customer participation behavior and customer citizenship behavior ($\beta = .4, p < .001$ and $\beta = .81, p < .001$ respectively), but it was not significant in predicting helping behaviors related to customer opportunistic behavior ($\beta = .06, p > .001$). Nevertheless, the direct path from a sense of community to all factors of restaurant customer helping behaviors was significant ($\beta_{customer\ opportunistic\ behavior} = .75, p < .001$; $\beta_{customer\ participation\ behavior} = .67, p < .001$; $\beta_{customer\ citizenship\ behavior} = .52, p < .001$), confirming the importance of the sense of community for restaurant customer's helping behaviors. These findings ultimately provided a theoretical and empirical basis for restaurant customers' helping behaviors. The results also offered restaurateurs a future reference that might be useful in overcoming crises when running businesses.

Words: 474

Keywords: restaurant customers' helping behavior, exchange relationship, communal relationship, empathy, community

What motivates customers to help restaurants during a widespread crisis?: Exploration of
consumer behaviors during COVID-19 pandemic.

by

Inneke Sarwono

B.Ed., Unika Atma Jaya, 2010

M.B.A., Kansas State University, 2016

A DISSERTATION

submitted in partial fulfillment of the requirements for the degree

DOCTOR OF PHILOSOPHY

Department of Hospitality Management
College of Health and Human Sciences

KANSAS STATE UNIVERSITY
Manhattan, Kansas

2023

Approved by:
Major Professor
Dr. Junehee Kwon

Copyright

© Inneke Sarwono 2023

Abstract

In 2020, the restaurant industry was greatly impacted by a widespread crisis, the COVID-19 pandemic. Many restaurants permanently closed their businesses or faced significant challenges to survive. Acknowledging these challenges, some customers reported feeling the urge to help, such as leaving larger tips or visiting the restaurant more frequently. While this anecdotal evidence showed various customers' helping behaviors, the empirical evidence is still lacking in the restaurant context. Therefore, the purpose of this research was to explore restaurant customers' helping behaviors and develop and evaluate a conceptual framework.

A mixed-methods design consisting of qualitative and quantitative phases was employed to accomplish the purposes of this study. First, a qualitative study (Phase I) using semi-structured interviews was used to discover the different types of helping behaviors including customers' motives to help restaurants during the pandemic. The findings of this study and in-depth literature review were used to design a conceptual model which later was tested using a structural equation modeling in Phase II.

In Phase I, a total of 16 interview participants were selected based on their responses prior to screening questions indicated helping restaurants during the COVID-19 pandemic. All audio interviews were transcribed verbatim and analyzed using thematic analysis. Caring for others and community belongingness and involvement were the main themes identified as the important motivating factors to help restaurants. Moreover, customers developed empathy towards restaurants as they shared good experiences during their past restaurant visits. However, some customers revealed the importance of receiving benefits from transactions with restaurants, such as convenience or value. These underlying motivating factors revealed the existence of both

communal and exchange relationships. Based on findings, a conceptual framework was developed for further evaluation.

In Phase II, 576 restaurant customers across U.S. provided usable data for testing the conceptual framework. The results showed that the communal relationship was significant in predicting empathic concern ($\beta = .88, p < .001$), while the exchange relationship was not significant in predicting empathic concern ($\beta = -.04, p > .01$). Furthermore, the result also suggested that not all helping behaviors originated by empathic concerns. Empathic concern was significant in predicting the two factors of helping behaviors related to customer participation behavior and customer citizenship behavior ($\beta = .4, p < .001$ and $\beta = .81, p < .001$ respectively), but it was not significant in predicting helping behaviors related to customer opportunistic behavior ($\beta = .06, p > .001$). Nevertheless, the direct path from a sense of community to all factors of restaurant customer helping behaviors was significant ($\beta_{customer\ opportunistic\ behavior} = .75, p < .001$; $\beta_{customer\ participation\ behavior} = .67, p < .001$; $\beta_{customer\ citizenship\ behavior} = .52, p < .001$), confirming the importance of the sense of community for restaurant customer's helping behaviors. These findings ultimately provided a theoretical and empirical basis for restaurant customers' helping behaviors. The results also offered restaurateurs a future reference that might be useful in overcoming crises when running businesses.

Words: 474

Keywords: restaurant customers' helping behavior, exchange relationship, communal relationship, empathy, community

Table of Contents

List of Figures	xi
List of Tables	xii
Acknowledgements	xiii
Dedication	xiv
Chapter 1 - Introduction	1
Background of Study	1
Statement of Problems	4
Rationale	4
Purpose.....	5
Objectives	5
Significance of the Study	6
Definitions of Terms	6
Limitations	7
References.....	9
Chapter 2 - Literature Review.....	14
The Global Impact of COVID-19 Pandemic and the Restaurant Industry	15
Customer and Restaurant Relationship	20
Sense of Community.....	28
Empathic Concern.....	30
Helping Behaviors	33
Restaurant Customers' Helping Behaviors	34
Expanding and Supporting Behaviors	35
Forgiving Behaviors.....	35
Increasing Quantity	35
Responding to Research.....	36
Displaying Brands.....	36
Paying a Higher Price	36
Deductive and Inductive Approach	37

References.....	40
Chapter 3 - Methodology	60
Phase I – Qualitative Study.....	62
Sample Selection.....	62
Interview Questions	63
Data Analysis	66
Phase II – Quantitative Study	67
Sample Selection.....	67
Instrument Development.....	67
Pilot Study and Data Collection.....	70
Data Analysis	70
References.....	72
Chapter 4 - Phase I: Qualitative Study Results and Discussions	75
Customer Helping Behavior Interview Results	75
Participants.....	76
Identified Themes and Sub-Themes	78
Theme One: Caring towards Others.....	79
Theme Two: Community Belongingness.	83
Theme Three: Empathic Concern	85
Theme Four: Exchange Relationship	88
Theme Five: Restaurant Helping Behaviors	93
Development of Restaurant Customer Helping Behaviors Frameworks.....	99
References.....	104
Chapter 5 - Phase II: Quantitative Study Results and Discussions.....	111
Results.....	112
Respondent Characteristics	113
Descriptive Statistics of Study Variables.....	115
Structural Equation Model.....	120
Discussion.....	123
Three Factors of Helping Behaviors	124
Sense of Community and Restaurant Helping Behaviors.....	126

References.....	128
Chapter 6 - Summary and Conclusions	135
Summary of Findings.....	135
Implications	141
Theoretical Implications	142
Managerial Implications	143
Limitations and Future Research	144
References.....	146
Appendix A - Kansas State University IRB Approval and Modification.....	148
Appendix B - Informed Consent Form and Interview Questions	151
Informed Consent	151
Interview Script Guidance	153
Appendix C - Online Survey.....	155
Phase I Online Survey.....	155
Phase II Online Survey	157
Appendix D - Correlation Matrix for Measured Variables.....	162

List of Figures

Figure 3.1. Research Plan	61
Figure 3.2. Restaurant Customers Maximum Variation Matrix	63
Figure 4.1. Restaurant Customer Helping Behaviors Framework.....	103
Figure 5.1. Restaurant Customer Helping Behaviors Framework.....	112
Figure 5.2. Structural Equation Model Results.....	122

List of Tables

Table 3.1. Interview Script Guide.....	64
Table 3.2. Procedures for Modifying Customers' Helping Behavior Scale	69
Table 3.3. Questions in the Restaurant Customers' Helping Behavior	69
Table 4.1. Characteristics of Survey Participants (n = 16)	77
Table 4.2. Caring towards Others Theme	83
Table 4.3. Community Belongingness and Involvement Theme.....	85
Table 4.4. Empathic Concern Theme	87
Table 4.5. Themes and Sub-Themes: General	87
Table 4.6. Exchange Relationship Theme	92
Table 4.7. Themes and Categories of Restaurant Helping Behaviors	93
Table 5.1. Characteristics of Survey Participants (n = 576)	113
Table 5.2. Descriptive Statistics of Independent Variables and Dependent Variable (n = 576)	116
Table 5.3. Means, Standard Deviations, and Item-Total Correlations of Measurement Items (n = 576)	117
Table 5.4. Three Factors Helping Behaviors Variables and Principal Axis Factor Analysis (Promax with Kaiser Normalization)	119

Acknowledgements

First and foremost, I would like to thank my major advisor, Dr. Junehee Kwon for her endless patience, guidance, generosity, and encouragement to keep me on track to complete this research. I would also like to extend special thanks to my dissertation committee for their guidance, times, and endless support throughout this process: Dr. Kevin Roberts, Dr. Rick Scheidt and Dr. Don Saucier. Their feedback and encouragement proved invaluable throughout my dissertation journey.

I would like to acknowledge also all my former teachers, especially Dr. Chwen Sheu, Dr. Jichul Jang, Dr. Yue Teng Vaughan, Dr. Pallavi Sawant, Dr. Jared Durtschi, and Dr. Michael Ottenbacher; all my classmates, especially Dr. Willie Tao, Dr. Xiaoye Li, Dr. Eunhye Park, Dr. Wenhao Zhang, Dr. Tracee Watkins; Graduate school and ISSS family, especially, Dr. Sara Thurston; and all my former students at Kansas State University who played important roles in my journey completing this degree.

Finally, special dedication and my sincere thanks for my parents, my siblings and their spouses, my lovely nieces and nephews for their tremendous support, love, care, and prayers. Special thanks also to Mr. Bret Lanz, Fr. Patrick Rutledge, Mr. & Mrs. Cortes, and all St. Marys friends and colleagues for all their supports and prayers. Not forgetting all my lovely friends whom I shared tears and joys throughout my journey, Dr. Marshella Lie, Dr. Mutiara Kusuma, Siti Farhiah, Noviyanti, Rina and Kenny, and all my friends and family who always being there for me. I am forever grateful for all of you and may God always bless you and your family.

Dedication

This dissertation is dedicated to Jesus Christ, Mary Mother of God, my lovely parents, my siblings and their spouses, and my adorable nieces and nephews. May the Lord show you kindness, as you have always shown kindness, especially to me.

Chapter 1 - Introduction

Background of Study

The strike of the COVID-19 pandemic at the end of 2019 has taken its toll on every single layer of communities around the world. The pandemic has affected numerous businesses and workers. Besides causing massive illnesses and deaths across the globe, the COVID-19 pandemic has created an economic crisis due to inability to operate businesses in many industries, which caused some of them to collapse (Atkeson, 2020). This phenomenon has resulted in massive layoffs (Guerrieri et al., 2020) and changes in consumers' spending patterns (Coibion et al., 2020) that impacted many industries, including restaurants. The overall spending pattern appeared to be consistent with the economic recession that caused massive unemployment and decreased gross domestic product (GDP) generation (Baker et al., 2020).

The restaurant industry, which employs approximately 15.6 million workers in the United States (National Restaurant Association, 2020), was one of the industries that greatly suffered from the COVID-19 pandemic. In March 2020, Yelp estimated a 67% reduction in the U.S. consumer interest in restaurants (Ha, 2020). Responding to the enormous impact on the restaurant industry, many organizations, such as Yelp, GoFundMe, and independent local organizations, have initiated a move to help restaurant stakeholders (Ha, 2020).

Unfortunately, almost 159,000 restaurants have been permanently closed since the pandemic began (Sedov, 2022), and those who decided to continue with their business were faced with significant challenges to survive (Croft, 2020). To support the restaurant industry, customers reported the urge to leave larger tips than before the COVID-19 pandemic, visit the restaurant more often, or buy a gift card to increase restaurants' cash flows (Klein, 2020).

Because the level of reduction in business volume has never been this severe in recent decades, what has motivated customers to continue doing business with restaurant operations was not well known. In fact, the restaurant industry was resilient after previous national crises such as 9/11 or the 2008 recession (Lee & Ha, 2012). Anecdotal evidence suggested that some consumers were motivated by their desire to help restaurants (Klein, 2020), but no empirical research identified what motivated their support for restaurants.

Considered as voluntary acts, helping behaviors were studied by previous researchers in order to understand the motives behind such behaviors (Bandura & Lyons, 2012; Mergel et al., 2008; Omoto & Snyder, 2010). Helping behaviors were also considered as extra-role behaviors in an organizational setting and often studied under organizational citizenship behavior headline (Johnson & Rapp, 2010; Organ, 1988). Furthermore, when customers engaged in extra-role behaviors supporting the company, helping behaviors might be intermingled with customer citizenship behavior (Bartikowski & Walsh, 2011; Wu et al., 2017). According to Brief and Motowidlo (1986), helping is a prosocial act that maintained the well-being and integrity of others. Because helping behaviors might benefit society (Omoto & Snyder, 2010) and possibly the industry, exploring the motivators or antecedents of restaurant helping behaviors during large crisis such as the COVID-19 pandemic may benefit the restaurant industry and hospitality researchers.

Previous studies identified antecedents of helping behaviors: Empathy (Barnett et al., 1981; Betancourt, 1990; Paciello et al., 2013; Penner & Finkelstein, 1998), member's belongingness (Liu et al., 2020), quality of the relationship (Sparrowe et al., 2006), commitment, emotional attachment, and solidarity (Lampinen, 2013), mood (Isen & Simmonds, 1978; Manucia, 1984), attitude and indebtedness (Mukherjee & Shamdasani, 2005), and past

experience (Isen et al., 1976). Among these antecedents, empathy was found to be one of the most crucial antecedents of helping behaviors (Cialdini et al., 1987). However, from the perspective of relationships, for instance between a restaurant and its customers as the focus of this study, empathy might be influenced by other relationships and expectations (e.g., communal relationship, exchange relationship). Typically, in a communal relationship, a decision was based on an empathic concern more than in an exchange relationship (Zickfeld et al., 2017), and no return was expected in such a transaction (Clark & Mills, 1979). However, in the restaurant context, customers often have reciprocal expectations in transaction, and this relationship remains unclear during a crisis when people are inclined to help the restaurants, and whether empathic concern has affected the relationship between the restaurants and its customers during the COVID-19 pandemic.

Some motivations behind helping behaviors often depend on how close the relationship between the two parties. For instance, in a community, member involvement commonly determined the inclination to help each other (Krause, 2013). Therefore, this study aimed to investigate the customers perception of their community, using the sense of community scale developed by Perkin et al. (1990) to assess how the community relationship might have motivated the customer helping behaviors during the COVID-19 pandemic.

While the ultimate consequences of helping behaviors might be business success (Kilkenny et al., 1999), intentions to reciprocate (Mukherjee & Shamdasani, 2005), community safety improvement (House & Wolf, 1978), and other company benefits such as spreading word of mouth or promoting the company (Johnson & Rapp, 2010) were identified as positive outcomes of customer helping behaviors. Some of these previously identified antecedents and consequences might be applicable in the restaurant industry, yet the relationships between

antecedents and helping behaviors have not been studied before. Therefore, this study aimed to explore factors that motivated the restaurant customers' helping behaviors during a widespread crisis, and to develop and test a conceptual framework.

Statement of Problems

Customer helping behaviors are still understudied in hospitality settings, including the restaurant industry. Anecdotal evidence suggested that some consumers were motivated by their desire to help restaurants during the COVID-19 pandemic, yet it is still unknown what motivates their helping behaviors. Additionally, a conceptual framework that validated the antecedents of customer helping behaviors is limited and undeveloped in the restaurant context. Therefore, the results of this study help fill the gap in the literature and provide information to support the restaurateurs to understand customer helping behaviors, including the antecedents that may benefit the company for overcoming a widespread crisis in the future.

Rationale

The relationship between a seller and buyer might shift during a crisis. In the farming context, Garner (2017) indicated the shift from the basic exchange relationship to the communal relationship when customers decided to help farmers, as they perceived the urgent needs of farmers during a crisis. Similarly, anecdotal evidence showed different kinds of restaurant customers' helping behaviors during the COVID-19 pandemic, yet the relationship between restaurants and their customers remains unexplored. Therefore, the study aimed to explore these relationships further and identify factors that may motivate the customers' decision to help during the COVID-19 pandemic.

Purpose

The purpose of this study is to explore restaurant customer helping behaviors during widespread crises, such as the COVID-19 pandemic, and to identify the antecedents that motivate their behaviors. A mixed methods design that combined qualitative interviews and a quantitative survey is employed to develop and test a conceptual framework of restaurant customers' helping behaviors.

Objectives

This study had two phases: Phase I qualitative study and Phase II quantitative study. Specific objectives of Phase I, using in-depth interviews and thematic analysis included: (1) to explore types of restaurant customers' helping behaviors expressed during the COVID-19 pandemic, (2) to identify the antecedents of the customer helping behaviors, and (3) to generate an item pool to develop a conceptual framework for the survey. The Phase II's main objective was to test the proposed conceptual model.

Research Questions

Guided by previous literature, this study is aimed to address the following research questions:

1. What are the motivating factors of restaurant customer helping behaviors?
2. What are the explicit types of customer helping behaviors in the restaurant industry during the COVID-19 pandemic?
3. How do the communal relationship and exchange relationship between restaurant customers and their corresponding restaurant(s) influence their empathic concerns to help restaurants?
4. How does sense of community influence restaurant customers' helping behaviors?

5. How do customers' empathic concerns influence restaurant customers' helping behaviors?

Significance of the Study

The findings of this study contribute to initiating hospitality research on restaurant customers' helping behaviors during a widespread crisis, such as the COVID-19 pandemic in the future. The study extends the previous helping behavior scales to make them more applicable to use in the restaurant context. Moreover, the results of this study revealed the existence of communal relationships among restaurant customers that were not previously known. Not only did this study provide a theoretical and empirical basis for restaurant customers' helping behaviors, but it also presented implications for the restaurant industry. Having said that, this study explored the phenomenon of restaurant customers' helping behaviors which would in turn benefit restaurateurs, especially in showing the importance of the restaurant's ongoing community sponsorship. Additionally, the results of the study may enhance the restaurateurs to understand their customer helping behaviors to assist them to improve their services to build stronger relationships with their respective customers.

Definitions of Terms

Help: Make it easier for (someone) to do something by offering one's services or resources (Oxford, n.d.).

Helping Behavior: Actions intended to improve the situation of the help-recipient (Bierhoff, 2002, p.179).

Customer Helping Behavior: Desirable behavior that helps the company more than benefit the customer (Johnson & Rapp, 2010, p.787).

Extra-role Behavior: Voluntary action that customer engages in to help a company (Johnson & Rapp, 2010, p.788).

Customer Citizenship Behavior: 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)

Communal Relationship: A mutual relationship that concerns about other's welfare, rather than benefiting oneself or expecting something in return (Clark & Mills, 1994).

Exchange Relationship: A relationship based on exchange transaction when members benefit each other in response to specific benefits received in the past or expected in the future (Clark & Mills, 1994).

Empathy: The action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another of either the past or present without having the feelings, thoughts, and experience fully communicated in an objectively explicit manner (Merriam-Webster, n.d.)

Sense of Community: A feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs will be met through commitment to be together (McMillan & Chavis, 1986, p. 9).

Limitations

This study explored restaurant customer behaviors specifically during a widespread crisis, and the results were limited to such situations. According to Chung and Monroe (2003), helping behaviors contained the likelihood of desirable behavior, and therefore, social desirability bias may have influenced the responses. To minimize the potential for social desirability bias, this study implemented a series of procedures such as preparing survey

questions with wording that could minimize any misleading answers (Hufnagel & Conca, 1994). Furthermore, research participants were fully informed of the confidentiality of their responses during the interviews and the online survey. Further, because the study was conducted in the United States using English as the only language for the interviews and the survey, the study results cannot be generalized to non-English speaking respondents or individuals residing outside the United States. Lastly, the results of the study cannot be generalized beyond the restaurant industry, even though the COVID-19 pandemic affected many industries because of many factors other industries have that may differ from the restaurant businesses.

References

- Atkeson, A. (2020). *What will be the economic impact of covid-19 in the U.S.? rough estimates of disease scenarios* (No. w26867). National Bureau of Economic Research.
- Baker, S. R., Bloom, N., Davis, S. J., & Terry, S. J. (2020). *COVID-induced economic uncertainty* (No. w26983). National Bureau of Economic Research.
- Bandura, R. P., & Lyons, P. R. (2012). Helping managers stimulate employee voluntary, helpful behavior. *Industrial and Commercial Training*, 44(2), 94-102.
- Barnett, M. A., Howard, J. A., King, L. M., & Dino, G. A. (1981). Helping behavior and the transfer of empathy. *The Journal of Social Psychology*, 115(1), 125-132.
- Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research*, 64(1), 39-44.
- Betancourt, H. (1990). An attribution-empathy model of helping behavior: Behavioral intentions and judgments of help-giving. *Personality and Social Psychology Bulletin*, 16(3), 573-591.
- Bierhoff, H. W. (2002). *Prosocial behaviour*. Taylor & Francis.
- Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of Management Review*, 11(4), 710-725.
- Chung, J., & Monroe, G. S. (2003). Exploring social desirability bias. *Journal of Business Ethics*, 44(4), 291-302.
- Cialdini, R. B., Schaller, M., Houlihan, D., Arps, K., Fultz, J., & Beaman, A. L. (1987). Empathy-based helping: Is it selflessly or selfishly motivated? *Journal of Personality and Social Psychology*, 52(4), 749.

- Clark, M. S., & Mills, J. (1979). Interpersonal attraction in exchange and communal relationships. *Journal of Personality and Social Psychology*, 37(1), 12-24.
- Clark, M. S., & Mills, J. (1994). *Theoretical Frameworks for Personal Relationships*. Taylor & Francis.
- Coibion, O., Gorodnichenko, Y., & Weber, M. (2020). *The cost of the COVID-19 crisis: lockdowns, macroeconomic expectations, and consumer spending* (No. w27141). National Bureau of Economic Research.
- Croft, J. (2020). Yikes! Yelp says 60% of restaurant COVID-19 closures are permanent. *CNN News*. <https://www.cnn.com/2020/07/25/business/restaurants-reopen-coronavirus-shutdown-trnd/index.html>
- Garner, B. (2017). Communicating social support during crises at the farmers' market: A social exchange approach to understanding customer-farmer communal relationships. *International Journal of Consumer Studies*, 41(4), 422-430.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31(1), 7-27.
- Guerrieri, V., Lorenzoni, G., Straub, L., & Werning, I. (2020). *Macroeconomic Implications of COVID-19: Can Negative Supply Shocks Cause Demand Shortages?* (No. w26918). National Bureau of Economic Research.
- Ha, A. (2020). Yelp and GoFundMe team up to promote local business fundraisers. *Tech Crunch*. <https://techcrunch.com/2020/03/24/yelp-gofundme/>
- House, J. S., & Wolf, S. (1978). Effects of urban residence on interpersonal trust and helping behavior. *Journal of Personality and Social Psychology*, 36(9), 1029.

- Hufnagel, E. M., & Conca, C. (1994). User response data: The potential for errors and biases. *Information Systems Research*, 5(1), 48-73.
- Isen, A. M., & Simmonds, S. F. (1978). The effect of feeling good on a helping task that is incompatible with good mood. *Social Psychology*, 41(4), 346-349.
- Isen, A. M., Clark, M., & Schwartz, M. F. (1976). Duration of the effect of good mood on helping: "Footprints on the sands of time." *Journal of Personality and Social Psychology*, 34(3), 385.
- Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787-792.
- Kilkenny, M., Nalbarte, L., & Besser, T. (1999). Reciprocated community support and small town-small business success. *Entrepreneurship & Regional Development*, 11(3), 231-246.
- Klein, D (2020). When COVID-19 Ends, Here's How Restaurants Will Win. QSR.
<https://www.qsrmagazine.com/consumer-trends/when-covid-19-ends-heres-how-restaurants-will-win>
- Lampinen, A., Lehtinen, V., Cheshire, C., & Suhonen, E. (2013, February). *Indebtedness and reciprocity in local online exchange: Proceedings of the 2013 Computer Supported Cooperative Work Conference* (pp. 661-672). ACM Press.
- Lee, K., & Ha, I. S. (2012). Exploring the impacts of key economic indicators and economic recessions in the restaurant industry. *Journal of Hospitality Marketing & Management*, 21(3), 330-343.

- Liu, S., Xiao, W., Fang, C., Zhang, X., & Lin, J. (2020). Social support, belongingness, and value co-creation behaviors in online health communities. *Telematics and Informatics*, 50, Article 101398. <https://doi.org/10.1016/j.tele.2020.101398>
- Manucia, G. K., Baumann, D. J., & Cialdini, R. B. (1984). Mood influences on helping: Direct effects or side effects? *Journal of Personality and Social Psychology*, 46(2), 357-364.
- McMillan, D. W., & Chavis, D. M. (1986). Sense of community: A definition and theory. *Journal of Community Psychology*, 14(1), 6-23.
- Mergel, I., Lazer, D., & Binz-Scharf, M. C. (2008). Lending a helping hand: voluntary engagement in knowledge sharing. *International Journal of Learning and Change*, 3(1), 5-22.
- Merriam-Webster. (n.d.). Empathy. In *Merriam-Webster.com dictionary*. <https://www.merriam-webster.com/dictionary/empathy>
- Mukherjee, A., & Shamdasani, P. N. (2005). An experiment on gift-giving and reciprocity in the retail relationship context. *Enhancing Knowledge Development in Marketing*, 333.
- National Restaurant Association. (2020). National statistics: Restaurant industry facts at a glance. <https://www.restaurant.org/research/restaurant-statistics/restaurant-industry-facts-at-a-glance>
- Omoto, A. M., & Snyder, M. (2010). Influences of psychological sense of community on voluntary helping and prosocial action. *The psychology of prosocial behavior: Group processes, intergroup relations, and helping*, 223-244.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.

Oxford. (n.d.). Help. In *Oxford Learner's Dictionary*.

https://www.oxfordlearnersdictionaries.com/definition/english/help_1

Paciello, M., Fida, R., Cerniglia, L., Tramontano, C., & Cole, E. (2013). High cost helping scenario: The role of empathy, prosocial reasoning and moral disengagement on helping behavior. *Personality and Individual Differences*, 55(1), 3-7.

Penner, L. A., & Finkelstein, M. A. (1998). Dispositional and structural determinants of volunteerism. *Journal of Personality and Social Psychology*, 74(2), 525-537.

Perkins, D. D., Florin, P., Rich, R. C., Wandersman, A., & Chavis, D. M. (1990). Participation and the social and physical environment of residential blocks: Crime and community context. *American Journal of Community Psychology*, 18(1), 83-115.

Sedov, D. (2022). Restaurant closures during the COVID-19 pandemic: A descriptive analysis. *Economics Letters*, 213, 110380.

Sparrowe, R. T., Soetjito, B. W., & Kraimer, M. L. (2006). Do leaders' influence tactics relate to members' helping behavior? It depends on the quality of the relationship. *Academy of Management Journal*, 49(6), 1194-1208.

Wu, S. H., Huang, S. C. T., Tsai, C. Y. D., & Lin, P. Y. (2017). Customer citizenship behavior on social networking sites: The role of relationship quality, identification, and service attributes. *Internet Research*. (27)2, 428-448.

Zickfeld, J. H., Schubert, T. W., Seibt, B., & Fiske, A. P. (2017). Empathic concern is part of a more general communal emotion. *Frontiers in Psychology*, 8, Article 723.

<https://doi.org/10.3389/fpsyg.2017.00723>

Chapter 2 - Literature Review

The purposes of this study were to explore restaurant customer helping behaviors and to develop and test a conceptual framework with restaurant customer helping behaviors' antecedents. Nowadays, a company may request customers to do extra beyond paying the asking price, such as helping promote the company to family or friends using social media (Johnson & Rapp, 2010).

Besides helping to promote, extra roles can also be varied, which sometimes uniquely apply only to a specific industry (Gong & Yi, 2021). Since it would benefit the company, often a company needs to be creative when requesting extra things to do. For instance, a company may offer a prize (e.g., conducting a lucky draw) to ask customers to share their photos or experience online or increase promotion to make them subscribe to the company's social media page (Leung et al., 2013). Moreover, some customers will often do such extra roles out of their loyalty to the company (Bartikowski & Walsh, 2011) or to express their satisfaction with the respective business (Hidayanti et al., 2018).

Doing extra roles is often interchangeable with helping behaviors terms (Johnson & Rapp, 2010). In the restaurant setting, helping behaviors have been researched within the context of tipping behavior (Jacob & Guéguen, 2012). Even though researchers did not investigate the helping behaviors of customers that directly benefit the company, their empathic concern towards restaurant servers helps the industry in attracting and retaining their employee to continue working in the industry (Lynn, 2017) while also reducing employers' labor expenses (Even & Macpherson, 2014).

Furthermore, the situation seemed to be more pertinent during the COVID-19 pandemic since restaurants were one of the most suffered due to lockdown that attempted to impose the

spread of the coronavirus (Wilson, 2020). This situation has manifolded helping behaviors in the restaurants setting that have not been explored before, such as a buying gift card to generate restaurant cash flow or forgiving behavior when service failures have occurred during the COVID-19 pandemic. Therefore, the following section of the literature review provides a basis for identifying restaurant customers' helping behaviors and exploring antecedents of such behaviors.

The Global Impact of COVID-19 Pandemic and the Restaurant Industry

In 2020, almost all industries were significantly impacted by a widespread crisis due to the COVID-19 pandemic. COVID-19 is an infectious virus that is “highly contagious and can cause severe respiratory infection and acute respiratory distress syndrome, followed by acute lung injury, leading to pulmonary failure, and ultimately death (Moazzam et al., 2020, p. 2), which has created the global economic crisis. Nevertheless, most importantly, the COVID-19 pandemic has brought disruptions in how businesses run that changed customer purchasing behaviors (Fryer, 2020). Ramelli and Wagner (2020) specified that “the individual behavior is unknown, complicating attempts to quantify the expected economic impact of the disease (p. 2).”

While the restaurant industry has been slowly recovering after the COVID-19 pandemic at the end of 2020, the crisis continues to profoundly impact how restaurants operate. According to Gössling et al. (2020), to increase their business, restaurants are expected to make significant changes to how they operate post-pandemic. Many consumers are still unwilling to dine in at the restaurants because they feel uncomfortable sitting down and being around other customers in the same room (Gursoy et al., 2020). Even though there have been protocols in place regarding the implementation of social distancing, sanitizing, frequent cleaning, and employee training of health and safety, many consumers are still reluctant to spend time at the restaurants and demand

businesses implement more rigorous safety or cleaning procedures (Gursoy & Chi, 2020). The unpleasantness due to risk of spreading the coronavirus has increased customers' negative emotions, consequently changing customer belief toward food safety when visiting a restaurant (Foroudi et al., 2021). It also affected the customers' future willingness to dine in at restaurants, especially when the period of pandemic seemed uncertain yet to be finished.

Furthermore, Mason et al., (2020) offered their perspective on consumer decision-making behaviors pre- and post-pandemic and explained how it has shifted. The study revealed that customer satisfaction decreased mainly due to interference in consumer decision-making during the crisis. Limited personal contacts and lack of online information made customers feel lost and frightened. In the restaurant setting, online food purchases have tripled during the COVID-19 pandemic (Alaimo et al., 2020). However, online engagement was still inadequate to par with the social interaction commonly developed in the physical stores (Mason et al., 2020). This circumstance impacted the customers' anticipated emotions, which affirmed the previous study indicating a decline in positive emotion (Foroudi et al., 2021). Customers had less desire to dine in a restaurant (Mason et al., 2020) and built a new consumption pattern (Mortensen et al., 2020). Many businesses were challenged to adapt to this situation, especially back in March 2020 when every country began the lockdown to impose the spread of the coronavirus (CDC, 2022). Non-essential businesses had to stop their operations, which included most restaurants. Some industries were able to find a different way to keep operations during the lockdown. For instance, the healthcare industry has quickly invented telemedicine services to limit customer contacts (Rosenfeld, 2021).

Even though this was not common before, customers had to accept this new way of transacting and deal with it regardless of their preferences. However, other industries like airlines

and restaurants had more significant challenges to surviving, especially during the shutdown when they should still bare the high fixed costs (Klint, 2021). It then became a chain of problems where almost all industries were disrupted in many ways.

Moreover, unemployment increased only a few months after the pandemic onset (Congressional Research Service, 2021). Reducing the number of employees was an obvious solution when the sales decreased as it cut down the most significant operational expense, the labor cost (Choi et al., 2009). Even when the mandatory lockdown was lifted, some customers, especially restaurant customers, still indicated that they were concerned about their health in getting the virus, while others were afraid to go out and potentially spread the virus around (Brewer & Sebby, 2021). This concern might last for a short period (Palabiyik et al., 2022). However, the biggest problem was that restaurants nowadays had difficulty recalling employees back to work after the lockdown (Luckstead et al., 2021).

The challenges in the restaurants' ability to adequately staff the operation created more frequent service failures (Karniouchina et al., 2022), which might have caused slowly shifting of food sales from restaurants to grocery stores or online food retailers (Luckstead et al., 2021). Available food options were also limited, which consequently caused lower customer satisfaction (Larue, 2020). Hence it pushed restaurants that offer services to change or modify their business model and menu options if the situation would sustain.

Not only these types of restaurants but also other businesses needed to be more innovative to keep up with challenges due to the widespread COVID-19 crisis. On the other hand, some businesses, such as the information technology industry, benefited from the pandemic. Since the beginning of the pandemic, technology has become a must-have for most industries to survive during this global crisis (Czifra & Molnár, 2020).

Eliminating physical contact using technology has become a single solution as it is very critical to suppress the spread of COVID-19 at that moment. This solution became essential to many operations, including not-for-profit organizations with a large public attendance, such as schools and religious services. To continue the teaching and learning activities, schools and other educational institutions had to switch from in-person classes to online classes during the lockdown (Cutri et al., 2020; Jeffrey & Bauer, 2020). This inevitable transition overwhelmed both teachers (Cutri et al., 2020) and students (Adams et al., 2021) and disrupted the whole education system (Tarkar, 2020).

Similarly, other not-for-profit organizations, including religious communities, experienced the same challenges (Lee et al., 2021). Places of worship are considered at high risk for transmitting coronavirus, especially when the gathering involved a large-scale community (Yezli & Khan, 2021). In this case, religious tourism was also disrupted. For example, Makkah and Medina, which used to attract a large number of Muslim followers, were closed to the public once the coronavirus case outbreak in Saudi Arabia (Yezli & Khan, 2021). Several religious activities were also modified from traditional practices to be completely online during the COVID-19 pandemic (Tobroni et al., 2020).

Nevertheless, among all the shifting trends, the trend shift in hospitality during the COVID-19 pandemic may have been the most significant since the industry mainly depends on providing services to people, which has been severely limited during the pandemic. Due to required hygienic practices, many restaurants switched to a digital ordering system to eliminate physical contact between customers and servers (Al Amin et al., 2021; Sharma et al., 2021). Although this technology has existed before (Ahn & Seo, 2018), the use of this digital ordering system has been accelerated due to the COVID-19 pandemic. However, this new way of ordering

has almost eliminated customer interaction (Leung & Loo, 2022) which previously was considered critical in the restaurant industry (Johnson & Masotti, 1990). Restaurant customers are highly encouraged to use contactless ordering systems (Hong et al., 2021) using mobile apps, telephones, websites, or restaurant kiosks.

In addition, many industries, including restaurants and retailers, have switched payment methods to a contactless system to avoid physical contact. While there are some advantages of adopting a cashless and contactless payment system, such as reduced robbery attempts and other cash-related crimes (Armey et al., 2014), it may reduce options for the number of transactions for customers who prefer to or have only cash options. Nonetheless, it may be better for the restaurant wait staff because customers paying with credit cards tended to tip more when compared to cash-paying customers (McCall & Belmont, 1996). Moreover, anecdotal evidence showed that during the COVID-19 pandemic, customers tipped more due to customers' awareness of the hardship of employees and the current global economic problem (Desai, 2021).

The food service industry has been especially vulnerable to the negative impact of the pandemic because it relies on physical human interactions (Yang et al., 2021). Several relief funds, such as Dining Bond Initiative, the James Beard Foundation Food and Beverage Relief fund, and several government funds, were specifically issued to help the restaurants (Eisele, 2020; Kaur, 2022). Furthermore, the economic downturn seemed to strengthen communities' relationships as everyone tried to help each other (Campbell, 2020). González-Padilla and Tortolero-Blanco (2020) also found that social media use increased during the COVID-19 pandemic as customers shared valuable information useful with their community. Moreover, the purpose of crowdfunding campaigns has shifted from special needs for which funds have been

typically requested (e.g., dreams, travels, and weddings) to community and neighborhood needs (Wang et al., 2021).

Unlike other times, during the COVID-19 pandemic, many people were willing to help, including restaurants, even though most were profit-oriented establishments. Individuals and not-for-profit organizations have also stepped in to help restaurants (Kiu, 2022). In the article, Kiu (2022) indicated that one of the not-for-profit organizations, DishRoulette Kitchen, was established because the founder understood the significance of the restaurant's survival to the community and the economy. Anecdotal evidence revealed some reasonings of why various efforts to help restaurants had increased, but no study has been thoroughly conducted, especially at the individual level. Therefore, this current study aimed to explore this topic further, including the reasoning behind it, which may establish before the pandemic begins.

Customer and Restaurant Relationship

In general, every customer has a predetermined expectation of what products or services they will get when making a purchase (Devlin et al., 2002). In the old days, this kind of transaction started with a barter system. Dalton (1982, p. 181) mentioned that “in barter transactions, both parties seek to economize or maximize to receive the most for what they pay.” This reasoning includes customers’ perceived price-benefit fairness (Yi & La, 2004), in which customers will consider the cost of a product compared to the exchange or payment they will render. Such transactions can be explained by an exchange relationship because there is an expected return for the payment provided (Clark & Mills, 1994). According to Clark and Mills (1994), an exchange relationship is based on an exchange transaction where members benefit each other in response to specific benefits received in the past or expected in the future.

On the other hand, some people may not always be concerned about the price (Xia & Monroe, 2010), and others may not even think of getting a return when they spend on something in light of charity (Clark et al., 1986). Indeed, in our dynamic world, it is difficult to always have a balance on everything, especially in an immaterial transaction. Sometimes, individuals are willing to pay more for the same thing if it can save them time. For instance, Disney visitors can have the option to get Disney Genie Service, where they can skip lines with a premium fee. Hence it shows that some people may sometimes consider the different levels of important matters in their lives regarding how much they are willing to spend on something.

Moreover, Clark and Mills (1993) introduced a different kind of relationship, a communal relationship, where give-and-take balancing was not the focus, unlike in the exchange relationship. However, Clark and Mills (1993) argued that exchange and communal relationships were “based on the rules or norms that govern the giving and receiving of benefits” (p. 684). Not only is it psychologically important to measure this relationship, but also it may reveal the reasoning behind helping, which were more pertinent during the COVID-19 pandemic.

Exchange and Communal Relationship

Together with communal relationships in an interpersonal relationship context, exchange relationships were developed by two psychologists, Margaret Clark and Judson Mills (1994), back in 1994. The exchange relationship highlights the balance of a give-and-take relationship, commonly found in business transactions, while the communal relationship focuses only on the giving part with the light of others’ benefit. In a typical purchase transaction, customers will always expect a return in the form of a product or service that they think to have similar monetary value (Aggarwal, 2004). Consequently, it may result in customer satisfaction when it meets expectations (Tecoalu et al., 2021) without considering the other party’s interest or benefit

(Aggarwal, 2004). “It is taking a perspective that transcends emphasis on self-interest alone” (Aggarwal, 2004, p. 88).

Therefore, in exchange relationships, two parties have no concern for the other party’s welfare which is contrary to communal relationships, in which two parties are concerned about the other’s welfare. A few studies attempted to investigate the differences between these relationships and explore how these relationships are established (Batson, 1993; Clark & Mills, 1993). However, further exploration is needed, especially when a new generation has shifted how people interact with one another (Deal et al., 2010).

The theory derived from an economic exchange introduced by Goffman (1961). In the old days, due to many limitations (e.g., time, skill, or resources), exchange with others would be the efficient way to get a thing they could not produce or get by themselves. Known as trading, people started bartering long before money was created (Thakur, 1972). According to Spencer (1992), the idea started gradually from the gift exchange tradition. Spencer (1992) gave an example of when someone with an abundance of corn might be interested in exchanging it for another kind of good. This relationship is often presented when a transaction occurs, such as in business relationships (Spencer, 1992). However, a later study found that it may also occur between anyone, including family, friends, or acquaintances, where people realized that it might benefit both parties (Pataki et al., 2013).

Moreover, in a transaction that involves intangible service, like in the foodservice industry, the exchange relationship might heavily depend on the customer’s perspective (Yi & Gong, 2009). Their perception then becomes their consideration of how much they would pay for the service received (Bolton & Lemon, 1999). Typically, companies provide services in return for a fee. Exchanging services is not a standard method in the business world. In other words,

businesses selling services are always associated with fees. While the pricing service fee study is still limited (Bei & Chiao, 2006), investigating the customer exchange relationship related to service may not be as straightforward as a product-based transaction and therefore needs further exploration.

Often, customers calculate the cost based on an accumulation of tangible costs such as material and labor costs. Prior research also suggests that these costs then reflect on the price customers generally associate with a quality (Olshavsky et al., 1995) and, consequently, their willingness to pay (Bertini et al., 2012). However, Dodds et al. (1991) found that another factor, brand, also can influence quality perception in addition to the price alone. Additionally, there are indirect costs, such as distribution and advertising costs which are associated with branding (Bellin, 2016) and often were not accounted for by the customers due to no direct value or benefit (Pfeifer et al., 2005).

In addition to various costs, sellers may consider the market situation to balance supply and demand in their pricing strategy. Service delivery is limited compared to goods with more potential for mass production using technology, as it depends upon the availability of human resources (Tavčar & Duhovnik, 2005). Due to this limitation, service industry pricing can be fluctuated depending on the supply availability (Noone & McGuire, 2014). This also can be explained by revenue management, in which some service providers adopted the theory of supply and demand to maximize their revenue (Weatherford, 2016). Revenue management first developed in the airline industry, mainly the first strategy introducing a discounted price to sell empty seats to generate more revenue (Cross et al., 2009). It then developed to be a more general strategy focusing on generating revenue from the excess capacity (Cross et al., 2011).

As one of the industries that serve perishable inventory, the restaurant industry should apply this revenue management approach to minimize obsolete inventories and increase the restaurant's capacity (Kimes et al., 1998). However, this approach often puts aside customer satisfaction since it only focuses on company advantage (Lindenmeier & Tscheulin, 2008; Matsuoka, 2022). For instance, Kimes et al. (1998) suggested that reservation decreases capacity in many cases, especially when customers miss appointments. A no-reservation policy might also dissatisfy customers who value time and do not wish to wait in line.

To accommodate these types of customers, some restaurants still allow customers to make reservations, but with a fee to minimize the risk of no-shows that they will keep in case they do not come (Alexandrov & Lariviere, 2012). This different type of reservation policy does not matter for occasional customers but can be unpleasant for loyal customers (Shoemaker & Lewis, 1999). Gilbert (1996) indicated that the reservation system is one of the essential marketing approaches to retaining loyal customers, which improves customer relationships.

Moreover, restaurant-customer relationships can be more complex in a restaurant that offers services (i.e., fine dining restaurant) because the service fee is usually not included in the price tag and is subject to the customer's willingness to pay. It has become a social custom, especially in the United States, where restaurant customers are expected to add a gratuity for the service and the amount in the bill (Azar, 2004). In this case, adding a gratuity or tip for foodservice servers is expected yet voluntary.

In the past, researchers found that customers leave tips because they feel gratitude for the service, which can be explained by the exchange relationship (Clark & Mills, 1994) and the equity theory (Adams, 1965; E. Walster et al., 1973). The equity theory posits an equitable relationship which, in this case, developed between servers and customers (Lynn & McCall,

2000). The amount of gratuity or tips given back to the server should be equitably reflected based on the service received. In this case, Lynn & McCall (2000) described that gratuity as a reward for good service is consistent with equity theory.

The tradition of tipping came to the United States from Europe (Segrave, 2009) and has been debated as a controversial topic since then (Woodall, 2018). Shurance (2018) used rhetorical criticism between the restaurant association (The National Restaurant Association) and the worker association (Restaurant Opportunities Centers United) in an attempt to understand the symbol of tipping. Not favoring either side, Shurance indicated that tipping study is still lacking and most arguments for and against tipping often misrepresented the opposition. A brief summary of her findings:

Restaurant Opportunities Centers United focuses on the economics of the tipped worker, highlighting poverty and the experience of the tipped worker but diminishing or obscuring the perspective of restaurant owners. Restaurant Opportunities Centers United approaches the rhetoric in a limiting way through their use of fearmongering, poverty-centered arguments, and attacking metaphors. The National Restaurant Association, through its use of a vague god-term, belittling characterization of disagreeing parties, and highly selective facts, conveys its policy suggestions and perspectives on tipped worker wages in an echo-chamber, making cases that draw upon the tribal narrative of business as an opportunity, the American dream of upward mobility, and tipping as American. (Shurance, 2018, p. 68)

It is expected that customers used to reciprocate the servers by giving monetary compensation when they satisfy the customers' needs (Whaley et al., 2019). According to the exchange relationship theory, customers may feel dissatisfied when receiving services below their

expectations. Seiter (2007) found that most restaurant employees depend on tips given by the customer because they are not entitled to receive standard minimum wages as other types of employees. For this reason, customers still leave tips as they know this fact and empathize with the situation (Whaley et al., 2014).

However, previous studies indicated that tipping could be a measurement of satisfaction (Lynn & Latane, 1984). The amount of tips often used to evaluate server performance (Azar, 2004). Azar (2004) suggested that customers should not tip when they receive bad service. This further extended to what is considered good service. Besides, there were other factors such as server gender, server posture, or payment method, which were assumed to affect the tip size (Conlin et al., 2003; Lynn & McCall, 2000; Whaley et al., 2014). This led to a more complex decision-making process in terms of customer tipping.

Furthermore, Jacob and Guéguen (2012) considered the tipping tradition as helping behavior because it is not obligatory. A previous study indicates that when everything is equal, loyal customers tend to tip more (Bujisic et al., 2014). Therefore, if customers are likely to be more sensitive to the server's welfare, this should not make them feel exploited, as usually found in a communal relationship.

The communal relationship is explained when no return is expected in the transaction (Clark et al., 1986). For instance, a study investigated transactions during a crisis where it highlighted the reasons for the purchase were to help the farmers. (Garner, 2017). Garner (2017) further explored the communal relationships between customers and a farmer when drought troubled the farmer. The study indicated that some customers gave support that was not limited only to social but also tangible support like monetary support. In this case, the support given by the customers was mainly social. For instance, a customer tried to help clean up after the flood.

Another customer tried to give positive words and considered emotional support (Wenrich et al., 2003). An example of the tangible support revealed in this study was the pre-order purchase that customers made to keep the farmer's financial flow. These customers' support highlighted the communal relationship between customers and the farmer, where no return was expected in this transaction (Clark & Mills, 1979). The strength of communal relationships can vary, affecting how likely one party will be inclined to help the other (Clark & Mills, 1994).

A communal relationship between sellers and buyers usually occurs during challenging situations (Garner, 2017). A typical restaurant and customer relationship are commonly described as an exchange relationship because of the expected return for the payment rendered. However, during the COVID-19 pandemic, some customers went above and beyond to help the community without expecting anything in return, as found in a communal relationship. For instance, some customers reported feeling the urge to leave larger tips or dine out more frequently to support such a troubled industry and keep the business running (Klein, 2020).

Ultimately, investigating general exchange and communal relationships during a widespread crisis may shed light on what motivates restaurant customers to engage in helping behaviors. A previous study suggested that these relationships may not always be mutually exclusive (Clark & Mills, 1993). Both argued that behavior in communal relationships is not always completely altruistic, or vice versa, and that behavior in exchange relationships is entirely selfish, as previously proposed by Batson (1987). While this might also be applicable in a restaurant during the COVID-19 pandemic, this study will consider both relationships to provide insights for consumer behavior researchers. Moreover, industry professionals can better understand what triggered restaurant customers' helping behaviors. Because restaurant customer helping behaviors may vary depending on relationships between customers and respective

restaurants and other factors, identifying antecedents of customer helping behaviors may provide insights for the restaurant industry in terms of building relationships with their customers.

Sense of Community

The sense of community theory provides a framework for this study, focusing on how a sense of community motivates helping behavior during a crisis. “Helping community” has become two common words that appeared during the COVID-19 pandemic to invite people to participate in prosocial acts by supporting local businesses. Krause (2013) found that some individuals are inclined to help one another within a community or neighborhood because they perceive the benefits of sharing. However, others may help because they had received benefits when they were in need in the past (Keeley, 1988). While it may be manifested both ways, motivations for their involvement may be different.

According to McMillan and Chavis (1986), how individuals get involved in a community can be explained by four components, which later developed into the sense of community index (SCI) scale by Perkins et al. (1990). The four components are group membership, influence, integration, fulfillment of needs, and emotional connection.

Group membership sets the boundaries of where people belong in a group that can be derived from similar identities such as language or culture. Membership is often characterized by a feeling of belonging, emotional security, and identification (McMillan and Chavis (1986). Influence is “a bidirectional concept” (McMillan & Chavis, 1986, p.11) where people can get a sort of influence from their group, such as sharing strength from a powerful group. This depends on the individual interaction in which participation and collaboration are important in developing a sense of community among the group (Madrid, 2016). The third component is integration and fulfillment of needs. Community members can share their benefits within their group, including

benefits to fulfill their needs. Integration and fulfillment of needs highlight the group's ability to satisfy the members' needs, which can be both physical and psychological. The last component, emotional connection, highlights the social bonding developed among the group members. It covers the quality of their interaction and relationship among the members (Madrid, 2016).

The score of these four components determines how likely individuals are to be involved in community support behaviors (McMillan & Chavis, 1986). Further, it can be used as a benchmark to study the impact of community involvement (Carter et al., 1981). For instance, a study found that businesses with higher involvement in their community were more likely to be successful (Besser, 1999). Moreover, Garner (2017) also indicates how the community was helping a farmer during the crisis, including monetary and social support.

Uniquely, a restaurant can become a place attachment, where customers bring with them some emotional bond due to their personal experiences, (Wu et al., 2019). Therefore, it is common for some restaurants to become iconic places for visitors as tourist destinations (Jiang et al., 2016) or become a "third place," known as a usual social environment to spend time after home ("first place") and workplace ("second place") for some people (Hanks et al., 2020).

However, McMillan and Chavis (1986) were aware that community may not always relate to a specific geographic location but can also refer to relational aspects of human relationships. Prior study indicates that ethnicity, identity, and membership affect the sense of community strength from an ecological perspective (Jason et al., 2015). This means that the more people have similarities, such as ethnicity and identity, the stronger the sense of community they will have. A sense of community also often refers to a boundary of a geographical location. However, it is not always limited to a particular physical setting (Warner & Dixon, 2011).

According to Sarason (1974), a sense of community can be just a feeling when someone feels attached.

A previous study found that customers often experience emotional or cultural attachment to a restaurant (Tsai, 2016), adding another level of complexity and uniqueness to the relationship between a restaurant and its customers. Accordingly, such feelings of attachment may drive customers to go above and beyond to engage in helping behaviors, often described as customer citizenship behaviors (Hur et al., 2020). However, there is still limited research examining the relationship within the restaurant context. Therefore, this study aimed to explore further the relationships and associations among restaurant customers' sense of community and customer helping behaviors during a widespread crisis.

Empathic Concern

Several studies examined what motivates empathy to understand prosocial acts such as helping, sharing, donating, and volunteering behaviors (Batson et al., 1997; Graziano et al., 2007; Smith et al., 2019; Verhaert & Van den Poel, 2011; Walster & Piliavin, 1972). It is believed that empathy plays a vital role in motivating someone to help those who are in need, especially in difficult situations such as a widespread crisis.

Empathy is a multifaceted concept that often overlaps with sympathy, compassion, and pro-social behavior (Jeffrey, 2016). Despite the similarity, these concepts are different in the sociological literature (Turner & Stets, 2006). According to Schmitt and Clark (2006), sympathy is defined as “in line with everyday speech: feeling sorry, genuinely, or other otherwise, for another’s plight (p. 469).” In contrast, Clark et al. (1997) defined empathy as a process involving taking the role of others by sharing emotional experiences and showing concern for another. Thus, referring to both definitions, empathy is more specific since it includes an act of sharing,

unlike just a feeling of sympathy. Moreover, Clark (1997) further explained that cognitive empathy is an awareness of someone's struggle, while emotional empathy is a discomfort emotion after the awareness.

Another study investigates empathy that derived from potentially different social statuses (Hochschild, 1983). This includes the question of who deserves empathy (Ruiz-Junco, 2017). When someone perceives that the other party has lower social status, they will empathize more with the situation. In other words, someone may have different levels of empathy towards another if they have a similar situation but different social statuses.

Additionally, a study attempted to identify if racial or class differences may affect the different levels of empathy towards someone (Ruiz-Junco, 2017; Schwalbe et al., 2000). Stacey (2020) introduced "empathy wells," which explained the different capacities of someone to empathize. On the contrary, this relationship can be explained as a communal relationship where members feel more connected and willing to help when they have similar characteristics (Clark & Mills, 1994). However, the association needs to be investigated further if someone with same statuses or races will have more empathy (Han, 2018), or perhaps the other way around.

Regarding other attributes like gender, a previous study found that women are more empathetic than men since they are more easily to get depressive and have more profound feelings towards something (Rosenfield, 2000). Moreover, study found that women tended to have more empathy towards someone with a similar experience, while men remained the same regardless of their experience similarity (Batson et al., 1996). Nonetheless, Graça et al. (2018) mentioned that even though women tend to show higher empathy compared to men, women usually less likely to be more proactive to do something due to traditional feminine roles they have.

According to Batson et al. (1991), empathic concern was a trigger that motivated altruistic motives for helping. Nevertheless, Davis (1980) developed the interpersonal reactivity index to measure empathic tendencies. This scale was designed to measure both affective and cognitive aspects that emphasized the empathetic process in adults. There are four subscales in the interpersonal reactivity index: Empathic concern and personal distress represent affective aspects of empathy, whereas fantasy and perspective taking represent cognitive aspects. However, a previous study shows that empathy for other person's distress was the biggest motivation if helping alone was not personally costly (Schroeder et al., 1988), known as empathic concern from one of the four Davis' empathic tendencies (Davis, 1980).

In this study, the feeling of empathy may be aroused during COVID-19 depending on someone's awareness. During the COVID-19 pandemic, some marketing materials indicated the need for helping businesses, especially local businesses (González-Padilla & Tortolero-Blanco, 2020). Mohamad et al. (2020) contend that marketing strategies are crucial for customers' decision-making during stay-home orders due to the COVID-19 pandemic. It is unknown whether such marketing materials may have drawn an affective state in the consumers resulting in empathy for the restaurant workers or owners. Therefore, further investigation is still needed.

Furthermore, Park et al. (2011) contend that the egoistic concern where people are concerned for themselves may potentially override the intention to benefit others when they are less concerned about the communal orientation. In such a case, the exchange relationship may explain the reasons behind customer behaviors better than the communal relationship. Because factors and relationships between and among factors and the customer helping behaviors in the restaurant context are unclear, this phenomenon needs to be explored in greater depth by

examining the restaurant customers' empathic concern that may potentially motivate their helping behavior during the crisis due to the COVID-19 pandemic.

Helping Behaviors

Helping behaviors have gained interest among researchers, especially in the sociology and psychology fields. Helping behaviors were extensively examined under various rubrics and somewhat overlapped between customer citizenship behavior (Bartikowski & Walsh, 2011; Vigoda-Gadot, 2006; Wu et al., 2017), organization citizenship behavior (Deckop et al., 2003; Ehrhart et al., 2006; Johnson & Rapp, 2010; Ryan, 2001), altruism (Dovidio, 1984; Kahana et al., 2013), prosocial acts (Einolf, 2008), and volunteerism (Kahana et al., 2013).

Among these concepts, prosocial behavior is very similar to helping behavior. Prosocial may involve one person helping another or through an intermediary such as an organization (Varadarajan & Menon, 1988). Therefore, the term is often used interchangeably, but prosocial covers a broad range of activities, including helping acts (Mweene, 2022).

Most helping behavior studies focused on outputs rather than inputs (Polonksy & Voola, 2002). The helping behavior outputs are varied, such as time, money, an in-kind contribution, gift, and loyalty (Sargeant, 1999). Sargeant (1999) identifies loyalty as a helping behavior since he found that loyal or committed donor was significant for successful fundraising and helped the donor organization.

Unlike the outputs, helping behavior inputs can be various and broad. Inputs are external determinants of the decision-making process (Sargeant, 1999). In the charity sector, Wray (1994) identifies "branding" as one of the significant inputs to be the first consideration to help a charity organization. It includes maintaining a consistent style when passing the message to the

prospective donor. An individual help request might have a more complex output, yet further study is still needed.

When helping behaviors are sought to be extra roles by customers to help improve the service quality, the term helping behaviors fits the term of customer citizenship behavior. On the other hand, when helping behaviors are performed by an organizational member, these extra roles can be categorized as organizational citizenship behaviors. The helping behaviors were defined as “actions intended to improve the situation of the help recipient” (Bierhoff, 2002, p.179) or “behavior that enhances the welfare of another” (Bendapundi et al., 1996, p. 34). The term, helping behaviors, was often used interchangeably with other terms, such as prosocial or altruistic behavior, even though the terms were not precisely synonymous.

Restaurant Customers’ Helping Behaviors

During the COVID-19 pandemic, many industries have been forced to adopt the new normal to survive. The restaurant industry was no exception, as it was forced to adopt new regulations and protocols to ensure safety and accessibility for its customers. The industry has lost more than 50% of the U.S. consumer interest in restaurants (Ha, 2020), and many restaurants had to rely on their customers to survive (Jayaraman, 2020).

In addition to the government support for businesses, several helping initiatives were started externally by Yelp, GoFundMe (Ha, 2020), the local community (O’Neill, 2020), and even their customers (Sontag, 2020). A previous study aimed to capture different types of customers’ helping behaviors in a general context (Johnson & Rapp, 2010) and developed a customer helping behavior scale based on organizational behavior.

The complex customer helping behavior scale (Johnson & Rapp, 2010) includes several subfactors: expanding behaviors, supporting behaviors, forgiving behaviors, increasing quantity,

displaying competitive information, responding to the research, displaying brands, and paying a higher price. These subfactors were found to be empirically significant for benefiting the organization.

Expanding and Supporting Behaviors

Expanding behaviors are actions that help an organization expand in terms of getting more customers. For instance, giving references or recommendations to close friends or family is one of the extra-role behaviors by which customers voluntarily help restaurants promote their brand (Ferguson, 2008). There are more direct supporting behaviors, such as giving donations or participating in an event to help out the restaurants. For example, customers participated in Colorado Restaurant Bingo, an initiative to help Colorado Restaurants (Colorado Restaurant Association, 2020) after the COVID-19 pandemic hit.

Forgiving Behaviors

Forgiving behaviors are actions where customers understand the situation more when service failure (i.e., longer wait times than usual, or missing condiments) happens. It is not unusual that loyal customers tend to display more forgiving behaviors than new customers (Ingram et al., 2005). On the other hand, some customers tend to have a more forgiving trait and are inclined to forgive more easily than others (Casidy & Shin, 2015). Such traits and behaviors will indirectly enable the restaurant to recover from potential service failures while retaining the customer (Miller et al., 2000).

Increasing Quantity

It is common for behavior patterns to change during a crisis (O'Reilly, 2011). Coibion et al. (2020) noted how COVID-19 changed customer spending patterns, including dining-out behaviors. Oracle (2020) reported some customers have dined out more frequently during the

COVID-19 than before, and some respondents claimed that it was to help the restaurant industry. Likewise, several hashtags such as #dinemore and #EatOutHelpOut were deemed to increase the frequency of purchasing more during the COVID-19 pandemic. Therefore, some customers who show the reason to increase frequency or order quantity to keep the business afloat may be part of helping behaviors.

Responding to Research

Customer feedback is crucial for every business improvement (Gerson, 1993). As it is always voluntary for a customer to provide restaurateurs with feedback, data rendered are considered helpful for the company to analyze and improve their performance (Zairi, 1992). Therefore, customers' willingness to provide feedback is considered a helping behavior.

Displaying Brands

Brand equity motivates customers to display the brand they like to help promote it willingly. A few years ago, Starbucks mugs were sold out soon after the company launched a sale in the market (Davison, 2017). These customers were willing to pay or even queue to get the mug, which displayed the Starbucks logo (Cheng, 2019). Such behavior of displaying a brand was deemed to help the company promote the brand and increase revenue from selling such merchandise. Therefore, the brand-displaying behavior will be included in this study as a part of helping behaviors.

Paying a Higher Price

Many customers understand the difficulty of restaurants may experience during the COVID-19 pandemic including shortage of supplies and employees (Hobbs, 2020). To overcome these challenges, a restaurant might have to adjust and increase its price during this unprecedented time to survive. When this happens, some customers might not be happy, but

others understand and do not mind the increased price in order to help the restaurant (Callahan, 2020). However, have not been explored yet in a crisis situation, this study attempts to further investigate customer willingness to pay a higher price as an action to help the restaurants.

In particular, the items can be used in the restaurant context, yet a slight modification and addition are needed to obtain the purpose of this present study. The study, therefore, mostly adopted the developed scale to investigate restaurant customers' helping behaviors and their antecedents.

Deductive and Inductive Approach

Because helping behaviors have not been extensively explored in the restaurant industry, this study starts by exploring them using both deductive and inductive approaches. The general context of helping behaviors will be collected from previous studies using a deductive approach. As empirical research, the findings of the deductive approach will be used as the framework for the interview in the inductive approach (Turner III, 2010).

An inductive approach requires a study to start with an inquiry phase using interviews to explore the phenomenon of the target variable (Thomas, 2006). To ensure the validity of a study, specific strategies including saturation process, replication, and verification (Morse & Mitcham, 2002) need to be implemented. Data saturation is important when collecting qualitative data to ensure the quality of the data. According to Urquhart (2012), data are considered saturated when no more new codes emerge upon collecting new data. A previous study suggested that using a maximum variation matrix for recruiting participants for qualitative research enhances the variety of critical respondents, allowing a breadth of the data (Kerr et al., 2010).

In terms of replication, similar to a quantitative study, using the same data to validate a study is applicable to a qualitative study (King, 1995). Because there cannot be exactly the same

data from different respondents, Cook (1983) suggested that triangulation can be a way to replicate and validate the qualitative data. With one data source, triangulation can be achieved by including a verifier, who may be selected based on experience in conducting qualitative research and expertise in the field of subject interest, in the data analysis process (Pretorius & Holtzhauzen, 2013). In addition, a semi-structured interview technique, with consistent wordings on scripts and questions, ensures data consistency by using focused discussion (Kallio et al., 2016).

The thematic analysis is a standard method to analyze semi-structured interview data and has been extensively used to identify patterns in human behavior (Alexander & Lopez, 2018; Evans & Lewis, 2018; Pehlke II et al., 2009; Saunders & Byrne, 2002). Through generating a codebook with a compilation of codes, thematic analysis helps to encode raw data into a list of themes needed for conducting inductive research (Boyatzis, 1998).

Evans and Lewis (2018) contend that thematic analysis is helpful in examining constructs related to voluntary experience to explore its antecedents and what may have been potentially refrained. As restaurant customers' helping behaviors are primarily voluntary, this study will use thematic analysis to analyze the qualitative data. The qualitative approach aims to reveal an in-depth understanding of target behaviors and support the following deductive approach of the research by providing the basis for a quantitative research instrument (Pluye & Hong, 2014).

In the next phase of the research, a large number of data were collected, and researchers would validate the conceptual model derived from combining the inductive and deductive approaches, mainly when empirical support was limited (Olsson & Bosch, 2015). In summary, based on the previous literature, this study used the deductive and inductive approaches,

including thematic analysis as the framework for Phase I and validating the conceptual model in Phase II.

References

- Adams, J. S. (1965). Inequity in social exchange. In Berkowitz, L. (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267-299). Academic Press.
- Aggarwal, P. (2004). The effects of brand relationship norms on consumer attitudes and behavior. *Journal of Consumer Research*, 31(1), 87-101.
- Alaimo, L. S., Fiore, M., & Galati, A. (2020). How the COVID-19 pandemic is changing online food shopping human behaviour in Italy. *Sustainability*, 12(22), 1-18.
<https://doi.org/10.3390/su12229594>
- Alexander, C., & Lopez, R. P. (2018). A thematic analysis of self-described authentic leadership behaviors among experienced nurse executives. *The Journal of Nursing Administration*, 48(1), 38-43.
- Alexandrov, A., & Lariviere, M. A. (2012). Are reservations recommended? *Manufacturing & Service Operations Management*, 14(2), 218-230.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411.
- Azar, O. H. (2004). The history of tipping—from sixteenth-century England to United States in the 1910s. *The Journal of Socio-Economics*, 33(6), 745-764.
- Azar, O. H. (2010). Do people tip because of psychological or strategic motivations? An empirical analysis of restaurant tipping. *Applied Economics*, 42(23), 3039-3044.
- Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research*, 64(1), 39-44.
- Batson, C. D. (1993). Communal and exchange relationships: What is the difference? *Personality and Social Psychology Bulletin*, 19(6), 677-683.

- Batson, C. D., Batson, J. G., Slingsby, J. K., Harrell, K. L., Peekna, H. M., & Todd, R. M. (1991). Empathic joy and the empathy-altruism hypothesis. *Journal of Personality and Social Psychology*, 61(3), 413.
- Batson, C. D., Sager, K., Garst, E., Kang, M., Rubchinsky, K., & Dawson, K. (1997). Is empathy-induced helping due to self-other merging? *Journal of Personality and Social Psychology*, 73(3), 495-509.
- Batson, C. D., Sympson, S. C., Hindman, J. L., Decruz, P., Todd, R. M., Weeks, J. L., Jennings, G., & Burns, C. T. (1996). "I've been there, too": Effect on empathy of prior experience with a need. *Personality and Social Psychology Bulletin*, 22(5), 474-482.
- Bei, L. T., & Chiao, Y. C. (2006). The determinants of customer loyalty: An analysis of intangible factors in three service industries. *International Journal of Commerce and Management*.
- Bellin, H. (2016). Branding and marketing channel strategies: Some effects on channel partners. *Journal of Marketing Channels*, 23(4), 255-257.
- Bendapudi, Neeli, Singh, Surendra N. & Bendapudi, Venkat. (1996). Enhancing helping behavior: An integrative framework for promotion planning. *Journal of Marketing*, 60(3), 33-49
- Bertini, M., Wathieu, L., & Iyengar, S. S. (2012). The discriminating consumer: Product proliferation and willingness to pay for quality. *Journal of Marketing Research*, 49(1), 39-49.
- Besser, T. L. (1999). Community involvement and the perception of success among small business operators in small towns. *Journal of Small Business Management*, 37(4), 16-30.
- Bierhoff, H. W. (2002). *Prosocial behaviour*. Taylor & Francis.

- Bolton, R. N., & Lemon, K. N. (1999). A dynamic model of customers' usage of services: Usage as an antecedent and consequence of satisfaction. *Journal of Marketing Research*, 36(2), 171-186.
- Boyatzis, R. E. (1998). *Transforming qualitative information: Thematic analysis and code development*. Sage publications.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Brown, T. A. (2015). *Confirmatory factor analysis for applied research*. Guilford publications.
- Bujisic, M., Wu, L. L., Mattila, A., & Bilgihan, A. (2014). Not all smiles are created equal: Investigating the effects of display authenticity and service relationship on customer tipping behavior. *International Journal of Contemporary Hospitality Management*, 26(2), 293-306.
- Callahan, C. (2020). What is a COVID-19 surcharge? Why some restaurants are adding an extra fee to your bill. *Today News*. <https://www.today.com/food/what-covid-19-surcharge-why-some-restaurants-are-adding-extra-t181450>
- Carter, T. J., Donnermeyer, J. F., Phillips, G. H., & Todd, N. W. (1981). *Rural crime: Integrating research and prevention*. Allanheld, Osmun and Co Publishers, Inc.
- Casidy, R., & Shin, H. (2015). The effects of harm directions and service recovery strategies on customer forgiveness and negative word-of-mouth intentions. *Journal of Retailing and Consumer Services*, 27(2015), 103-112.
- Charlton, D., & Castillo, M. (2021). Potential impacts of a pandemic on the US farm labor market. *Applied Economic Perspectives and Policy*, 43(1), 39-57.

- Cheng, K. (2019). It's a catfight! Customers brawl at Starbucks stores across China over the chance to buy £22 limited edition 'cat-paw' coffee mugs. *Daily Mail*.
<https://www.dailymail.co.uk/news/article-6755233/Customers-brawl-Starbucks-stores-China-22-limited-edition-cat-paw-coffee-mug.html>
- Clark, C. (1997). *Misery and company: Sympathy in everyday life*. University of Chicago Press.
- Clark, M. S., & Mills, J. (1979). Interpersonal attraction in exchange and communal relationships. *Journal of Personality and Social Psychology*, 37(1), 12-24.
- Clark, M. S., & Mills, J. (1993). The difference between communal and exchange relationships: What it is and is not. *Personality and social psychology bulletin*, 19(6), 684-691.
- Clark, M. S., & Mills, J. (1994). *Theoretical Frameworks for Personal Relationships*. Taylor & Francis.
- Clark, M. S., Taraban, C., Ho, J., & Wesner, K. (1989). *A measure of exchange orientation*. [Unpublished manuscript]. Carnegie Mellon University.
- Coibion, O., Gorodnichenko, Y., & Weber, M. (2020). *The cost of the COVID-19 crisis: lockdowns, macroeconomic expectations, and consumer spending* (No. w27141). National Bureau of Economic Research.
- Colorado Restaurant Association (2020). Colorado restaurant bingo: Summer edition. *Colorado Tourism Office*. <https://www.corestaurantbingo.com/>
- Congressional Research Service (2021). Unemployment rates during the COVID-19 Pandemic. *CRS Report*. <https://crsreports.congress.gov/product/pdf/R/R46554/12>
- Conlin, M., Lynn, M., & O'Donoghue, T. (2003). The norm of restaurant tipping. *Journal of Economic Behavior & Organization*, 52(3), 297-321.
- Connelly, L. M. (2008). Pilot studies. *Medsurg Nursing*, 17(6), 411-412.

- Cook, J. A. (1983). An interdisciplinary look at feminist methodology: Ideas and practice in sociology, history, and anthropology. *Humboldt Journal of Social Relations*, 10, 127-152.
- Cronbach, L. J. (1951). Coefficient alpha and the interval structure of tests. *Psychometrika*, 16(3), 297–334
- Cross, R. G., Higbie, J. A., & Cross, D. Q. (2009). Revenue management's renaissance: A rebirth of the art and science of profitable revenue generation. *Cornell Hospitality Quarterly*, 50(1), 56-81.
- Cross, R. G., Higbie, J. A., & Cross, Z. N. (2011). Milestones in the application of analytical pricing and revenue management. *Journal of Revenue and Pricing Management*, 10(1), 8-18.
- Davidson, P. (2020). Unemployment soars to 14.7%, job losses reach 20.5 million in April as coronavirus pandemic spreads. *USA Today*.
<https://www.usatoday.com/story/money/2020/05/08/april-jobs-reports-20-5-m-become-unemployed-covid-19-spreads/3090664001/>
- Davis, C. (2020). App lets Austin restaurants sell excess produce, raw ingredients to recoup costs during pandemic. *KXAN News*. <https://www.kxan.com/news/coronavirus/app-lets-austin-restaurants-sell-excess-produce-raw-ingredients-to-recoup-costs-during-pandemic/>
- Davis, M. H. (1980). A multidimensional approach to individual differences in empathy. *Journal Supplement Abstract Service Catalog of Selected Documents in Psychology*, 10(3), 1-17.
- Deal, J. J., Altman, D. G., & Rogelberg, S. G. (2010). Millennials at work: What we know and what we need to do (if anything). *Journal of Business and Psychology*, 25(2), 191-199.
- Deckop, J. R., Cirka, C. C., & Andersson, L. M. (2003). Doing unto others: The reciprocity of helping behavior in organizations. *Journal of Business Ethics*, 47(2), 101-113.

- Desai, S. (2021). The pandemic really did change how we tip. *The Atlantic*.
<https://www.theatlantic.com/health/archive/2021/06/tipping-restaurants-pandemic-waiters/619314/>
- Devlin, J. F., Gwynne, A. L., & Ennew, C. T. (2002). The antecedents of service expectations. *Service Industries Journal*, 22(4), 117-152.
- Dovidio, J. F. (1984). Helping behavior and altruism: An empirical and conceptual overview. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 17, pp. 361-427). Academic Press.
- Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior. *Human Performance*, 19(2), 159-173.
- Einolf, C. J. (2008). Empathic concern and prosocial behaviors: A test of experimental results using survey data. *Social Science Research*, 37(4), 1267-1279.
- Eisele, J. (2020). A list of relief funds for restaurants, bars, and food service workers. *Eater*.
<https://www.eater.com/2020/3/17/21182293/coronavirus-relief-funds-restaurants-food-service-workers>
- Evans, C., & Lewis, J. (2018). Analysing semi-structured interviews using thematic analysis: exploring voluntary civic participation among adults. *Sage Research Methods Dataset*.
<https://doi.org/10.4135/9781526439284>
- Even, W. E., & Macpherson, D. A. (2014). The effect of the tipped minimum wage on employees in the U.S. restaurant industry. *Southern Economic Journal*, 80(3), 633-655.
- Ferguson, R. (2008). Word of mouth and viral marketing: taking the temperature of the hottest trends in marketing. *Journal of Consumer Marketing*, 25(3), 179-182.

- Field, A. (2009). *Discovering statistics using SPSS: Introducing statistical method* (3rd ed.). Sage Publications.
- Ford, W. S. Z. (1995). Evaluation of the indirect influence of courteous service on customer discretionary behavior. *Human Communication Research*, 22(1), 65-89.
- Foroudi, P., Tabaghdehi, S. A. H., & Marvi, R. (2021). The gloom of the COVID-19 shock in the hospitality industry: A study of consumer risk perception and adaptive belief in the dark cloud of a pandemic. *International Journal of Hospitality Management*, 92(2), 102.
- Fryer, V. (2020). Understanding the COVID-19 effect on e-commerce. *Bigcommerce*.
<https://www.bigcommerce.com/blog/COVID-19-ecommerce/#is-it-safe-to-order-online-during-COVID-19>
- Garner, B. (2017). Communicating social support during crises at the farmers' market: A social exchange approach to understanding customer-farmer communal relationships. *International Journal of Consumer Studies*, 41(4), 422-430.
- Graça, J., Calheiros, M. M., Oliveira, A., & Milfont, T. L. (2018). Why are women less likely to support animal exploitation than men? The mediating roles of social dominance orientation and empathy. *Personality and Individual Differences*, 129, 66-69.
- Gefen, D., & Straub, D. W. (2005). A practical guide to factorial validity using PLS-Graph: tutorial and annotated example. *Communications of the Association for Information System*, 16(1), 91–109.
- Gerson, R. (1993). *Measuring customer satisfaction*. Crisp Learning.
- Gong, T., & Yi, Y. (2021). A review of customer citizenship behaviors in the service context. *The Service Industries Journal*, 41(3), 169-199.

- González-Padilla, D. A., & Tortolero-Blanco, L. (2020). Social media influence in the COVID-19 Pandemic. *International Brazilian Journal of Urology*, 46(1), 120-124.
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 29(1), 1-20.
- Graziano, W. G., Habashi, M. M., Sheese, B. E., & Tobin, R. M. (2007). Agreeableness, empathy, and helping: A person $\times$ situation perspective. *Journal of Personality and Social Psychology*, 93(4), 583-599.
- Gretzel, U., Fuchs, M., Baggio, R., Hoepken, W., Law, R., Neidhardt, J., Pesonen J., Zanker, M. & Xiang, Z. (2020). e-Tourism beyond COVID-19: a call for transformative research. *Information Technology & Tourism*, 22(2), 187-203.
- Guetterman, T. (2015). Descriptions of sampling practices within five approaches to qualitative research in education and the health sciences. *Forum Qualitative Social Forschung*, 16(2), 1-23.
- Gursoy, D., Chi, C. G., & Chi, O. H. (2020). COVID-19 Study 2 report: Restaurant and hotel industry. In *Would they come back? If they would, when?* Carson College of Business, Washington State University.
- Ha, A. (2020). Yelp and GoFundMe team up to promote local business fundraisers. *Tech Crunch*. <https://techcrunch.com/2020/03/24/yelp-gofundme/>
- Han, S. (2018). Neurocognitive basis of racial ingroup bias in empathy. *Trends in Cognitive Sciences*, 22(5), 400-421.
- Hanks, L., Zhang, L., & Line, N. (2020). Perceived similarity in third places: Understanding the effect of place attachment. *International Journal of Hospitality Management*, 86, 1-9. <https://doi.org/10.1016/j.ijhm.2020.102455>

- Hidayanti, I., Herman, L. E., & Farida, N. (2018). Engaging customers through social media to improve industrial product development: the role of customer co-creation value. *Journal of Relationship Marketing*, 17(1), 17-28.
- Hobbs, J. E. (2020). Food supply chains during the COVID-19 pandemic. *Canadian Journal of Agricultural Economics/Revue Canadienne d'Agroeconomie*, 1-6.
<https://doi.org/10.1111/cjag.12237>
- Hochschild, A. (1983). Comment on Kemper's "Social Constructionist and Positivist Approaches to the Sociology of Emotions". *American Journal of Sociology*, 89(2), 432-434.
- Hur, W. M., Moon, T. W., & Kim, H. (2020). When does customer CSR perception lead to customer extra-role behaviors? The roles of customer spirituality and emotional brand attachment. *Journal of Brand Management*, 27, 421-437. <https://doi.org/10.1057/s41262-020-00190-x>
- Ingram, R., Skinner, S. J., & Taylor, V. A. (2005). Consumers' evaluation of unethical marketing behaviors: The role of customer commitment. *Journal of Business Ethics*, 62(3), 237-252.
- Jacob, C., & Guéguen, N. (2012). Exposition to altruism quotes and helping behavior: a field experiment on tipping in a restaurant. *Annals of Tourism Research*, 39(3), 1694-1698.
- Jason, L. A., Stevens, E., & Ram, D. (2015). Development of a three-factor psychological sense of community scale. *Journal of Community Psychology*, 43(8), 973-985.
- Jayaraman, S. (2020). The minimum we owe these workers: restaurant employees deserve the same base wage as everyone else. *NY Daily News*.
<https://www.nydailynews.com/opinion/ny-oped-minimum-owe-restaurant-workers-20200728-zti46z6htjholffzpi24sezxsu-story.html>

- Jeffrey, D. (2016). Empathy, sympathy and compassion in healthcare: Is there a problem? Is there a difference? Does it matter? *Journal of the Royal Society of Medicine*, 109(12), 446-452.
- Jiang, Y., Ramkissoon, H., & Mavondo, F. (2016). Destination marketing and visitor experiences: The development of a conceptual framework. *Journal of Hospitality Marketing & Management*, 25(6), 653-675.
- Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787-792.
- Kahana, E., Bhatta, T., Lovegreen, L. D., Kahana, B., & Midlarsky, E. (2013). Altruism, helping, and volunteering: Pathways to well-being in late life. *Journal of Aging and Health*, 25(1), 159-187.
- Kallio, H., Pietilä, A. M., Johnson, M., & Kangasniemi, M. (2016). Systematic methodological review: developing a framework for a qualitative semi-structured interview guide. *Journal of Advanced Nursing*, 72(12), 2954-2965.
- Kaur, A. (2022). House passes COVID aid bill to help struggling restaurants. *Los Angeles Times*.
<https://www.latimes.com/politics/story/2022-04-07/house-passes-covid-aid-bill-to-help-out-struggling-restaurants>
- Keeley, M. (1988). Individual rights and organizational theory. *Employee Responsibilities and Rights Journal*, 1(1), 25-38.
- Kerr, C., Nixon, A., & Wild, D. (2010). Assessing and demonstrating data saturation in qualitative inquiry supporting patient-reported outcomes research. *Expert Review of Pharmacoeconomics & Outcomes Research*, 10(3), 269-281.

- Kimes, S. E., Chase, R. B., Choi, S., Lee, P. Y., & Ngonzi, E. N. (1998). Restaurant revenue management: Applying yield management to the restaurant industry. *Cornell Hotel and Restaurant Administration Quarterly*, 39(3), 32-39.
- King, G. (1995). Replication, replication. *Political Science and Politics*, 28(3), 444-452.
- Kiu, X. N. B. Q. (2022). How a nonprofit deployed influencers to help restaurants during the pandemic. *Eater*. <https://chicago.eater.com/2022/10/13/23403183/dishroulette-kitchen-chicago-pilsen-non-profit-restaurant-covid-support>
- Klein, D. (2020). When COVID-19 ends, here's how restaurants will win. *QSR*. <https://www.qsrmagazine.com/consumer-trends/when-covid-19-ends-heres-how-restaurants-will-win>
- Klint, C. (2020). These are the top risks for business in the post-COVID world. *World Economic Forum*. <https://www.weforum.org/agenda/2021/01/building-resilience-in-the-face-of-dynamic-disruption/>
- Krause, R. M. (2013). The motivations behind municipal climate engagement: An empirical assessment of how local objectives shape the production of a public good. *Cityscape*, 15(1), 125-141.
- Larue, B. (2020). Labor issues and COVID-19. *Canadian Journal of Agricultural Economics/Revue Canadienne d'Agroeconomie*, 68(2), 231-237.
- Lee, M. R., & Bartkowski, J. P. (2004). Love thy neighbor? Moral communities, civic engagement, and juvenile homicide in rural areas. *Social Forces*, 82(3), 1001-1035.
- Leung, R., Schuckert, M., & Yeung, E. (2013). Attracting user social media engagement: A study of three budget airlines Facebook pages. *Information and Communication Technologies in Tourism*, 195-206. https://doi.org/10.1007/978-3-642-36309-2_17

- Lindenmeier, J., & Tscheulin, D. K. (2008). The effects of inventory control and denied boarding on customer satisfaction: The case of capacity-based airline revenue management. *Tourism Management*, 29(1), 32-43.
- Lynn, M. (2017). Should US restaurants abandon tipping? A review of the issues and evidence. *Psychosociological Issues in Human Resource Management*, 5(1), 120-159.
- Lynn, M., & McCall, M. (2000). Gratitude and gratuity: A meta-analysis of research on the service-tipping relationship. *The Journal of Socio-Economics*, 29(2), 203-214.
- Madrid, D. (2016). *A case study of the influence of professional friendships among teachers on teacher retention, school culture, teacher performance, and student performance* [Doctoral dissertation, University of Houston].
- Mason, A., Narcum, J., & Mason, K. (2020). Changes in consumer decision-making resulting from the COVID-19 pandemic. *Journal of Customer Behaviour*, 19(4), 299-321.
- Matsuoka, K. (2022). Effects of revenue management on perceived value, customer satisfaction, and customer loyalty. *Journal of Business Research*, 148, 131-148.
- McCall, M., & Belmont, H. J. (1996). Credit card insignia and restaurant tipping: Evidence for an associative link. *Journal of Applied Psychology*, 81(5), 609.
- McMillan, D. W., & Chavis, D. M. (1986). Sense of community: A definition and theory. *Journal of Community Psychology*, 14(1), 6-23.
- Merriam, S. B., & Tisdell, E. J. (2015). *Qualitative research: A guide to design and implementation*. John Wiley & Sons.
- Miller, J. L., Craighead, C. W., & Karwan, K. R. (2000). Service recovery: a framework and empirical investigation. *Journal of Operations Management*, 18(4), 387-400.

- Mohamad, A. H., Hamzah, A. A., Ramli, R., & Fathullah, M. (2020). E-commerce beyond the pandemic coronavirus: Click and collect food ordering. *IOP Conference Series: Materials Science and Engineering*, 864(1), 012-049. <https://doi:10.1088/1757-899X/864/1/012049>
- Morse, J. M., & Mitcham, C. (2002). Exploring qualitatively-derived concepts: Inductive—deductive pitfalls. *International Journal of Qualitative Methods*, 1(4), 28-35.
- Mweene, O. (2022). *Construction of interpersonal helping behaviours exhibited among pirate taxi drivers in the city of Lusaka: An embedded mixed methods design*. [Unpublished master's thesis]. University of Zimbabwe.
- Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., Agha, M., & Agha, R. (2020). The socio-economic implications of the coronavirus pandemic (COVID-19): A review. *International Journal of Surgery*, 78, 185-193. <https://doi:10.1016/j.ijssu.2020.04.018>
- Noone, B. M., & McGuire, K. A. (2014). Effects of price and user-generated content on consumers' prepurchase evaluations of variably priced services. *Journal of Hospitality & Tourism Research*, 38(4), 562-581.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychological theory*. McGraw-Hill.
- Olshavsky, R. W., Aylesworth, A. B., & Kempf, D. S. (1995). The price-choice relationship: a contingent processing approach. *Journal of Business Research*, 33(3), 207-218.
- Oracle. (2020). *Restaurant survey: Consumers eager to dine-out and are supporting local*. [Press release]. <https://www.prnewswire.com/news-releases/restaurant-survey-consumers-eager-to-dine-out-and-are-supporting-local-301110458.html>

- O'Neill, W. (2020). Mayor's message: Help our local community locally. *Newport Beach Independent News*. <https://www.newportbeachindy.com/mayors-message-help-our-local-community-locally/>
- O'Reilly, J., Lain, D., Sheehan, M., Smale, B., & Stuart, M. (2011). Managing uncertainty: the crisis, its consequences and the global workforce. *Work, Employment and Society*, 25(4), 581-595.
- Park, L. E., Troisi, J. D., & Maner, J. K. (2011). Egoistic versus altruistic concerns in communal relationships. *Journal of Social and Personal Relationships*, 28(3), 315-335.
- Pataki, S. P., Fathelbab, S., Clark, M. S., & Malinowski, C. H. (2013). Communal strength norms in the United States and Egypt. *Interpersona: An International Journal on Personal Relationships*, 7(1).
- Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Sage Publications.
- Pehlke II, T. A., Hennon, C. B., Radina, M. E., & Kuvalanka, K. A. (2009). Does father still know best? An inductive thematic analysis of popular TV sitcoms. *Fathering*, 7(2), 114-139.
- Perkins, D. D., Florin, P., Rich, R. C., Wandersman, A., & Chavis, D. M. (1990). Participation and the social and physical environment of residential blocks: Crime and community context. *American Journal of Community Psychology*, 18(1), 83-115.
- Pershan, C (2020). Yelp, GoFundMe make COVID-19 fundraisers for restaurants without their permission. *Eater*. <https://www.eater.com/2020/3/27/21196593/yelp-gofundme-automatic-fundraisers-restaurants-coronavirus-covid-19>

- Pfeifer, P. E., Haskins, M. E., & Conroy, R. M. (2005). Customer lifetime value, customer profitability, and the treatment of acquisition spending. *Journal of Managerial Issues*, 1(1), 11-25.
- Polonsky, M. J., Shelley, L., & Voola, R. (2002). An examination of helping behavior—Some evidence from Australia. *Journal of Nonprofit & Public Sector Marketing*, 10(2), 67-82.
- Pluye, P., & Hong, Q. N. (2014). Combining the power of stories and the power of numbers: Mixed methods research and mixed studies reviews. *Annual Review of Public Health*, 35, 29-45.
- Pretorius, M., & Holtzhausen, G. (2013). Business rescue decision making through verifier determinants—ask the specialists. *South African Journal of Economic and Management Sciences*, 16(4), 468-485.
- Ramelli, S., & Wagner, A. F. (2020). Feverish stock price reactions to COVID-19. *The Review of Corporate Finance Studies*, 9(3), 622-655.
- Roberts-Wray, B. (1994). Branding, product development and positioning the charity. *Journal of Brand Management*, 1(6), 363-370.
- Rosenfield, S., Vertefuille, J., & McAlpine, D. D. (2000). Gender stratification and mental health: An exploration of dimensions of the self. *Social Psychology Quarterly*, 208-223.
- Ruiz-Junco, N. (2017). Advancing the sociology of empathy: A proposal. *Symbolic Interaction*, 40(3), 414-435.
- Ryan, J. J. (2001). Moral reasoning as a determinant of organizational citizenship behaviors: A study in the public accounting profession. *Journal of Business Ethics*, 33(3), 233-244.
- Sarason, S. B. (1974). *The psychological sense of community: Prospects for a community psychology*. Jossey-Bass.

- Sargeant, A. (1999). Charitable giving: Towards a model of donor behaviour. *Journal of Marketing Management*, 15(4), 215-238.
- Saunders, J. C., & Byrne, M. M. (2002). A thematic analysis of families living with schizophrenia. *Archives of Psychiatric Nursing*, 16(5), 217-223.
- Segrave, K. (2009). *Tipping: an American social history of gratuities*. McFarland.
- Schmitt, C. S., & Clark, C. (2006). Sympathy. In J.E. Stets & J.H. Turner (Eds.), *Handbook of the sociology of emotions* (pp. 467-492). Springer.
- Schroeder, D. A., Dovidio, J. F., Sibicky, M. E., Matthews, L. L., & Allen, J. L. (1988). Empathic concern and helping behavior: Egoism or altruism? *Journal of Experimental Social Psychology*, 24(4), 333-353.
- Schwalbe, M., Holden, D., Schrock, D., Godwin, S., Thompson, S., & Wolkomir, M. (2000). Generic processes in the reproduction of inequality: An interactionist analysis. *Social Forces*, 79(2), 419-452.
- Shoemaker, S., & Lewis, R. C. (1999). Customer loyalty: The future of hospitality marketing. *International Journal of Hospitality Management*, 18(4), 345-370.
- Shurance, K. R. (2018). *Rhetorical constructions of tipped worker wages: A comparative analysis of restaurant opportunities centers United's and National Restaurant Association's tipping arguments* [Doctoral dissertation, University of the Pacific].
- Smith, K. E., Norman, G. J., & Decety, J. (2019). Medical students' empathy positively predicts charitable donation behavior. *The Journal of Positive Psychology*, 15(6), 734-742.
<https://doi.org/10.1080/17439760.2019.1651889>

- Sontag, E. (2020). Is the government just going to watch the restaurant industry die? *Eater Newsletter*. <https://www.eater.com/21401244/the-restaurant-industry-is-in-desperate-need-of-a-federal-bailout>
- Spencer, H. (1882). *The principles of sociology* (Vol. 2). Appleton.
- Tarkar, P. (2020). Impact of COVID-19 pandemic on education system. *International Journal of Advanced Science and Technology*, 29(9), 3812-3814.
- Tavčar, J., & Duhovnik, J. (2005). Engineering change management in individual and mass production. *Robotics and Computer-integrated Manufacturing*, 21(3), 205-215.
- Tecoalu, M., Wahyoedi, S., & Kustiawan, E. (2021). The effect of perception of security, easy of transaction, and shopping experience on purchase decision and its implications on customers satisfaction. *Primanomics: Jurnal Ekonomi & Bisnis*, 19(2), 46-61.
- Thakur, U. (1972). A study in barter and exchange in ancient India. *Journal of the Economic and Social History of the Orient*, 15(1), 297-315.
- Thomas, D. R. (2006). A general inductive approach for analyzing qualitative evaluation data. *American Journal of Evaluation*, 27(2), 237-246.
- Tsai, C. T. (2016). Memorable tourist experiences and place attachment when consuming local food. *International Journal of Tourism Research*, 18(6), 536-548.
- Turner, J. H., & Stets, J. E. (2006). Sociological theories of human emotions. *Annual Review of Sociology*, 25-52.
- Turner III, D. W. (2010). Qualitative interview design: A practical guide for novice investigators. *The Qualitative Report*, 15(3), 754-760.
- Urquhart, C. (2012). *Grounded theory for qualitative research: A practical guide*. Sage.

- Varadarajan, P. R., & Menon, A. (1988). Cause-related marketing: A coalignment of marketing strategy and corporate philanthropy. *Journal of Marketing*, 52(3), 58-74.
- Verhaert, G. A., & Van den Poel, D. (2011). Empathy as added value in predicting donation behavior. *Journal of Business Research*, 64(12), 1288-1295.
- Vigoda-Gadot, E. R. A. N. (2006). Compulsory citizenship behavior: Theorizing some dark sides of the good soldier syndrome in organizations. *Journal for the Theory of Social Behaviour*, 36(1), 77-93.
- Walster, E., Berscheid, E., & Walster, G. W. (1973). New directions in equity research. *Journal of Personality and Social Psychology*, 25(2), 151.
- Walster, E., & Piliavin, J. A. (1972). Equity and the innocent bystander. *Journal of Social Issues*, 28(3), 165-189.
- Warner, S., & Dixon, M. A. (2011). Understanding sense of community from the athlete's perspective. *Journal of Sport Management*, 25(3), 257-271.
- Weatherford, L. (2016). The history of forecasting models in revenue management. *Journal of Revenue and Pricing Management*, 15(3), 212-221.
- Wenrich, M. D., Curtis, J. R., Ambrozy, D. A., Carline, J. D., Shannon, S. E., & Ramsey, P. G. (2003). Dying patients' need for emotional support and personalized care from physicians: perspectives of patients with terminal illness, families, and health care providers. *Journal of Pain and Symptom Management*, 25(3), 236-246.
- Whaley, J. E., Douglas, A. C., & O'Neill, M. A. (2014). What's in a tip? The creation and refinement of a restaurant-tipping motivations scale: A consumer perspective. *International Journal of Hospitality Management*, 37, 121-130.

- Whaley, J. E., Kim, S. H., & Kim, Y. K. (2019). Drivers and impact of restaurant tipping behavior. *Journal of Foodservice Business Research*, 1, 1-15.
- Wilson, J. (2020). Impact of e-commerce trends on the retail industry. *Digital Doughnut*.
<https://www.digitaldoughnut.com/articles/2020/january-2020/impact-of-ecommerce-trends-on-the-retail-industry>
- Woo, C. H., & Park, J. Y. (2019). Mediating effect of voice behavior on relationships between empathy, fairness and intention in helping behavior of nursing students in assumed bullying situations. *Journal of Korean Academy of Nursing Administration*, 25(3), 229-238.
- Woodall, J. W. (2018). *New York's taste of sabotage*. Historia Nova.
- Wu, H. C., Cheng, C. C., Ai, C. H., & Chen, G. (2019). Relationships between restaurant attachment, experiential relationship quality and experiential relationship intentions: The case of single friendly restaurants in Taiwan. *Journal of Hospitality and Tourism Management*, 40, 50-66.
- Wu, S. H., Huang, S. C. T., Tsai, C. Y. D., & Lin, P. Y. (2017). Customer citizenship behavior on social networking sites: The role of relationship quality, identification, and service attributes. *Internet Research*. (27)2, 428-448.
- Yang, Y., Liu, H., & Chen, X. (2020). COVID-19 and restaurant demand: early effects of the pandemic and stay-at-home orders. *International Journal of Contemporary Hospitality Management*.
- Yi, Y., & Gong, T. (2009). An integrated model of customer social exchange relationship: the moderating role of customer experience. *The Service Industries Journal*, 29(11), 1513-1528.

Yi, Y., & La, S. (2004). What influences the relationship between customer satisfaction and repurchase intention? Investigating the effects of adjusted expectations and customer loyalty. *Psychology & Marketing*, 21(5), 351-373.

Zairi, M. (1992). The art of benchmarking: using customer feedback to establish a performance gap. *Total Quality Management*, 3(2), 177-188.

Chapter 3 - Methodology

The purposes of this study are to explore the antecedents of customer helping behaviors during widespread crises such as the COVID-19 pandemic and to identify restaurant-specific factors that may affect the relationship between antecedents and customer helping behaviors. The coronavirus that spread from Wuhan, China in 2019 created an unprecedented hardship for many industries including the restaurant industry. Both restaurateurs and their customers were challenged during this widespread crisis (Nicola et al., 2020). While restaurant customers' helping behaviors, including consumers' extra-role behaviors, may support the individual restaurants and the industry during the widespread crisis, few researchers empirically explored such behaviors during the COVID-19 crisis.

Acknowledging the challenges and negative impacts of this crisis, some individuals and organizations attempted to help the restaurant industry. For example, Yelp and GoFundMe created a platform where people can donate to struggling restaurants (Pershan, 2020). Other initiatives varied from encouraging takeout or delivery of food from local restaurants and buying gift cards for future use (Klein, 2020), to purchasing raw ingredients or supplies from restaurants to provide the much-needed cash flows (Davis, 2020). While anecdotal evidence shows restaurant customers' helping behaviors, empirical evidence is lacking. Therefore, to explore the restaurant customers' helping behaviors, a mixed-methods design consisting of qualitative and quantitative phases was employed to accomplish the purposes of this study. Figure 3.1 shows a flow chart of the research procedures.

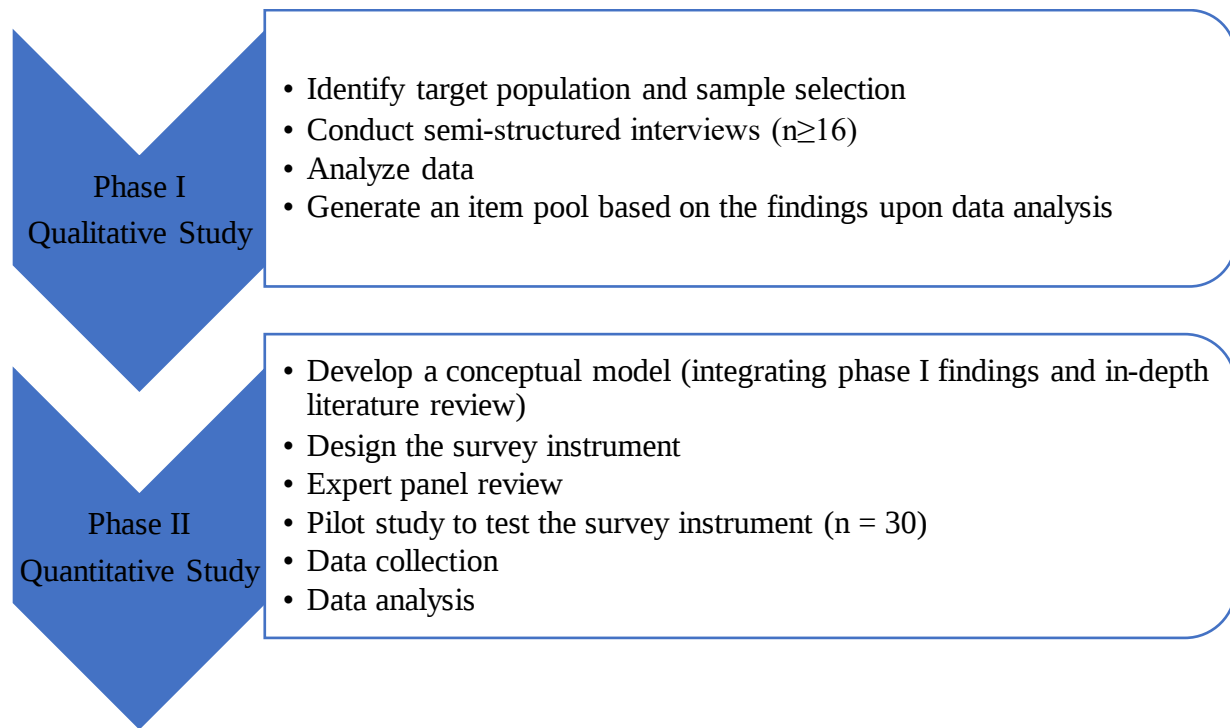


Figure 3.1. Research Plan

The target population of this study was restaurant customers who patronized restaurants during the COVID-19 pandemic. Phase I of this study used in-depth interviews to explore restaurant customers' helping behaviors. Utilizing a thematic analysis method, this phase aimed to discover the different types of helping behaviors reported by the restaurants' customers, including types of helping behaviors and motives behind these behaviors.

Further, guided by the findings from Phase I and the in-depth literature review, Phase II aimed to explore the relationships between relevant antecedents or motivators and restaurant customers' helping behaviors through a quantitative survey. Most customer helping behaviors have been studied outside the restaurant industry context (Garner, 2017; Johnson & Rapp, 2010; Woo & Park, 2019), therefore, the previously developed instruments were adopted and modified

to fit the restaurant context, based on findings from Phase I. The following sections include the detailed methodology of Phases I and II of this study.

Phase I – Qualitative Study

Customer extra roles and helping behaviors have been explored mostly outside the restaurant context, such as in the farming industry (Garner, 2017), the health services industry (Woo & Park, 2019), and in general organizational settings (Johnson & Rapp, 2010). The only published helping behavior research related to restaurants was about customer tipping behaviors (Jacob & Guéguen, 2012). While underdeveloped, restaurant customers' helping behaviors were observed anecdotally during the COVID-19 pandemic (Klein, 2020). A survey by Oracle (2020) indicated that some customers have dined out more frequently during the COVID-19 pandemic to help out restaurants, but no studies have explored this phenomenon or potential motivators of these customers. Therefore, an exploratory study regarding restaurant customers helping behaviors may be important to understand consumer behavior and to find strategies for sustaining the restaurant industry in similar situations in the future. Using in-depth interviews with restaurant customers to recall restaurant transactions during the COVID-19 pandemic, Phase I of this study aimed to explore restaurant customers' helping behaviors and the antecedents of such behaviors during the COVID-19 pandemic.

Sample Selection

The target population of this study was customers of various types of restaurants in the U.S. The study sample included customers who patronized restaurants during COVID-19 and was recruited using the snowball sampling method (Patton, 2015). As it is considered challenging to determine the ideal sample size in a qualitative study (Patton, 2015), this thematic

analysis study began with 10 interviews and continued until data were saturated, as recommended by Francis et al. (2010).

Following Guetterman's (2015) sample size guideline and the maximum variation sampling method, restaurant customers were recruited through the social media platform. Before the interview, a short online survey questionnaire was sent out to collect participants' demographic information and the type of restaurants they patronized during the COVID-19 pandemic to maximize the sample's variation and to establish the breadth of responses. Based on the survey responses, individuals were initially identified according to the maximum variation matrix criteria in Figure 3.2. The recruitment of participants and data collection continued until data saturation occurred ($n \geq 16$).

	A		B	
W	F	M	F	M
X	F	M	F	M
Y	F	M	F	M
Z	F	M	F	M

A	Limited-service restaurant customer
B	Full-service restaurant customer
W	Baby Boomers Generation (1945-1960)
X	Generation X (1961-1980)
Y	Generation Y (1981-1995)
Z	Generation Z (Born after 1995)
F	Female
M	Male

Figure 3.2. Restaurant Customers Maximum Variation Matrix

Interview Questions

A script was prepared for semi-structured, in-depth interviews that were consistent across multiple interviews. Guided by the previous literature, below are the interview questions:

Table 3.1. Interview Script Guide

Questions
Describe your experience of eating out (dine-in, take-out, or delivery) during the COVID-19 pandemic.
Please tell me what three of your favorite restaurants you patronized during the COVID-19 pandemic.
- What do these restaurants mean to you? - Describe your relationship with these restaurants. - Why do you favor these restaurants over others?
- Explain what these restaurants mean to your community/ social environment. - What did these restaurants do to support the community, public or social environment? Please specify if any. (If they have indicated an initiative) How did such initiative affect your purchase intention, decision, and satisfaction?
- Describe any specific marketing materials (online, paper, or oral) you remember receiving from these restaurants during the COVID-19 pandemic. - Did the restaurant manager/owner communicate the difficulty they have faced during COVID-19? Can you please provide specific examples, if any? (If they have received communication regarding difficulty) How did such communication make you feel?
- Did you feel you needed to support these restaurants during the COVID-19 pandemic? Why or why not? Please explain. (If empathy is mentioned) Do you usually feel urged to help others in trouble? Please explain with examples of and reasons for your helping others.
- Please explain what you did for these restaurants during the COVID-19 pandemic. - Other than _____(what respondents mentioned in the previous question: e.g., continuing to patronize at the restaurant), what else did you do for these restaurants? Why? (Repeat until participants have no additional helping behaviors) (When exhausted all options) Did you do anything else to “help” the restaurant? Please explain.
Please describe how close you feel to your community.

Table 3.1. Interview script guide (Continued)

Questions
• Please describe how close or connected the members of your community are with specific examples.
• Think about community closeness. From 1 being not close at all, not aware of events within the community or concerned about neighbors to 10 being members are very close, everyone knows everyone else' life, including things to celebrate or to support. How would you describe your town/ city in this community and why? Please provide examples.
• Thinking back on your patronage of your favorite restaurants, did you feel that you visited these restaurants as many times as you wanted? Please explain.
○ (If they did not visit as many times as they would like) What could have increased the number of your visits?
○ If they did not mention food and service quality or convenience) Did the restaurant(s) provide quality food and service, including convenience for your visits? Please explain.
○ (If not) Did the lack of quality of food and service including convenience influence your willingness to patronize your favorite restaurant(s)? What specific examples can you give about the quality of food and service including convenience in these restaurants?

Data Collection

Those who were matched with variation criteria were contacted to arrange the interview time. Data were collected for two months, between December 2020 and January 2021. All interviews were conducted via phone call or Zoom and audio-recorded with the participant's permission to ensure the accuracy of the transcripts after the interview. Informed consent was collected verbally before the interview began, and they were made available for the participants upon request. A field test was used to pilot the interview process and to ensure it was understandable and intelligible. The average length interview average was 30.84 minutes, with the shortest duration of 18 minutes and the longest of 46 minutes. Each participant was given a \$20 Amazon e-gift card to compensate for their time and effort in completing the interview.

Data Analysis

All audio interviews were transcribed verbatim once all data were collected. However, expressions were noted immediately after each interview to ensure data accuracy. The transcriptions were coded with participants' pseudonyms to protect the participants' identities. The term used to identify each participant was "Participant," followed by a number, such as Participant 1, Participant 2, Participant 3, ..., and 16. In any case, during the interview, their name was accidentally identified; such personal identifications were not included in the transcription process. All restaurant names were recorded as XXX restaurant to avoid any identification information revealed by the customers. The process of coding using the NVivo software began once the verbatim transcription was collected. Thematic analysis was used to analyze the transcription, which included "the process of making sense of the data that involves consolidating, reducing, and interpreting what people have said and what the researcher has seen and read" (Merriam & Tisdell, 2015, p. 202).

Guided by the thematic analysis procedure, data were organized to capture themes of helping behaviors and their antecedents reflected from answers prompted by a semi-structured question. According to Braun and Clarke (2006), themes derived from the thematic analytic procedure capture important data relevant to the research questions and represent meaningful pattern within the dataset. To manage consistency, a single interviewer was the primary measurement tool, and the data were verified in the data triangulation process by a selected verifier who has experience in conducting qualitative research and expertise in food and beverage management. The findings of this phase were used to help design a conceptual framework and survey questions related to helping behaviors in Phase II.

Phase II – Quantitative Study

Sample Selection

The target population for this study was restaurant customers who patronized a restaurant in the U.S. during the COVID-19 pandemic. According to Nunnally and Bernstein (1994), in order to run factor analysis, at least 5 to 10 responses are required for each survey item. Therefore, a sample size of 576 was considered sufficient for the survey with 33 questions.

Instrument Development

The findings from Phase I were used to further refine each construct and survey questions. In the following sections, previously developed and assessed scales were selected and modified according to Phase I findings.

Communal Relationship. Clark et al. (1989) developed the communal relationship scale to measure the general communal relationship. The communal relationship indicates a mutual relationship that concerns other's welfare rather than benefiting oneself or expecting something in return (Clark et al., 1979). The communal relationship was not commonly found in a typical business transaction; however, it was essential to examine if this relationship is present in restaurant transactions, specifically during an unprecedented situation like the COVID-19 pandemic. Items included "It bothers me when other people neglect my needs" and "When making a decision, I take other people's needs and feelings into account." All items were rated on a scale ranging from 1 (Extremely Uncharacteristic) to 5 (Extremely Characteristic).

Exchange Relationship. Together with communal relationship, Clark et al. (1989) developed the exchange relationship scale to measure the exchange relationship. Unlike the communal relationship, exchange relationship emphasizes the balance of give-and-take relationship where return in something is expected (Clark et al., 1979). Items included "1. When I

give something to another person, I generally expect something in return.” and “It’s best to make sure things are always kept even between two people in a relationship.” All items were rated on a scale ranging from 1 (Extremely Uncharacteristic) to 5 (Extremely Characteristic).

Sense of Community Index Scale. The sense of community index scale was developed by Perkins et al. (1990). It aimed to measure how attached each participant feels to his/her community, which then influenced their involvement in helping behaviors (Lee & Bartkowski, 2004). Measurements were selected from the sense of community index scale and modified following Phase I findings. Items included “I think my community is a good place for me to live” and “I can recognize most of the people who live in my community.”

Empathic Concern. The empathic concern scale was taken from the interpersonal reactivity index developed by Davis (1980). The index has four components: empathic concern, personal distress, fantasy, and perceptive taking. Based on Phase I finding, only empathic concern was captured, so the other three components were not included in this study. A sample item for empathy concern may include “I often have tender, concerned feelings for people less fortunate than me” (See Appendix A).

Helping Behaviors. A scale developed by Johnson and Rapp (2010) was adapted to assess helping behaviors in the restaurant industry context. The scale consists of eight subfactors developed from customer extra roles found in organizational citizenship behaviors: expanding behaviors (customer behavior that helps the company expand their business), supporting behaviors (customer behavior that includes customer volunteerism or charitable donations), forgiving behaviors (customer behavior that disregards unfavorable situation while prioritizing customer loyalty), increasing quantity (customer behavior that intends to generate more sales in order to benefit the company), displaying competitive information (providing competitive

information that can be beneficial to the company), responding to research (providing beneficial information to the company such as satisfaction rating and feedback), displaying brands (customer behavior that enhancing company promotion or marketing), and paying a higher price (customer behavior that set aside price over loyalty). The question modification steps were described in Table 3.2. below.

Table 3.2. Procedures for Modifying Customers' Helping Behavior Scale

Modifying Customer Helping Behavior Procedures
Step 1 Conducting literature review of customer helping behavior scale
Step 2 Reviewing items from existing scale
Step 3 Evaluating items
Step 4 Eliminating items that were not applicable for the restaurant context
Step 5 Comparing items with Phase I study findings
Step 6 Rewriting the items to fit this study purpose
Step 7 Adding helping behavior items based on Phase I study findings
Step 8 Reviewing items by an expert review panel

Once the procedures were completed, modified question items were listed in Table 3.3. below.

Table 3.3. Questions in the Restaurant Customers' Helping Behavior

I tried to spread positive word of mouth about my experience with this restaurant. ^a
I share my experience with this restaurant using social media. ^b
I participated in events that supported this restaurant. ^a
I patronized this restaurant more often to help them out. ^b
I tried to keep this restaurant in business. ^a
I provided helpful feedback for this restaurant. ^a
I donated money to this restaurant or to its employees. ^a
I bought gift cards from this restaurant for future use. ^b
I bought merchandise from this restaurant. ^b
I was willing to pay a premium price for this restaurant. ^a
I tipped more at this restaurant even with the same or lower level of services. ^b
I referred people to this restaurant. ^a
When I thought about which restaurant to go to, I often chose this restaurant. ^a
I forgave negative experiences with this restaurant. ^a

Table 3.3. Questions in the Restaurant Customers' Helping Behavior (Continued)

I expressed my appreciation/ support towards the owner/worker at this restaurant. ^b
I complied with this restaurant's safety procedure. ^b

Note. Adapted from “A more comprehensive understanding and measure of customer helping behavior” by J.W. Johnson and A. Rapp, 2010, *Journal of Business Research*, 63(8), 791.

^a Adapted from Johnson and Rapp (2010).

^b Developed based on Phase I interview results.

Pilot Study and Data Collection

The questionnaire was converted to an online survey format using Qualtrics and was reviewed by a panel of experts to establish face validity. A pilot study (n=30) was conducted to ensure the usability, inter-item reliability, and estimated time for completion before the official data collection (Connelly, 2008). To examine the internal consistency of the construct and inter-item reliability, Cronbach's alpha was calculated and evaluated with $\alpha > .70$ for each construct (Cronbach, 1951). Based on the pilot study, the questionnaire was not modified. The pilot study participants (n=30) were recruited from Amazon Mechanical Turk (MTurk).

Following the pilot study, a national survey was launched using the MTurk and Dynata platforms, which was considered adequate to capture respondents with diverse backgrounds (Burhmester et al., 2011). Each Mturk participant was paid \$1.00, and a Dynata participant was paid \$1.25 for completing the respective online survey. To be eligible to participate in the study, participants had to patronize at least one restaurant in the U.S. in the past three months, be 18 years old, and pass three attention check questions.

Data Analysis

First, the descriptive statistics were calculated to summarize the data, including frequencies, means, and standard deviations. The criterion of convergent and discriminant

validity of the validating scale was examined by calculating the average variance extracted and composite reliability value for each construct (Gefen & Straub, 2005). According to Brown (2015), exploratory factor analysis was conducted to check each construct's validity because it was the first conceptual model to be tested, and relationships could potentially be ambiguous. Items with $< .30$ factor loadings were removed due to low communalities to the factors (Field, 2009). To examine the internal consistency of the construct and reliability, Cronbach's alpha was calculated with $\alpha \geq .70$ for each construct (Cronbach, 1951).

The hypothesized model was tested using R, Python software package. Following the two-step approach by Anderson and Gerbing (1988), confirmatory factor analysis was conducted before testing the conceptual model using structural equation modeling. The model fit was evaluated by analyzing model indices such as chi-square, comparative fit index, and root mean square error of approximation (RMSEA). Missing data were handled using the full information maximum likelihood estimation method to minimize bias compared to other methods, such as mean substitution or single imputation (Acock, 2005). Data from respondents who had spent shorter than 1/3 of the average survey completion time were deleted to ensure data quality. The indirect effect was tested with the bootstraps estimation approach with 2,000 samples, and 95% confidence intervals were reported when assessing the significance of the indirect effect of communal relationships to helping behaviors and exchange relationships to helping behaviors based on the proposed model. All inferential statistics were conducted with a significance level, $p < .05$.

References

- Acock, A. C. (2005). Working with missing values. *Journal of Marriage and Family*, 67(4), 1012-1028.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Brown, T. A. (2015). *Confirmatory factor analysis for applied research*. Guilford publications.
- Clark, M. S., & Mills, J. (1979). Interpersonal attraction in exchange and communal relationships. *Journal of Personality and Social Psychology*, 37(1), 12-24.
- Clark, M. S., Taraban, C., Ho, J., & Wesner, K. (1989). *A measure of exchange orientation*. [Unpublished manuscript]. Carnegie Mellon University.
- Connelly, L. M. (2008). Pilot studies. *Medsurg Nursing*, 17(6), 411-412.
- Cronbach, L. J. (1951). Coefficient alpha and the interval structure of tests. *Psychometrika*, 16(3), 297-334
- Davis, C. (2020). App lets Austin restaurants sell excess produce, raw ingredients to recoup costs during pandemic. *KXAN News*. <https://www.kxan.com/news/coronavirus/app-lets-austin-restaurants-sell-excess-produce-raw-ingredients-to-recoup-costs-during-pandemic/>
- Davis, M. H. (1980). A multidimensional approach to individual differences in empathy. *Journal Supplement Abstract Service Catalog of Selected Documents in Psychology*, 10, 1-17.
- Field, A. (2009). *Discovering statistics using SPSS: Introducing statistical method* (3rd ed.). Sage Publications.

- Garner, B. (2017). Communicating social support during crises at the farmers' market: A social exchange approach to understanding customer-farmer communal relationships. *International Journal of Consumer Studies*, 41(4), 422-430.
- Gefen, D., & Straub, D. W. (2005). A practical guide to factorial validity using PLS-Graph: tutorial and annotated example. *Communications of the Association for Information System*, 16(1), 91–109.
- Guetterman, T. (2015). Descriptions of sampling practices within five approaches to qualitative research in education and the health sciences. *Forum Qualitative Social Forschung*, 16(2), 1-23.
- Jacob, C., & Guéguen, N. (2012). Exposition to altruism quotes and helping behavior: a field experiment on tipping in a restaurant. *Annals of Tourism Research*, 39(3), 1694-1698.
- Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787-792.
- Klein, D. (2020). When COVID-19 ends, here's how restaurants will win. QSR.
<https://www.qsrmagazine.com/consumer-trends/when-covid-19-ends-heres-how-restaurants-will-win>
- Lee, M. R., & Bartkowski, J. P. (2004). Love thy neighbor? Moral communities, civic engagement, and juvenile homicide in rural areas. *Social Forces*, 82(3), 1001-1035.
- Merriam, S. B., & Tisdell, E. J. (2015). *Qualitative research: A guide to design and implementation*. John Wiley & Sons.

- Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., Agha, M., & Agha, R. (2020). The socio-economic implications of the coronavirus pandemic (COVID-19): A review. *International Journal of Surgery*, 78, 185-193.
<https://doi:10.1016/j.ijss.2020.04.018>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychological theory*. McGraw-Hill.
- Oracle. (2020). *Restaurant survey: consumers eager to dine-out and are supporting local*. [Press release]. <https://www.prnewswire.com/news-releases/restaurant-survey-consumers-eager-to-dine-out-and-are-supporting-local-301110458.html>
- Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Sage Publications.
- Perkins, D. D., Florin, P., Rich, R. C., Wandersman, A., & Chavis, D. M. (1990). Participation and the social and physical environment of residential blocks: Crime and community context. *American Journal of Community Psychology*, 18(1), 83-115.
- Pershan, C (2020). Yelp, GoFundMe make COVID-19 fundraisers for restaurants without their permission. *Eater*. <https://www.eater.com/2020/3/27/21196593/yelp-gofundme-automatic-fundraisers-restaurants-coronavirus-covid-19>
- Woo, C. H., & Park, J. Y. (2019). Mediating effect of voice behavior on relationships between empathy, fairness and intention in helping behavior of nursing students in assumed bullying situations. *Journal of Korean Academy of Nursing Administration*, 25(3), 229-238.

Chapter 4 - Phase I: Qualitative Study Results and Discussions

The purpose of the study was to explore restaurant customer helping behaviors and develop a conceptual framework. Specific objectives were to:

1. explore types of restaurant customer helping behaviors expressed during the COVID-19 pandemic,
2. identify the antecedents and consequences of the customer helping behaviors,
3. develop a conceptual framework of restaurant customer helping behaviors

In line with these purposes, two research questions developed for the study were:

1. what are the motivating aspects of restaurant customer helping behaviors?
2. what are the explicit types of customer helping behaviors in the restaurant industry during the COVID-19 pandemic?

Utilizing in-depth interviews, restaurant customers were asked about their experiences. This chapter provides results and discussion from the Phase I, Qualitative Study, in response to the purpose and objectives of this study.

Customer Helping Behavior Interview Results

An exploratory thematic analysis of participant interviews was utilized to capture restaurant customer helping behaviors and their motivations to do so. Themes were captured in relation to the research questions and coded using the NVivo Version 12 software. Additionally, NVivo helped maintain audit trail processing to allow all data collected to be available for examination and verification.

Participants

Customers who patronized at least one restaurant during the COVID-19 pandemic were recruited to explore restaurant customer helping behaviors through social networking sites. Participants were asked to complete a short online survey (Qualtrics) that included screening and demographic questions. Those who indicated helping restaurants as their reason for patronizing restaurants were pooled to be included in the selection process for subsequent interviews.

To maximize the variation in the demographic profile, those who matched with the different criteria (e.g., different age generation categories, gender, and types of restaurants) were contacted by email to schedule an online interview. Out of 66 survey respondents who indicated their willingness to participate in the interview session, 20 participants were invited to an interview session, and 16 participants were interviewed online using Zoom. This number of interviewees fulfilled the minimum number of conducting thematic analysis and ceased due to data saturation when no new codes were generated (Urquhart, 2012). The majority ($n = 12$) of participants were female and 14 of the 16 participants visited restaurants two to four times a week during the early COVID-19 pandemic (March 2020 to December 2020). Full demographic data are provided in Table 4.1.

Besides demographic information, through an individual interview, the participants were also asked a series of questions to answer two research questions. The specific questions focused on their different types of helping behaviors towards restaurants, their motivation and reasoning to help, their perception of the industry situation due to the COVID-19 pandemic, and their previous relationship with the respective restaurants they helped. The semi-structured interviews were used to ensure the participants received the same questions while not restraining the flexibility to ask a follow-up question when needed.

Table 4.1. Characteristics of Survey Participants (n = 16)

Characteristics	n	%
<i>Age</i>		
Generation Z (18 - 26 years)	3	19%
Generation Y (27 - 39 years)	3	19%
Generation X (40 - 59 years)	6	38%
Baby Boomers Generation (60 years or older)	4	25%
<i>Customer Gender</i>		
Female	12	75%
Male	4	25%
<i>Ethnicity</i>		
White / Caucasian	12	75%
Hispanic	1	6%
Asian	2	13%
Prefer not to answer	1	6%
<i>Marital Status</i>		
Single	3	19%
Separated/Divorce	1	6%
Married	11	69%
Widowed	1	6%
<i>Education</i>		
Some college	1	6%
Associate degree	1	6%
Bachelor's degree	8	50%
Advance or professional degree beyond college degree	6	38%
<i>Employment Status</i>		
Not working	6	38%
Full time employee	9	56%
Part-time employee	1	6%
<i>Household Income</i>		
\$25,000 - \$49,999	1	6%
\$50,000 - \$74,999	1	6%
\$75,000 - \$99,999	7	44%
\$100,000 - \$149,999	4	25%
\$150,000 or more	3	19%
<i>Community Type</i>		
Rural	4	25%
Suburban	3	19%
Urban	9	56%

Table 4.1. Characteristics of Survey Participants (n = 16) (Continued)

Characteristics	n	%
<i>Years residing in the community</i>		
3 year or less	3	19%
4 - 10 years	4	25%
11 - 20 years	3	19%
21 - 30 years	1	6%
31 years or more	5	31%
<i>Visit frequency</i>		
> 7 per week	1	6.25%
once per week	1	6.25%
2 – 4 per week	14	87.50%
<i>Most visited Restaurant Type during COVID-19 pandemic</i>		
Limited-service restaurants	9	56.25%
Full service restaurants	7	43.75%

Identified Themes and Sub-Themes

Audio recordings of each interview session were electronically transcribed by a professional transcription company. After checking for accuracy, the transcription was transferred to the NVivo software. The researcher read through the entire data set for self-familiarization before assigning the codes, as recommended by Peus et al. (2015). Four themes were identified during the coding analysis which included: caring towards others, community belongingness and involvement, empathic concern, and exchange relationships. All 16 interview participants in this study indicated that part of their reasoning for engaging business with the restaurants during the COVID-19 pandemic was mainly to help the restaurants. The participants also recognized that restaurants were one of the industries that were hit badly due to the COVID-19 pandemic, and they felt the urge to support the restaurants during this period in a way that can help them. Utilizing a thematic analysis approach, main themes are generated based on the developed codes, which are presented below.

Theme One: Caring towards Others.

There are two sub-themes under this caring towards others theme: social obligation and forgiving behaviors. Both sub-themes were grouped into caring towards others theme, which the majority of participants claimed to be their reasons to continue patronizing restaurants during the crisis. In terms of social obligation, someone will be motivated to help when they receive a signal or become aware that others need help (Wilke & Lanzetta, 1970).

Social Obligation

From the interview data, most participants implied that it became a sort of social obligation to help restaurants during the crisis. For instance, there was one restaurant where Participant #11 had a lot of memories of her and her family, and she was afraid it might not survive. She stated, *“We are worried that they were going to shut down. We didn’t want that, and I felt it was important to continue supporting them.”* Janoff-Bulman and Legatt (2002) specified that as social beings, it is common that someone feels obliged to help others, especially during an unfortunate situation. Participant #11 also mentioned that *“We are definitely taking into consideration to help because we kept reminding ourselves that these restaurants are currently under pressure.”* She indirectly implied that it became sort of her obligation to do something to help those restaurants.

Helping and giving. Helping and giving are the two common actions of realization when someone feels obliged to help others (Wilke & Lanzetta, 1970). Types of helping and giving usually vary in terms of willingness and the resource capacity of the helpers (Lee, 2001). For instance, helping someone to do something can depend on the time availability of the helpers (Lehning et al., 2010). In this study, half of the participants claimed to help the restaurants by sharing social media posts. According to Lieb, (2012), sharing posts or content on social media

can help increase awareness which potentially brings traffic to the respective business. Therefore, the effort of participants in sharing social media posts was considered as helping. Moreover, in terms of giving, one participant claimed to donate directly to the restaurants, while others specifically helped the service staff by tipping higher than any other time. These acts of giving were motivated since the respective participants felt that the restaurant needed help at that time. Participant #8 said that *“I saw the GoFundMe page on Facebook organized by one of the restaurant’s family members. Basically, they asked for donations to pay off some debts and to pay the rent.”* Even though it was voluntary, Participant #8 felt the urgency, so she donated the money to the respective restaurant she used to patronize.

Putting others first. Putting others first was the second topic under the sub-theme of social obligation. Participant #2 specifically indicated that even though she could not afford to eat out so often, she hoped that buying a gift card in advance could help them to stay in business. Her effort to purchase gift cards for future use should be characterized as putting others first, especially when almost everyone was affected in some way by the situation. Participant #4 stated, *“It would have taken me a long time to spend that much, but we did that one thing [buy gift card] so they would know that we were there for them.”* Here, the social obligation to support can be translated as putting others first in terms of sacrificing personal preference over other needs (Wilke & Lanzetta, 1970).

Forgiving Behaviors

Consumer behavior has changed over time, and it was often shaped by global economic crisis once it affected price inflation and changes in customer financial situation (Voinea & Filip, 2011). Likewise, during the COVID-19 pandemic, restaurant consumer behaviors were also evident to have changed (Min et al., 2021). Unfortunately, new consumer behaviors had been

associated with experiencing higher service failure (Lin, 2010) and customer dissatisfaction Lapré (2011). However, a quick response resolution and good communication skill can adjust and reduce the customer dissatisfaction level when it happens (Wirtz & Mattila, 2004). On the other hand, by being tolerant and more considerate when service failure occurs, not only caring towards others, but customers also consider helping the businesses (Johnson & Rapp, 2010). Moreover, being easy and forgiving indirectly enables the business to retain customers (Miller et al., 2000) and allows the business to avoid service recovery cost (Gannon et al., 2022).

Being tolerant and considerate. Delay and issues with food quality were two common service failures in foodservice industries (Namkung et al., 2011). Although restaurants are expected to be extra careful to minimize service failures during the COVID-19 pandemic (Zhang et al., 2021), service failure is still inevitable due to human error (Susskind, 2002). Additionally, when dining-in was restricted, service failures had become more prevalent due to food not being directly consumed after being cooked. For instance, failure in maintaining freshness and other service failures concerning food quality were likely to happen more often due to being mainly take-out orders only. Nonetheless, Participant #5 specified, *“I think there’s a little bit more grace given to them [the restaurants] during the COVID-19 pandemic. It doesn’t deter me from going there if I have one bad experience.”* She also noted that service and food quality both decreased during this period, such as getting cold food, but she tolerated and considered the struggle they might have. Participant #14 also indicated that she reduced her average dining time so that the waitress can flip the table faster in order to get more customers and income. Therefore, these were consistent with the previous study by Johnson & Rapp (2010) that these particular participants had indirectly helped the restaurant by being considerate and tolerant with the situation.

Willingness to do extra. According to McGuire et al. (2010), waiting can be an unpleasant experience that customers often complain about. However, this study found that some customers were more understanding about the wait times when dealing with restaurants during the pandemic. For instance, Participant #8 did not mind waiting 20 minutes longer than usual because she was aware of the restaurant's challenging situations during the COVID-19 pandemic, such as being short-staffed or the hassle to adapt the new system. When social distancing urges more contactless shopping and delivery, traditional restaurants were forced to acquire new systems to limit human contacts.

Contactless ordering was recommended either on-site (i.e., kiosk in the restaurant) or online via mobile apps or website. For those restaurants that had not yet established any of it, implementing one could be challenging. Not only did it depend on the readiness of the employee, but mostly customer willingness to try could be the issue especially for those who did not favor lack of human interaction (Kimes, 2011). Therefore, the customer's willingness to try the new ordering system should be noted as helping by forgiving restaurants that offered limited ways of ordering. On the other hand, Participant #16 expressed the hustle of having to reheat the food when ordering take-out. This was another extra burden that customers had to deal with, especially when dining in was restricted and restaurants were not completely ready for proper packaging. However, Participant #16 indicated that she was aware of the situation and did not mind doing extra tasks such as reheating the food under this situation. These customer behaviors were evident to benefit the restaurants to stay in business during this difficult situation.

The following table summarizes the codes of caring towards others' theme, and its sub-themes that were captured.

Table 4.2. Caring towards Others Theme

Theme	Sub-Themes		Codes
Caring towards Others	<i>Social Obligation</i>	Helping and giving	social obligation to help people in need, donate, tips higher with same/limited service, generate more sales
		Putting other first	buy gift card
	<i>Forgiving behaviors</i>	Being tolerant and considerate	adjust or lower standard expectation, limit dining time, give more chances for service failure
		Willingness to do extra	wait longer, try new ordering system, extra pre-consumption preparation

Theme Two: Community Belongingness.

Another theme emerged from the interview data were the community involvement and belongingness. This theme was presented one of the most prominent reasons why participants helped restaurants during the COVID-19 pandemic. Participant responses related to this theme could further be grouped into two sub-themes including reference group and concerns toward ethnic minority.

Reference Group

Reference groups are often defined as community groups where individuals feel connected due to certain similarities (Escalas & Bettman, 2003). This connection had become one of the reasons why participants of this study wanted to help the restaurants. Participant #3 specifically helped local restaurants because most of the workers and owners who were struggling during the pandemic were someone she knew in her community. She was afraid that without the community's help, the local restaurants would not recover and affect the local economic cycle might have disrupted. Participant #9 also stated, "*If they [restaurants] were to close, our economic situation in the community would change. Many people would be out of*

work. Business closure is detrimental to our community.” According to McMillan and Chavis (1986), a community can also refer to human relationship connection instead of a specific geographic location. It can be through emotional connections between each member that forming self-belongingness to the community (Madrid, 2016). This community self-belonging might have urged some participants (Participant #7, #10 and #16) to feel obligated to help local restaurants during this difficult situation. Similarly, Participant #8 emphasized that she was obliged to help certain restaurants which have been a heritage to her town. She reported that she specifically donated to this restaurant as her way to help them to stay in business. She also added that *“It is our obligation to support these restaurants given that we have such a good relationship with the owners and the staffs.”*

Concern toward Ethnic Minority

Furthermore, minority groups such as immigrant groups in the United States tend to have close relationships since the members are more inclined to help each other due to having similar backgrounds (Vollhardt et al., 2016). For instance, Participant #16 indicated to know one immigrant restaurant owner who was struggling at that time. So as an immigrant herself, she felt the urge to help that particular restaurant. Moreover, immigrants have also brought the ethnic food originated from their country to the United States (Dinnerstein, 2009). “People from various countries are eager to introduce their own ethnic food to people around the world” (Kwon, 2015, p.1). Therefore, sharing the same identity especially in terms of food was reported to be source of motivation of some participants to help restaurants during this pandemic. The following table presents a summary of the community belongingness and involvement theme.

Table 4.3. Community Belongingness and Involvement Theme

Theme	Sub-Themes		Codes
Community Belongingness	<i>Reference Group</i>	Civic citizenship calling	civic responsibility, take part in economic circular flow
		Fellowship and friendship	know staff/owner, part of organization/membership
	<i>Concerns toward Minority</i>	Ethnic food	relate to hometown/ family/ childhood, special dishes
		Community identity	support similar ethnicity, nationalism, immigrant background

Theme Three: Empathic Concern

The third theme revealed was the empathic concern among the participants related to challenges that the restaurant industry experienced situation during the COVID-19 pandemic. While the majority of participants knew the hardship situation from the news, some participants indicated that they personally knew the restaurant's owners or workers, which caused empathic concerns. The two sub-themes were sharing experiences and situation awareness that aroused empathic concern toward restaurants.

Shared Experience

According to the national survey conducted by the National Restaurant Association (2023), approximately 63% of adults have worked in the restaurant industry. Four out of 16 participants reported that they had previously worked at restaurants. These participants specifically pointed out that they felt bad towards the restaurant workers during the COVID-19 pandemic. Besides strict requirements that the restaurant workers must follow (i.e., sanitation and safety protocols, six-feet social distance, and the mask mandate), restaurant closures were also concerning the majority of the participants. Participant #16 stated, "*It hurts to see because I*

know how hard these people [restaurant workers] have worked.” Having worked in the industry, this participant showed empathic concern towards these restaurant workers. By sharing emotional experiences and showing concern for another, someone was expressing empathy (Clark et al., 1997). Nevertheless, empathic concern is an emotional reaction that often depends on how well someone understands the situation to motivate the helping action (Malbois & Clavien, 2020). Moreover, having an educational background in hospitality management made Participant #3 being more aware of the current restaurant industry situations. She stated, *“I had a feel of what was going on in the hospitality industry.”* Certainly, knowledge gained through education made someone able to conceptualize a phenomenon better (Harris, 2016). Additionally, Participant #3 also indicated that her friendship circle consisted of restaurant industry occupation who kept updated with the latest research on the related topic.

Situation Awareness

Furthermore, other participants (Participant #1, #3, #5, #6, #7, #8, #11, #14 and #15) indicated that they learned from the news or social media, where they got the information about restaurants’ needs. In addition, Participant #7 reported getting messages directly from the restaurant owner that they needed help. Being aware of this restaurant's challenging situation, empathic concerns either to the owner or the restaurant workers were evident among these participants, even though not explicitly mentioned since it can be just an emotional reaction (Malbois & Clavien, 2020). Participant #2 mentioned that she was roughly aware of restaurants being struggling from assessing the surroundings. Specifically, she said that *“these businesses [restaurants] are suffering. They're cutting the number of employees. Pay is being cut. Hours are being extended or changed. Seems like they're doing everything they can to make it work.”* Undoubtedly, if these were persistent, no business would likely have survived without help or

change. Moreover, Participant #3 stated that “*I’ve assumed by changing their business model; they were experiencing a crisis.*”

Table 4.4. Empathic Concern Theme

Theme	Sub-Themes		Codes
Empathic Concern	<i>Shared Experience</i>	Past industry involvement	working in restaurants or affiliate companies (event industry)
		Knowledge and education	education background, surrounded by the industry expertise
	<i>Situation Awareness</i>	Media information	from news, social media
		Direct communication	informal dialogue with owner/staff
		Assessing Surroundings	made on the basis of limited evidence, refer to what happens/will happen

Table 4.5 below presents the summary of the themes and sub-themes captured from the data sources:

Table 4.5. Themes and Sub-Themes: General

Theme one: Caring towards others

Social Obligation

Helping and giving

Putting other first

Forgiving behaviors

Being tolerant and considerate

Willingness to go extra

Table 4.5. Themes and Sub-Themes (Continued)

Theme two: Community Belongingness and Involvement

Reference Group

Civic citizenship calling

Fellowship and togetherness

Concerns toward Minority

Ethnic Food

Community Identity

Theme three: Empathic Concern

Shared experience

Past industry involvement

Education and knowledge

Situation awareness

Media information

Informal communication

Assessing surroundings

Theme Four: Exchange Relationship

The three themes above (Table 4.5.) revealed general themes that all participants realized about situations that restaurants experienced. Additionally, these themes serve as motivators for restaurant customers to help restaurants during the COVID-19 pandemic. However, another theme was also captured that was contrarily to the helping intention. Some participants expected to receive some benefits either directly or indirectly while engaging business with the restaurants. This underlying expectation cannot be considered helping because someone should not expect something in return when helping. (Cheung et al., 2018). Despite the restaurant situation during the COVID-19 pandemic, some participants were still firm in expecting a

balance of give-and-take relationships as customers. These relationships were mostly consistent with the previous research regarding exchange relationships. Moreover, some situations were also noted where participants felt disappointed when the restaurant could not deliver the expected service.

For instance, poor packaging quality, longer wait times, incomplete orders, and delivery service failure caused some participants to feel dissatisfied and reluctant to continue patronizing the respective restaurants in the future. The participants implied that the restaurants should have been expected to deliver the service and follow the quality standards regardless the situation they might have. Participant #3 stated: *“the packaging issue has nothing to do with the pandemic. Even when they first started doing home delivery services, I thought that they didn’t do a good job on packaging the food and maintaining the temperature. It was quite bothersome.”* This participant also mentioned that she had to request a refund due to this service failure. When ordering a take-out meal from her favorite restaurant, Participant #10 specified that she did not get as much food as she paid for compared to when she dined in the restaurant. Consequently, she moved her business to other places where she received value for her money. These participants emphasized the give-and-take balance as found in an exchange relationship. The participants had a set of expectations about services they were supposed to receive, regardless of how they feel restaurants needed their help. When the relationship emphasized merely on self-interest and no concern given to the welfare of the others, the relationship is considered as an exchange relationship (Aggarwal, 2004).

Similarly, communication breakdown was one of the reasons the participants were hesitant to continue patronizing a particular restaurant. For instance, Participant #3 indicated to stop going to a certain restaurant after her complaint and feedback was ignored. The lack of

communication upset this participant even though she expressed that the restaurant needed an abundance of help during the crisis. Expecting correspondence from the restaurant could be explained as an exchange relationship because restaurant patrons expected to have a two-ways communication. Moreover, the unavailability of an online ordering system and delayed dissemination of online information were two other reasons mentioned by the participants for deciding not to patronize the respective restaurants.

On the other hand, some participants indicated that they were attracted to the restaurant promotion which tried to increase revenue during the crisis because of the benefit they experienced. Participant #5 specifically pointed out the benefits she experienced from buying a family meal package, which provided more value than purchasing individual meals, which helped her to save money and time when providing meals to her family. In this case, both parties were exchanging benefits, which were considered beneficial to both parties. The restaurant itself earned revenue, while the customer enjoyed meals at discounted prices. According to Clark and Mills (1994), these exchange transactions described an exchange relationship where members benefit each other.

Moreover, Participant #10 mentioned undertaking a matching donation program, where the money spent in the respective restaurant was matched dollar to dollar for a grocery donation for the needy. Even though the benefit was not directly for the participant, she emphasized the reason for her participation was the benefits to others who needed food more desperately than she did. Thus, this phenomenon could be explained as the exchange relationship, especially because it involved expecting a return and some benefits from the transaction (Clark & Mills, 1994).

The COVID-19 pandemic also caused challenges in the supply chain, mainly due to the lockdown (Sodhi & Tang, 2021). During the pandemic, Participant #1 was initially hesitant to buy food from restaurants because of fear of getting the coronavirus. However, she ended up buying food from restaurants because certain ingredients were scarce, and the only places she could buy them were from the restaurants. Because her focus was on her own self-interest in accessing certain food, this case might also explain the exchange relationship. Likewise, when restaurants became the to-go solutions for facing the new normal during the COVID-19 pandemic, it was noted as an exchange relationship in this study. For instance, Participant #13 mentioned that with no school in session, she had to make her children lunches. To save time and avoid the lengthy cooking process, she then bought food from the restaurant for her convenience. Therefore, this reason to patronize the restaurant was noted as an exchange relationship because both restaurants and customers exchanged benefits.

Moreover, when participants expressed reasons highlighting an effort to repay back benefits received, it was also noted as exchange relationship and labeled as community contribution. Participant #13 specified that she felt obligated to help restaurants when they decided to continue open and serve the community despite difficulties they might face during the COVID-19 pandemic (i.e., having limited workers, stricter requirement, or potential to catch the dangerous virus). Furthermore, Participant #11 noted one occasion when one of her local restaurants went above and beyond helping the community during the COVID-19 pandemic. Specifically, when toilet paper and hand sanitizer were scarce, the local restaurant owner offered the locals to get it from them at cost. Found it helpful, Participant #11 was moved to repay their help and kindness. Accordingly, once the reason to help was related to returning benefit or contribution received in the past, exchange relationship was manifested to best describe the

relationship. Table 4.6 presents the summary of exchange relationship theme and codes captured during the analysis.

Table 4.6. Exchange Relationship Theme

Theme	Sub-Themes		Codes
Exchange Relationship	<i>Dissatisfaction</i>	Service failure	poor packaging quality, longer wait time, incomplete order, incomplete pair condiments, delivery service failure
		Communication breakdown	no response to formal feedback, no well-developed contactless ordering system, no updated communication, no handy information
	<i>Promotion</i>	Discounted prices	family meal packages
		Complimentary benefits	match 1 to 1 donation to local groceries store
	<i>Limited Availability</i>	Products scarcity	sell unavailable raw ingredients, sell toilet paper
		Facing the new normal	no time for cooking, bored with cooking, get food as a treat
	<i>Repay Back</i>	Community contribution	just being open and serve, helped community, keep their workers

While our findings showed that some participants did not expect anything in return when they helped struggling restaurants, others had different motivations and expectations. Customers' current situations, such as availability of financial resources or physical capability in terms of health condition during that period, influenced how they responded to restaurants' needs during the pandemic. When participants indicated concerns toward their health, instead of making more frequent restaurant visits, these participants supported in other ways, such as helping spread the restaurant information or simply making donations. Similarly, when customers had financial instability or uncertainty, they could offer other kinds of support other than monetary support. Therefore, any kind of support should still be acknowledged and appreciated.

Theme Five: Restaurant Helping Behaviors

Several helping behaviors were captured that include spreading information, forgiving behaviors, increasing patronage, providing feedback, extending appreciation, and giving extra support. The COVID-19 pandemic caused the world into an economic crisis like market volatility (Engelhardt et al., 2021), which has affected many to have instability in their financial situation. Moreover, many businesses, especially restaurants, were forced to close down or limit their operations to minimize the spread of the virus (Gursoy et al., 2020). This situation brought an awareness that the restaurant industry could be in great danger if the situation gets prolonged. Being aware of this unfortunate situation, some restaurant customers felt empathic and offered help to the businesses. Table 4.7 shows the summary of various helping behaviors captured during the interview, including specific categories highlighting each sub-theme that will be further discussed in this section.

Table 4.7. Themes and Categories of Restaurant Helping Behaviors

Sub-Themes	Categories
Spreading information	Post and share on social media Spread information verbally Click “like” button to the Facebook post Leave comments to social media post
Forgiving behaviors	Give another chance even after service failure
Increasing patronage	Visit more often Increase spending Buy gift card Buy raw ingredients
Providing feedback	Write on feedback form
Extending appreciation	Verbally extend appreciation
Miscellaneous supports	Give more tips than before even with limited / equal service Write a news article showing supports Comply with safety procedure Donate money Participate in the supporting events

Spreading information. Gursoy et al. (2020) indicated that during the pandemic, some customers hesitated dining out due to fear of contracting the virus or potentially spreading the virus. Therefore, some of these customers preferred to support the business in other ways such as spreading restaurant information. Eight out of sixteen participants indicated that they helped to promote the restaurants by sharing restaurant information such as information about new operating hours and current promotions. Sharing information either electronically or verbally was deemed to help increase the number of potential customers, which ultimately helped the businesses (Ferguson, 2008). Participant #5 stated that “*commenting on their posts, sharing on social media, liking, and you know recommending it to other people were all things that I did.*” This participant indicated that this was one way to help restaurants during the pandemic since the participant avoided going out because she feared spreading the virus. Consistent with the previous research, Participant #6 said she used social media to share posts about specific restaurants and stated that, “*specifically naming the place, I guess that was my helping out.*” According to Paridon and Carraher (2009), social media is a cost-effective marketing method. It is more effective than advertising for reaching a large number of potential customers when customers shared the information (Kwok & Yu, 2013). Therefore, when interview participants included their effort to share information online with their social networks, this was considered as one of customer’s helping behaviors (Johnson & Rapp, 2010). Additionally, spreading information about restaurant verbally to others had similar implications. Participant #14 mentioned:

I would tell my friends, but I don’t post it on social media that I go there all the time. But, if there’s a great experience, I would let the owner know. Also, I have friends who weren’t aware of the owner of this certain restaurant. So, I made sure they knew her

by asking them directly “Hey, did you know that so and so owned this?” By asking it, at least they became aware that we had an acquaintance who has been in the business.

The specific effort about spreading information verbally, as described above, is still relevant to this day even though posting online is more commonly done and consistent with the previous research. Arndt (1967) indicated that spreading information or the word of mouth consists of helping behavior, as it is beneficial for a relationship. Specifically, Participant #11 recognized how sharing information in a local community succeeded in helping a restaurant during the COVID-19 pandemic. For instance, a viral video on TikTok by a restaurant owner’s daughter pleading for help had successfully saved her family restaurant. After the video was posted, more than 100,000 helped the restaurant and the restaurant was packed with customers (Begnaud, 2023). Participant #1 stated that *“I just had a great salad from XXX restaurant, so I will share it on their Facebook page that their salad is great. It’s for the sake of sharing it on social media to help them get recognized for their great service and food.”* This participant felt that her positive words would help the restaurants get more exposure.

Forgiving Behaviors. Another distinctive customer behavior during the pandemic was forgiving behaviors. Findings from this study revealed that most of participants were more likely to forgive mistakes or understand the lack of quality service during the COVID-19 pandemic. According to Johnson and Rapp (2010), when a situation caused customer dissatisfaction, forgiving behavior was considered as one of customer helping behaviors. Goodman (2006) found that customer complaints due to dissatisfaction tended to be costly for regaining the customer’s trust. Therefore, when customers forgive the bad experiences, such behaviors could help the business from costly efforts to regain disappointed customers and others around them. Some

studies revealed that customers decided not to complain because they felt empathy (McCullough et al., 1997), or were considerate for others well-being (Karremans & Van Lange, 2008).

In this study, forgiving behavior was also captured from the interview participant. For instance, Participant #5 indicated her deep understanding of the difficult situation during the COVID-19 pandemic:

I definitely think that we need to cut them some slack during this period. They are all trying to get through it. I think we need to have a little bit more of understanding. For example, when you go to the restaurants and the wait is a little longer right now or when the service isn't up to par because maybe there's a shortage of staff or they might have just laid them off and are trying to hire more or maybe they can't even afford to hire more at this point.

This participant did not only show an empathic concern towards the restaurant, but also more forgiving behaviors in comparison to the pre-pandemic or a normal situation. This customer action is considered helping behavior for the business because it is more expensive and costly to do service recovery after a complaint (Goodman, 1999).

Increasing Patronage. Another helping behavior captured in this study was the attempt to help increasing revenues by increasing patronage during the COVID-19 pandemic.

Understanding the current situation regarding the diminished business volume has urged some customers to help boost the sales in a variety of ways. Participant #2 indicated that “*For instance, we're not hungry now, but we'll buy a gift card from them as a token of support.*

Participant #12 tried to visit restaurants more often to help local businesses:

We tried to visit different places. When the XXX restaurant had just opened, we didn't have a ton of money to spend on eating out. But hey, let's go try this new place. They may be struggling more since they are a new established business.

This specific participant (Participant #12) showed their concern about how local businesses were affected by this unavoidable situation. She tried to visit the restaurants more frequently to help them stay in business. On the other hand, when businesses were forced to close, some businesses found a way to sell their overstock supplies. Participant #1 said that *“Oh let's get our burger from the XXX restaurant because they're in the transition period. They turned their restaurant business like a grocery store where you can get their homemade cheese and stuff along with burger patties.”* Customers bought food from these restaurants so that they could still generate revenue even when the business was closed.

Providing Feedback. Providing feedback is one of ways that customers can communicate with restaurateurs after their experience. Providing feedback is considered performing organizational citizenship behavior (OCB) because it takes extra time for customers to willingly provide feedback (Growth, 2005). Because providing feedback helps the organization to improve their products and services, this extra role is considered a helping behavior (Johnson & Rapp, 2010). Participant #3 also specifically wrote feedback to inform the management of what they could improve during the transition including packaging where dine-in was restricted. This participant yearned that the feedback would help the restaurant improve since the restaurant previously offered dine-in services only.

Extending Appreciation. During the COVID-19 pandemic, many unexpected situations occurred, and services have become limited. Fear of catching the virus was one of the biggest reasons why many people chose not to go out in public. This was also a main reason why employees quit their job during the COVID-19 pandemic (Griffin, 2020). Those who stayed on the job were considered as “heroes” because they were willing to put their health at risk to continue serving the people. Two study participants (Participant #7 and Participant #13) expressed appreciation to the restaurant workers for their effort to keep working despite the challenging situation. Specifically, Participant #3 said:

I even wrote a couple of letters to the editor in local papers, thanking those food service employees for doing things above and beyond what they normally did in their jobs in order to keep the kids fed, especially during the summer months when school isn't in session.

In such a situation, the relationships between customer and business become extraordinary, especially when customers recognize the extra effort in terms of appreciation offered during the difficult situation. To appreciate means to value and recognize the best in others (Kostenius & Bergmark, 2016), therefore, giving appreciation can benefit and help others in terms of giving positive vibes to others (Nalini & Shree, 2021).

Miscellaneous Supports. Additional supports from the customers varied by restaurant customers during the COVID-19 pandemic. In Canada, customers tipped 16.6% more than the average pre-pandemic time (Al-Hakim, 2022). In this study, participant #12 shared:

There's a willingness to tip a little bit more that we used to pre-pandemic because you realized that these folks are going the extra miles to do what's necessary to keep us safe. We also wanted to recognize that their business has been reduced dramatically. So, with that in mind, we do everything that we can to tip more. Tipping has been increased because people started recognizing those things.

In addition, Participant #8 indicated that she donated money to her local restaurant via the GoFund Me page.

On the other hand, not all support was monetary. Some participants indicated that she supported by complying with the restaurant regulations. During the COVID-19 pandemic, new regulations such as wearing masks and keeping six-foot distance from each other have become in effect. However, not all customers were willing to comply with these regulations. Some customers took it personally and confronted aggressively, even resulting in an assault toward the restaurant worker (Helsel, 2021). Therefore, customers who complied with such regulations indirectly helped the workers. They helped to create a safe workplace for the employee and caused less stress (Schooley, 2020).

While there are many reasons why customers choose to help the restaurant, this study summarized it together with various helping behaviors that customers performed during the COVID-19 pandemic. The findings of the study provided based for developing a framework for restaurant customer helping behaviors.

Development of Restaurant Customer Helping Behaviors Frameworks

During this unprecedented COVID-19 pandemic, helping restaurants became more a common practice for customers to keep them stay in business. Interview participants in this study

revealed evidence of customer helping behaviors toward restaurants. The reasons or motivators and forms of the helping actions varied depending on the individual situations. However, this study summarized various helping behaviors and its major determinants derived from the individual interviews and referred to relevant theories from the literature review to develop a restaurant customer helping behaviors framework.

Communal Relationship and Exchange Relationship. According to Aggarwal (2004), typical purchase transaction was built upon an exchange relationship since customers will usually expect to receive something in return that matches with the paid value. For instance, restaurant customers tend to adjust their tip amount depending on how good the service they received regardless of the bill amount that usually they used to be the basic guidance for tipping percentage (Bodvarsson & Gibson, 1994). In this study, Participant #1 would still expect the restaurant to meet expectations regardless of their current situation. She said “*We [she and her spouse] have not really support XXX restaurant as much because it did not do the carry out service well.*” When a relationship highlighted the balance of give-and-take, Clark and Mills (1994) defined it as an exchange relationship. Nevertheless, this study also found that during the COVID-19 pandemic, customers reported to give higher tipping amount and claimed to be moved by empathy and the awareness of workers unfortunate situation (Participant #1, #4, #9 and #11). Therefore, the following hypotheses are proposed:

Hypothesis 1a. Communal relationship is positively related to customer restaurant empathic concern.

Hypothesis 1b. Exchange relationship is negatively related to customer restaurant empathic concern.

Empathic Concern and Helping Behaviors. Empathy refers to “an affective state that is elicited by and is isomorphic to another person’s affective state” (Decety & Jackson, 2004; de Vignemont & Singer, 2006). This definition seems to apply only among individuals. However, a previous study found that feeling empathy for a member of a group can improve attitudes toward the whole group (Batson et al., 1997). Therefore, an individual can feel empathy towards a group, or to an organization. It is also common for someone to feel empathy towards an organization, especially a not-for-profit (Kim & Lou, 2014). Nevertheless, unprecedented situations like the COVID-19 pandemic had affected many including businesses in which empathic concern was extended to for-profit organization as a whole. Participant #15, who indicated having a “*tight budget*” at that time, illustrated how she tried to push herself to help in any way since she felt sorry about the situation. According to Merriam-Webster’s dictionary, empathy is defined as:

the action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another of either the past or present without having the feelings, thoughts, and experience fully communicated in an objectively explicit manner (Merriam-Webster, 2022).

Participant #4 also indicated that she felt compassion for the situation, and had desire to support the restaurants. Not only the workers, but also the business owner since she was aware that:

It is a very challenging time because everything has just gone off the cliff. There’s no opportunity for them to continue their business models, so we try to continue to invest

in them. My spouse and I have bought several gift cards in which I wouldn't have spent that much otherwise if not for the sake of supporting their business. But we did one thing so they knew that we were there for them to say the least.

This participant not only showed empathic concern towards the business, but also took every opportunity she could to help the restaurant to stay afloat. This empirical evidence was consistent with previous work supporting the empathy model when empathic concern was the primary motivation for helping (Schroeder et al., 1988). Therefore, we hypothesized:

Hypothesis 2. Empathic concern is positively related to customer restaurant helping behaviors.

Sense of Community. The word “community” had been said many times during the COVID-19 pandemic. Since the impact was tremendous, many individuals tried to do something within their scope, which they called as a community. Krause (2013) explained that some individuals are inclined to help one another within a community or neighborhood because they perceive the benefits of sharing. McMillan & Chavis (1986) defined sense of community as:

a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs will be met through commitment to be together (p. 9).

This definition explains the statement from Participant #14 in this study very well. She indicated that she helped the restaurants because she was aware of the owners' past contributions to the community. She valued the previous commitment of the business owners when they “*do a lot of discounted pricing for events with fundraising,*” and how she felt an emotional connection. Moreover, a few previous studies also found that strong sense of community had become

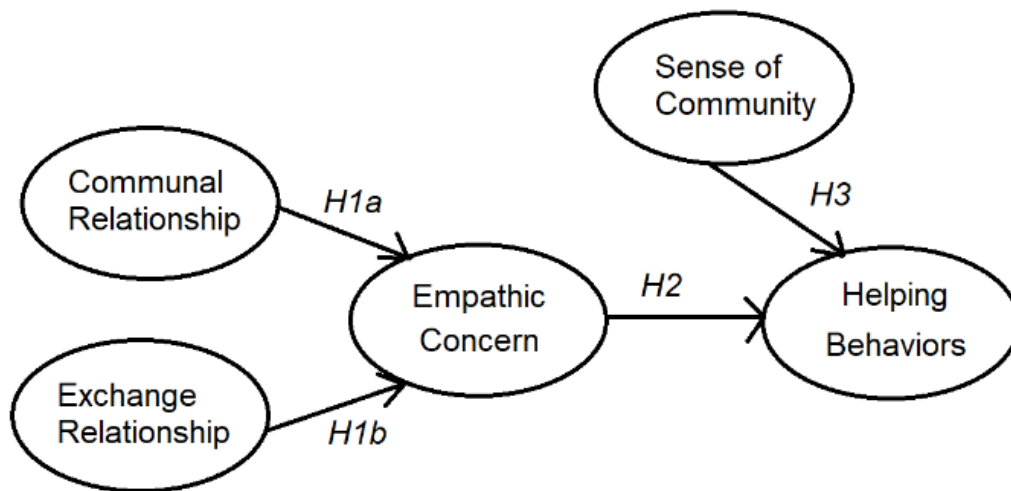
important triggers of helping behaviors (Chavis & Wandersman, 1990; Omoto & Snyder, 2010).

Therefore, we hypothesized:

Hypothesis 3. Sense of community is positively related to customer restaurant helping behaviors.

Based on these hypotheses, the full restaurant customer helping behaviors framework was developed based on literature review and results from Phase I study (Figure 4.1).

Figure 4.1. Restaurant Customer Helping Behaviors Framework



References

- Aggarwal, P. (2004). The effects of brand relationship norms on consumer attitudes and behavior. *Journal of Consumer Research*, 31(1), 87-101.
- Al-Hakim, A. (2022). Canadians tipping more generously during COVID-19, new data finds. Global News. <https://globalnews.ca/news/8763476/canada-local-business-tips-square-covid-19/>
- Batson, C. D., Polycarpou, M. P., Harmon-Jones, E., Imhoff, H. J., Mitchener, E. C., Bednar, L. L., ... & Highberger, L. (1997). Empathy and attitudes: Can feeling for a member of a stigmatized group improve feelings toward the group? *Journal of Personality and Social Psychology*, 72(1), 105.
- Begnaud, D. (2023). How a daughter's viral TikTok saved her family's struggling restaurant. CBS News. <https://www.cbsnews.com/news/lees-noodle-house-jennifer-le-daughter-viral-tiktok-saved-familys-struggling-restaurant-santa-rosa-california/>
- Bodvarsson, Ö. B., & Gibson, W. A. (1994). Gratuities and customer appraisal of service: Evidence from Minnesota restaurants. *The Journal of Socio-Economics*, 23(3), 287-302.
- Chavis, D. M., & Wandersman, A. (1990). Sense of community in the urban environment: A catalyst for participation and community development. *American Journal of Community Psychology*, 18(1), 55-81.
- Cheung, F. Y. M., Peng, K., & Wong, C. S. (2018). Beyond exchange and prosocial motives, is altruistic helping a valid motive for organizational citizenship behavior? *Chinese Management Studies*, 12(1), 222-242.
- Clark, M. S., & Mills, J. (1994). *Theoretical Frameworks for Personal Relationships*. Taylor & Francis.

- Dinnerstein, L. (2009). *Ethnic Americans: A history of immigration*. Columbia University Press.
- Engelhardt, N., Krause, M., Neukirchen, D., & Posch, P. N. (2021). Trust and stock market volatility during the COVID-19 crisis. *Finance Research Letters*, 38(1), 101873.
- Escalas, J. E., & Bettman, J. R. (2003). You are what they eat: The influence of reference groups on consumers' connections to brands. *Journal of consumer psychology*, 13(3), 339-348.
- Ferguson, R. (2008). Word of mouth and viral marketing: taking the temperature of the hottest trends in marketing. *Journal of Consumer Marketing*, 25(3), 179-182.
- Gannon, M., Taheri, B., Thompson, J., Rahimi, R., & Okumus, B. (2022). Investigating the effects of service recovery strategies on consumer forgiveness and post-trust in the food delivery sector. *International Journal of Hospitality Management*, 107(103341), 1-12.
- Goodman, J. (1999). Basic facts on customer complaint behavior and the impact of service on the bottom line. *Competitive Advantage*, 9(1), 1-5.
- Goodman, J. (2006). Manage complaints to enhance loyalty. *Quality Control and Applied Statistics*, 51(5), 535.
- Griffin, F. (2020). Covid-19 and the Americans with Disabilities Act: balancing fear, safety, and risk as America goes back to work. *Seton Hall Law Review*, 51(1), 383.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31(1), 7-27.
- Gursoy, D., Chi, C. G., & Chi, O. H. (2020). COVID-19 Study 2 Report: Restaurant and Hotel Industry. In *Would They Come Back? If They Would, WN?* Washington State University.
- Harris, K. (2016). *Education and knowledge: The structured misrepresentation of reality*. Routledge.

- Helsel, P. (2021). Houston-area restaurant manager stabbed in mask dispute. *U.S. News*.
<https://www.nbcnews.com/news/us-news/houston-area-restaurant-manager-stabbed-mask-dispute-n1261496>
- Janoff-Bulman, R., & Leggatt, H. K. (2002). Culture and social obligation: When “shoulds” are perceived as “wants”. *Journal of Research in Personality*, 36(3), 260-270.
- Johannesson, J., Gustafsson, S., Slinde, F., & Rothenberg, E. (2021). Exploring meal frequency and vegetable intake among immigrants 70 years or older in Sweden. *Journal of Ethnic Foods*, 8(1), 1-9.
- Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787-792.
- Karremans, J. C., & Van Lange, P. A. (2008). Forgiveness in personal relationships: Its malleability and powerful consequences. *European Review of Social Psychology*, 19(1), 202-241.
- Kimes, S. E. (2011). Customer perceptions of electronic food ordering, *Cornell Hospitality Report*, 11(10), 6-15.
- Kostenius, C., & Bergmark, U. (2016). The power of appreciation: promoting schoolchildren’s health literacy. *Health Education*, 116(6), 611-626.
- Krause, R. M. (2013). The motivations behind municipal climate engagement: An empirical assessment of how local objectives shape the production of a public good. *Cityscape*, 15(1), 125-141.
- Kwok, L., & Yu, B. (2013). Spreading social media messages on Facebook: An analysis of restaurant business-to-consumer communications. *Cornell Hospitality Quarterly*, 54(1), 84-94.

- Kwon, D. Y. (2015). What is ethnic food? *Journal of Ethnic Foods*, 2(1), 1.
- Lapr  , M. A. (2011). Reducing customer dissatisfaction: How important is learning to reduce service failure? *Production and Operations Management*, 20(4), 491-507.
- Lee, H. J. (2001). Willingness and capacity: The determinants of prosocial organizational behaviour among nurses in the UK. *International Journal of Human Resource Management*, 12(6), 1029-1048.
- Lehning, A. J., Scharlach, A. E., & Dal Santo, T. S. (2010). A web-based approach for helping communities become more "Aging Friendly". *Journal of Applied Gerontology*, 29(4), 415-433.
- Lieb, R. (2012). *Content marketing: Think like a publisher-how to use content to market online and in social media*. Que Publishing.
- Lin, W. B. (2010). Service failure and consumer switching behaviors: Evidence from the insurance industry. *Expert Systems with Applications*, 37(4), 3209-3218.
- Madrid, D. (2016). *A case study of the influence of professional friendships among teachers on teacher retention, school culture, teacher performance, and student performance* [Doctoral dissertation, University of Houston].
- Malbois, E., & Clavien, C. (2020). Overcoming the limits of empathic concern: the case for availability and its application to the medical domain. *Medicine, Health Care and Philosophy*, 23, 191-203.
- McCullough, M. E., Worthington Jr, E. L., & Rachal, K. C. (1997). Interpersonal forgiving in close relationships. *Journal of Personality and Social Psychology*, 73(2), 321-336.

- McGuire, K. A., Kimes, S. E., Lynn, M., Pullman, M. E., & Lloyd, R. C. (2010). A framework for evaluating the customer wait experience. *Journal of Service Management*, 21(3), 269-290.
- McMillan, D. W., & Chavis, D. M. (1986). Sense of community: A definition and theory. *Journal of Community Psychology*, 14(1), 6-23.
- Min, J., Kim, J., & Yang, K. (2021). How generations differ in coping with a pandemic: The case of restaurant industry. *Journal of Hospitality and Tourism Management*, 48, 280-288.
- Mills, J., & Clark, M. S. (1986). Communications that should lead to perceived exploitation in communal and exchange relationships. *Journal of Social and Clinical Psychology*, 4(2), 225-234.
- Nalini, B., & Shree, S. V. (2021). Rewards of non-monetary on workplace and happiness among workers of Chennai city. *Turkish Online Journal of Qualitative Inquiry*, 12(7).
- Namkung, Y., Jang, S. S., & Choi, S. K. (2011). Customer complaints in restaurants: Do they differ by service stages and loyalty levels? *International Journal of Hospitality Management*, 30(3), 495-502.
- Nelson, N. C., & Calaba, J. L. (2011). *The power of appreciation: The key to a vibrant life*. Simon and Schuster.
- Omoto, A. M., & Snyder, M. (2010). Influences of psychological sense of community on voluntary helping and prosocial action. *The Psychology of Prosocial Behavior*, 10 (1), 223-244.
- Paridon, T. & Carraher, S. M. (2009). Entrepreneurial marketing: Customer shopping value and patronage behavior. *Journal of Applied Management & Entrepreneurship*, 14 (2), 3-28.

- Peus, C., Braun, S., & Knipfer, K. (2015). On becoming a leader in Asia and America: Empirical evidence from women managers. *The Leadership Quarterly*, 26(1), 55-67.
- Schooley, S. (2020). Conflict resolution tips for handling difficult customers during COVID-19. *Businnes.com*. <https://www.business.com/articles/how-to-handle-difficult-customers/>
- Schroeder, D. A., Dovidio, J. F., Sibicky, M. E., Matthews, L. L., & Allen, J. L. (1988). Empathic concern and helping behavior: Egoism or altruism? *Journal of Experimental Social Psychology*, 24(4), 333-353.
- Shao, P., Liu, L., Yu, J., Lin, Y., Gao, H., Chen, H., & Sun, P. (2021). An overview of intelligent freshness indicator packaging for food quality and safety monitoring. *Trends in Food Science & Technology*, 118, 285-296.
- Singh, S., Pandey, N. M., Datta, M., & Batra, S. (2021). Stress, internet use, substance use and coping among adolescents, young-adults and middle-age adults amid the ‘new normal’ pandemic era. *Clinical Epidemiology and Global Health*, 12, 100885.
- Sodhi, M. S., & Tang, C. S. (2021). Supply chain management for extreme conditions: research opportunities. *Journal of Supply Chain Management*, 57(1), 7-16.
- Susskind, A. M. (2002). I told you so! Restaurant customers' word-of-mouth communication patterns. *The Cornell Hotel and Restaurant Administration Quarterly*, 43(2), 75-85.
- Voinea, L., & Filip, A. (2011). Analyzing the main changes in new consumer buying behavior during economic crisis. *International Journal of Economic Practices and Theories*, 1(1), 14-19.
- Vollhardt, J. R., Nair, R., & Tropp, L. R. (2016). Inclusive victim consciousness predicts minority group members’ support for refugees and immigrants. *Journal of Applied Social Psychology*, 46(6), 354-368.

- Wirtz, J., & Mattila, A. S. (2004). Consumer responses to compensation, speed of recovery and apology after a service failure. *International Journal of Service Industry Management*, 15(2), 150-166.
- Zhang, C., Park, J., Bonn, M. A., & Cho, M. (2021). Understanding customer responses to service failures during the COVID-19 pandemic for sustained restaurant businesses: focusing on guanxi. *Sustainability*, 13(6), 3581.

Chapter 5 - Phase II: Quantitative Study Results and Discussions

The purpose of the study was to test the conceptual framework of restaurant customers' helping behaviors amid the COVID-19 pandemic.

In line with this purpose, three following research questions were developed:

1. How do the communal relationship and exchange relationship between restaurant customers and their corresponding restaurant(s) influence their empathic concerns to help restaurants?
2. How does sense of community influence restaurant customers' helping behaviors?
3. How do customers' empathic concerns influence restaurant customers' helping behaviors?

To answer these questions, a survey of restaurant customers who dined during the COVID-19 pandemic was conducted with instruments developed based on a literature review and the previous qualitative study (Phase I). The findings from Phase I highlighted customers' empathic concerns to help restaurants during the COVID-19 pandemic. However, the findings also show that these concerns depended on what kind of relationship the customers had with the respective restaurants. Some participants indicated communal relationships when they just focused on others' welfare, while others expected something in return, indicating exchange relationships. Moreover, Phase I findings also revealed the evidence that the sense of community has influenced restaurant customers' helping behaviors. As discussed in detail in the previous chapter, based on these findings and a literature review, a conceptual framework of restaurant customers' helping behaviors was proposed (Figure 5.1)

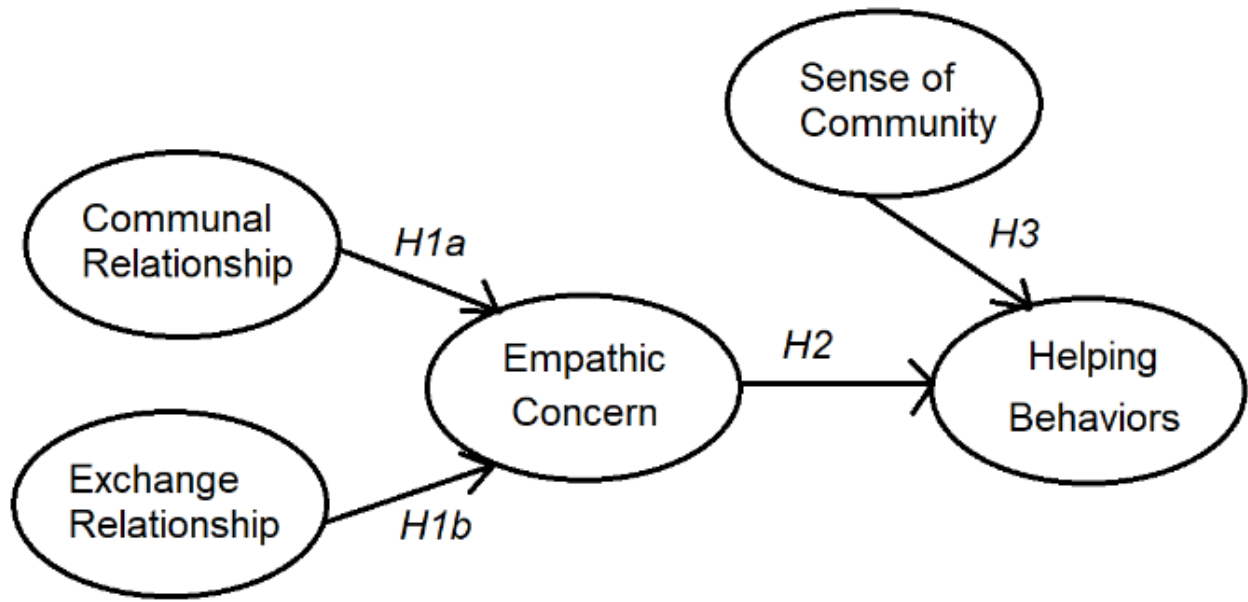


Figure 5.1. Restaurant Customer Helping Behaviors Framework

Using structural equation modeling (SEM), the conceptual framework of restaurant customers' helping behaviors was tested. The target population was restaurant customers who patronized a restaurant in the U.S. during the COVID-19 pandemic. Therefore, a national survey was launched using the MTurk and Dynata platforms. This chapter presents the results and discussion from Phase II, Quantitative Study findings.

Results

To reach diverse participant demographics, an online survey was administered to restaurant customers across the U.S. using Amazon Mechanical Turk (MTurk) and an online panel firm, Dynata (Kimball, 2019). The online survey was posted on Qualtrics for data collection.

A total of 818 individuals accessed the survey, but 576 participants provided usable data. The excluded 242 responses were disqualified because the participants did not pass the attention check, or the residency was outside the U.S. Once participants passed the attention check, the full

information maximum likelihood (FIML) estimation procedure was used to test predicted relationships among theoretical constructs (Allison, 2003), instead of deleting missing data.

Respondent Characteristics

Complete respondent characteristics are presented in Table 5.1. The most participants (n = 252, 44%) visited restaurants during the COVID-19 between 1 and 3 times per week, followed by less than once per week (n = 212, 37%), 4-6 times per week (n = 96, 17%), and more than 7 times per week (n = 16, 3%). More participants visited full-service restaurant (n = 459, 80%), than limited service restaurants (20%, n = 117). Most respondent were male (n = 306, 53.1%) and majority belong to Generation Y (age range between 27 - 39 years; n = 225, 39.1%). The mean number of years resided in their current community was 17.5 years with the majority respondents living in urban area (n = 246, 43%), followed by suburban area (n = 241, 42%).

Table 5.1. Characteristics of Survey Participants (n = 576)

Characteristics	n	%
<i>Age</i>		
Generation Z (18 - 26 years)	56	9.7%
Generation Y (27 - 39 years)	225	39.1%
Generation X (40 - 59 years)	190	33%
Baby Boomers Generation (60 years or older)	96	16.7%
Prefer not to answer	9	1.6%
<i>Customer Gender</i>		
Male	306	53.1%
Female	270	46.9%

Table 5.1. Characteristics of Survey Participants (n = 576) (Continued)

Characteristics	n	%
<i>Ethnicity</i>		
White / Caucasian	392	68%
African American or Non-Hispanic Black	71	12%
Hispanic	55	10%
Asian	28	5%
More than one ethnic	15	3%
American Indian or Alaska Native	6	1%
Native Hawaiian or other Pacific Islander	2	0%
Prefer not to answer	7	1%
<i>Marital Status</i>		
Single	132	23%
Separated/Divorce	50	9%
Married	340	59%
Domestic partnership	43	7%
Widowed	10	2%
Prefer not to answer	1	0%
<i>Education</i>		
Less than high school	8	1%
High school / GED	84	15%
Some college	91	16%
Associate degree	36	6%
Bachelor's degree	265	40%
Advance or professional degree beyond college degree	90	16%
Prefer not to answer	2	0%
<i>Employment Status</i>		
Not working	156	27%
Part-time employee	49	9%
Full time employee	371	64%
<i>Household Income</i>		
\$24,999 or below	77	13%
\$25,000 - \$49,999	144	25%
\$50,000 - \$74,999	135	23%
\$75,000 - \$99,999	103	18%
\$100,000 - \$149,999	66	11%
\$150,000 or more	37	6%
Prefer not to answer	14	2%

Table 5.1. Characteristics of Survey Participants (n = 576) (Continued)

Characteristics	n	%
<i>Community Type</i>		
Rural	89	15%
Suburban	241	42%
Urban	246	43%
<i>Years residing in the community</i>		
3 year or less	104	18%
4 - 10 years	164	28%
11 - 20 years	87	15%
21 - 30 years	102	18%
31 years or more	119	21%
<i>Visit frequency</i>		
> 7 per week	16	3%
Less than once per week	212	37%
1 –3 per week	252	44%
4 – 6 per week	96	17%
<i>Restaurant Segment</i>		
Full-services	459	80%
Limited-services	117	20%

Descriptive Statistics of Study Variables

Descriptive statistics were calculated to summarize the data, and Cronbach's alpha was calculated to evaluate the internal consistency of data ($\alpha > 0.70$). As shown in Table 5.2, alpha values of all constructs were 0.70 or greater, showing acceptable internal consistency (Nunally, 1978). According to George and Mallery (2003), the communal relationship ($\alpha = .70$), exchange relationship ($\alpha = .71$), and sense of community ($\alpha = .70$) variables had an acceptable internal consistency (an alpha between 0.70 and 0.79), while empathic concern ($\alpha = .82$) and helping behaviors variables ($\alpha = .89$) had a good internal consistency (an alpha between 0.80 and 0.89).

The overall means for all the constructs included the following: communal relationships, $M = 3.44 \pm .75$; exchange relationships, $M = 3.69 \pm .64$; empathic concern, $M = 3.06 \pm .74$; sense

of community, $M = 3.71 \pm .65$; and helping behaviors, $M = 3.42 \pm .68$. Means, standard deviations, and Cronbach alpha of all constructs are presented in below.

Table 5.2. Descriptive Statistics of Independent Variables and Dependent Variable (n = 576)

Variables	<i>M</i>	<i>SD</i>	Cronbach Alpha
<u>Independent Variables</u>			
Communal Relationship	3.44	.75	.70
Exchange Relationship	3.69	.64	.71
Empathic Concern	3.06	.74	.82
Sense of Community	3.71	.65	.70
<u>Dependent Variable</u>			
Helping Behaviors	3.42	.68	.89

In addition to Cronbach alpha, because some constructs had a small number of items (n = 4), inter-item correlation was assessed as recommended by Toobert et al. (2000). The inter-item correlations of all constructs met the recommended range of 0.15 to 0.50 (Clark & Watson, 1995). Furthermore, the study specified that once the construct was measuring a broader concept and it satisfied general guidance of Nunnally (1978), then no revision was needed (Clark & Watson, 1995). Means, standard deviations, and item-total correlation for all measurement items are provided in Table 5.3. below.

Table 5.3. Means, Standard Deviations, and Item-Total Correlations of Measurement Items (n = 576)

Items	<i>M</i>	<i>SD</i>	Item-Total Correlation
Communal Relationship			
When making a decision, I take other people's needs and feelings into account	3.99	.86	.26
I believe people should go out of their way to be helpful	3.94	.85	.26
I don't especially enjoy giving others aid	3.74	1.03	.36
I believe it's best not to get involved in taking care of other people's personal needs	3.34	1.08	.36
Exchange Relationship			
It's best to make sure things are always kept "even" between two people in a relationship	3.23	1.14	.34
I don't think people should feel obligated to repay others for favors	2.92	1.19	.37
I wouldn't feel exploited if someone failed to repay me for a favor	2.81	1.24	.39
When I give something to another person, I generally expect something in return	2.67	1.28	.45
Empathic Concern			
I was concerned about the uncertainty of the restaurant industry during the COVID-19 pandemic	4.01	.96	.34
I felt sorry for restaurant owners who operated during the COVID-19 pandemic	3.97	.93	.30
I felt distressed seeing the impact of the COVID-19 pandemic on the restaurant industry	3.77	.98	.35
What restaurants were going through disturbed me a great deal	3.75	.96	.33
Sense of Community			
I think my neighborhood is a good place for me to live	4.04	.96	.22
I can recognize most of the people who live in my neighborhood	3.47	1.15	.34
People in my neighborhood generally don't get along with each other	3.40	1.20	.40
People in my neighborhood do not share the same values	3.28	1.10	.38
I have almost no influence over in my neighborhood	3.02	1.14	.33

Table 5.3. Means, Standard Deviations, and Item-Total Correlations of Measurement Items (n = 576) (Continued)

Items	M	SD	Item-Total Correlation
Helping Behaviors			
I expressed my appreciation/ support towards the owner/worker at this restaurant	4.03	.96	.31
I complied with this restaurant's safety procedure	3.89	.98	.39
I tried to spread positive word of mouth about my experience with this restaurant	3.71	1.02	.61
I forgave negative experiences with this restaurant.	3.71	1.05	.56
I tried to keep this restaurant in business	3.56	1.15	.49
I provided helpful feedback for this restaurant	3.52	.97	.50
I was willing to pay a premium price for this restaurant	3.51	1.05	.64
When I thought about which restaurant to go to, I often chose this restaurant	3.48	1.09	.58
I donated money to this restaurant or to its employees	3.47	1.01	.55
I bought merchandise from this restaurant	3.42	1.10	.54
I shared my experience with this restaurant using social media	3.26	1.25	.57
I referred people to this restaurant	3.19	1.20	.62
I participated in events that supported this restaurant	3.10	1.20	.68
I bought gift cards from this restaurant for future use	3.08	1.22	.51
I tipped more at this restaurant even with the same or lower level of services	3.05	1.28	.59
I patronized this restaurant more often to help them out	2.86	1.22	.58

Note. Range: 1 = *strongly disagree*, 2 = *disagree*, 3 = *neither agree nor disagree*, 4 = *agree*, 5 = *strongly agree*.

The principal axis factoring was performed for 16 helping behaviors items with promax rotation to potentially identify patterns of distinctive helping behavior categories. The KMO value was .91 and Barlett's test of sphericity was significant ($\chi^2(120) = 378.68, p < .001$), supporting good factorability of the data (Table 5.4). Table 5.4 also displays the result of the three-factor model as derived from pattern matrix.

Table 5.4. Three Factors Helping Behaviors Variables and Principal Axis Factor Analysis
(Promax with Kaiser Normalization)

Helping Behaviors	Factor Loading
Factor 1 – Customer Opportunistic Behavior	
I shared my experience with this restaurant using social media	.79
I participated in events that supported this restaurant	.77
I patronized this restaurant more often to help them out	.75
I bought gift cards from this restaurant for future use	.78
I tipped more at this restaurant even with the same or lower level of services	.75
Factor 2 – Customer Participation Behavior	
I tried to keep this restaurant in business	.80
I bought merchandise from this restaurant	.82
I referred people to this restaurant	.62
When I thought about which restaurant to go to, I often chose this restaurant	.59
I forgave negative experiences with this restaurant	.39
Factor 3 – Customer Citizenship Behavior	
I tried to spread positive word of mouth about my experience with this restaurant	.46
I provided helpful feedback for this restaurant	.55
I donated money to this restaurant or to its employees	.43
I was willing to pay a premium price for this restaurant	.54
I expressed my appreciation/ support towards the owner/worker at this restaurant	.59
I complied with this restaurant's safety procedure	.79

Note. KMO = .91; Barlett's test: $\chi^2(120) = 378.68$ ($p < .001$). Rotation converged in 5 iterations. *Dominant factor loadings.

The pattern matrix analysis above showed there were three different distinct factors which were aligned with the previous study findings done by Johnson and Rapp (2010). They introduced eight different factors of customer helping behavior scale. However, the theoretical linkages explaining the eight different factors used by this previous study were not applicable in this study. The present study discovered a number of items related to customer opportunistic behavior (Van Tonder & De Beer, 2018), customer participation behavior (Wirtz & McColl-Kennedy, 2010), and customer citizenship behavior (Yi et al., 2013) that would be addressed in the discussion section. Prompted by these statistical findings, the previous *Hypotheses 2 and 3* predicting helping behaviors (Figure 5.2) were modified to include three factors for structured equation modeling.

A correlation matrix was also developed to detect highly correlated explanatory variables which is included in Appendix D. The result displayed that the correlation coefficient level among pair of explanatory variables were no higher than 0.65.

Structural Equation Model

A customer helping behaviors framework was developed based on three main hypotheses derived from findings of qualitative study (Phase I), previous literature review, and factor analysis described in the previous section. A path diagram was used to construct the SEM model for testing three main hypotheses with sub-hypotheses among latent variables below:

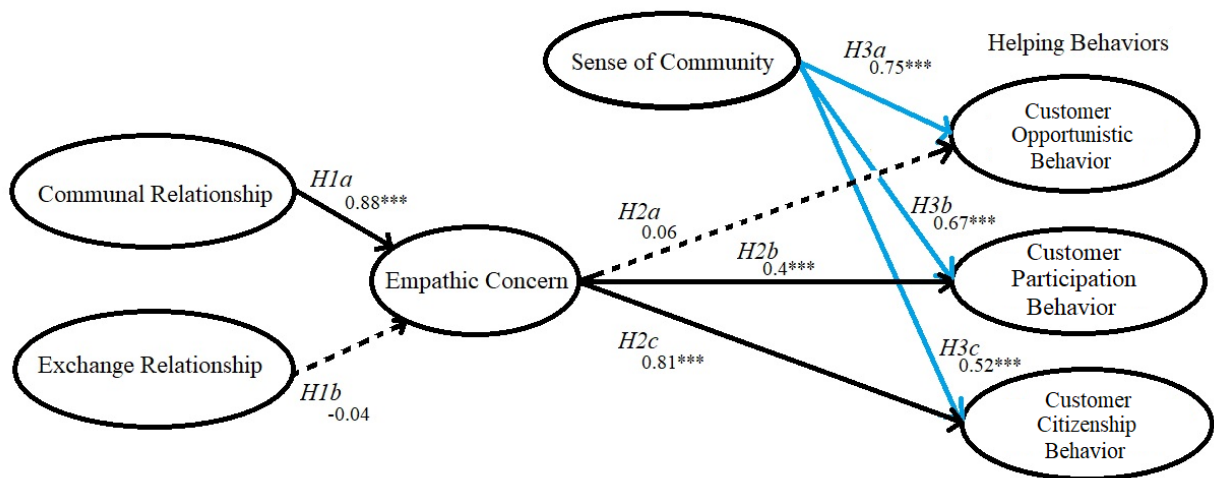
- *Hypothesis 1 (H1)*:
 - *Hypothesis 1a (H1a)*: Communal relationship is positively related to customer restaurant empathic concern.
 - *Hypothesis 1b (H1b)*: Exchange relationship is negatively related to customer restaurant empathic concern.

- *Hypothesis 2 (H2):*
 - *Hypothesis 2a (H2a):* Empathic concern is positively related to customer opportunistic behavior.
 - *Hypothesis 2b (H2b):* Empathic concern is positively related to customer participation behavior.
 - *Hypothesis 2c (H2c):* Empathic concern is positively related to customer citizenship behavior.
- *Hypothesis 3 (H3):*
 - *Hypothesis 3a (H3a):* Sense of community is positively related to customer opportunistic behavior.
 - *Hypothesis 3b (H3b):* Sense of community is positively related to customer participation behavior.
 - *Hypothesis 3c (H3c):* Sense of community is positively related to customer citizenship behavior.

As shown in Figure 5.2, modified hypotheses were tested with communal relationship (CR), exchange relationship (ER), the mediating empathic concern (EC), sense of community (SOC) and the factors of helping behaviors related to customer opportunistic behavior, customer participation behavior, and customer citizenship behavior). According to the existing conventions typically used in psychological studies (Kline, 2005), the model fit was acceptable Chi-square = 7658.46 with 496 degrees of freedom, RMSEA = 0.073 (% CI: 0.069 to 0.076),

and CFI .81. Factor loadings for all indicators were positive and statistically significant, ranging from 0.27 (I complied with this restaurant's safety procedure; item from helping behaviors construct) to 0.99 (When I give something to another person, I generally expect something in return; item from exchange relationship construct). The path from communal relationship to empathic concern to customer opportunistic behavior was not significant ($\beta = .06, p > .01$), while the other two factors, customer participation behavior and customer citizenship behavior, were significant ($\beta = .04, p < .001$; $\beta = .81, p < .001$). The direct path from communal relationship to empathic concern was significant ($\beta = .88, p < .001$), but from exchange relationship to empathic concern was not significant ($\beta = -.04, p > .01$). Therefore, *H1a* was supported, while *H1b* was rejected.

Figure 5.2. Structural Equation Model Results



Note. *** $p < .001$

Note: All factor loadings were significant ($p < 0.01$ or less). The path from exchange relationship to empathic concern and empathic concern to Factor 1 helping behaviors were non-significant.

This study also found that empathic concern was significant predicting the two factors of helping behaviors (customer participation behavior; $\beta = .4, p < .001$ and customer citizenship behavior; $\beta = .81, p < .001$), but it was not significant predicting customer opportunistic behavior ($\beta = .06, p > .001$). Therefore, *H2a* was rejected, while *H2b* and *H3c* were supported. The direct path from sense of community to all three factors of restaurant customer helping behaviors were significant ($\beta = .75, p < .001$; $\beta = .67, p < .001$; $\beta = .52, p < .001$), supporting *H3*. Formal tests with the bootstraps estimation approach with 2,000 samples of the mediating effect from communal relationship to the two factors restaurant customer helping behaviors (customer participation behavior and customer citizenship behavior) through empathic concern showed significant mediating effects ($p < .01$). Furthermore, the chi-square difference between models with and without the direct path from empathic concern to restaurant customer helping behaviors was not significant ($\Delta\chi^2_{(1)} = .84$), suggesting evidence of full mediation. In this case, empathic concern was significant predicting two of three factors of restaurant customer helping behaviors in communal relationships.

Discussion

In general, the survey results indicated that communal relationships predicted empathic concern, which in turn, predicted restaurant customer helping behaviors during the COVID-19 pandemic. Moreover, a sense of community also played an important role to predict restaurant customer helping behaviors during the COVID-19 pandemic. The findings related to communal relationship were consistent with Schlenker and Britt (2001) that communal relationship predicted empathic concern (supporting *H1a*). Specifically, the researchers explained that people in such relationships were considered close and did not expect something in return when helping. On the other hand, *H1b* was rejected which was also consistent with previous study by Mills and

Clark (1982). They argued that in exchange relationships, people were less likely to have empathic concern since it did not emphasize the true desire to other's welfare, but rather the exchange they were getting in return (Mills & Clark, 1982). Nonetheless, empathic concern has been studied to be associated with helping behaviors (Schroeder et al., 1988; Wilhem & Bekker, 2010). Davis (1980) first recognized empathic concern as an affective aspect of empathy in which Schroeder et al. (1988) claimed to be the biggest motivation for someone to help others.

Three Factors of Helping Behaviors

The result of this study indicated that holistically there were three different distinct factors of helping behaviors construct, which was less than the previous study (Johnson & Rapp, 2010). However, in another study by Benton et al., (1980) two distinct factors of helping behaviors emerged which were further grouped into spontaneous and nonspontaneous helping behaviors. Benton et al., (1980) specified that spontaneous helping behaviors focus on helping behaviors related to a single event requiring immediate helping action, while nonspontaneous helping behaviors had no time constraint. This segmentation introduced that helping behaviors could be context specific. In terms of our findings, in addition to the statistical result based on factor loadings, the three distinct factors could also be explained by pragmatic reasoning. Because all helping behaviors in this study considered as nonspontaneous helping behaviors according to Benton et al. (1980), the factor segmentation found in this study was not consistent with previous studies. For instance, our findings indicated that a significant portion of the customer helping behavior items were mostly helping items related to indirect customer long-run advantages, such as purchasing gift card that can be used in future transaction. Consistent with Van Tonder and De Beer (2018) findings, when customers were taking advantages of an opportunity, this action can be explained as a customer opportunistic behavior. Since empathic

concern was evident to spontaneous work (Wilhelm & Bekker, 2010), and helping was unlikely accompanied by exploiting opportunistic, these could be the reasons why empathic concern was not significant in predicting customer helping behavior related to customer opportunistic behavior.

Unlike customer opportunistic behavior, customer participation behavior and customer citizenship behavior consisted of helping items that had more direct or immediate benefits for restaurants. Therefore, it further explained the result of this study on why empathic concern was significant predicting these two factors. Additionally, even though both factors were related to more direct benefit to the restaurants, there were slight differences among the similarities. Customer participation behavior was mainly focused on benefits related to the information sharing, responsible behavior and customer personal interaction (Wirtz & McColl-Kennedy, 2010), while customer citizenship behavior contained more general direct benefits that helped restaurants as a whole (Groth, 2005). Referring to these significant three distinct factors both conceptually and statistically, this study offered suggestion to consider breaking down general helping behaviors to be more content-specific factors or segments depending on the study interest for more accurate study result. For instance, if the study focused on exploring how loyalty programs promote customer helping behaviors, the study should then focus on customer participation behavior related to encouraging feedback and advocacy (Groth, 2005).

Furthermore, once Centers for Disease Control and Prevention (CDC) issued the public alert about the danger of the coronavirus, every country began the lockdown to impose the spread of it (CDC, 2022). This situation created a fear of individuals going out of their homes, especially to places where many people gathered. Travelling was limited and allowed only to essential places such as hospitals or groceries stores; where leisure or other non-essential places,

such as restaurants or movie theaters, were strictly restricted (Sivan, 2020). Therefore, this was evident that underlying conditions impacting the restaurants during the study shaped the result of this study, specifically regarding the findings of three distinct factors of helping behaviors. However, since the focus of this study is not comparing the different factors, this might be a potential future study development.

Sense of Community and Restaurant Helping Behaviors

Another important finding was the significant sense of community in predicting all the three factors of restaurant customer helping behaviors. The sense of community scale introduced by McMillan & Chavis (1986) was developed to determine how likely individuals were involved in community supporting behaviors. “Helping community” has become two common words that frequently appeared during the COVID-19 pandemic, considering the tremendous impact on every aspect of life in the world. Therefore, it was pertinent that sense of community played an important role to motivate customer helping behaviors towards restaurants regardless the different factors of the helping behaviors. In general, the sense of community is supposedly established to motivate helping behaviors among the members in a purpose of benefiting restaurants in the long-run (customer opportunistic behavior), or more direct such as customer participation behavior and customer citizenship behavior. These specific findings also supplement the literature previously discussed regarding the sense of community which influenced overall helping behaviors (Blanchard & Markus, 2010; Boyd & Nowell, 2017; Omoto & Snyder, 2010) while extending it to the restaurant context.

The extent to these findings was how the restaurants were connected closely to the community and how this sense of community fit in the restaurant customer helping behavior conceptual frameworks. Wu et al. (2019) contends that a restaurant can become a place

attachment where customers bring their emotional bond based on their personal experience. Customer interviews in previous qualitative study (Phase I) showed that many customers were emotionally grieved to find out their favorite restaurants were closing. For instance, one participant stated that *“It made me very sad when I heard restaurant was closing. It was heartbreaking and distressing. Not only the fact of losing the service that they provided to the communities, but the effect to their employees and families.”*

Food and services customers received from restaurants often create memories, and customers often have historical memories to particular restaurants (Batat, 2021). Hence, many customers established a feeling of attachment to restaurants. Not only emotional attachment, but geographical location also shaped the significance of local economic cycle. Therefore, it is without a doubt that restaurants are important in the community. As a result, when restaurant struggle or encounter difficulties, the community members may be readily willing to support them.

References

- Aggarwal, P. (2004). The effects of brand relationship norms on consumer attitudes and behavior. *Journal of Consumer Research*, 31(1), 87-101.
- Allison, P. D. (2003). Missing data techniques for structural equation modeling. *Journal of Abnormal Psychology*, 112(4), 545.
- Al-Hakim, A. (2022). Canadians tipping more generously during COVID-19, new data finds. *Global News*. <https://globalnews.ca/news/8763476/canada-local-business-tips-square-covid-19/>
- Azar, O. H., Yosef, S., & Bar-Eli, M. (2015). Restaurant tipping in a field experiment: How do customers tip when they receive too much change? *Journal of Economic Psychology*, 50, 13-21.
- Bartikowski, B., & Walsh, G. (2011). Investigating mediators between corporate reputation and customer citizenship behaviors. *Journal of Business Research*, 64(1), 39-44.
- Barua, S. (2020). Understanding Coronanomics: The economic implications of the coronavirus (COVID-19) pandemic. *SSRN Electronic Journal*, Article 3566477. <https://doi.org/10.2139/ssrn.3566477>
- Batat, W. (2021). The role of luxury gastronomy in culinary tourism: An ethnographic study of Michelin-Starred restaurants in France. *International Journal of Tourism Research*, 23(2), 150-163.
- Batson, C. D., Polycarpou, M. P., Harmon-Jones, E., Imhoff, H. J., Mitchener, E. C., Bednar, L. L., & Highberger, L. (1997). Empathy and attitudes: Can feeling for a member of a stigmatized group improve feelings toward the group? *Journal of Personality and Social Psychology*, 72(1), 105.

- Blanchard, A. L., & Markus, M. L. (2004). The experienced "sense" of a virtual community: Characteristics and processes. *ACM Sigmis Database*, 35(1), 64-79.
- Benson, P. L., Dehority, J., Garman, L., Hanson, E., Hochschwender, M., Lebold, C., Roberta, R., & Sullivan, J. (1980). Intrapersonal correlates of nonspontaneous helping behavior. *The Journal of Social Psychology*, 110(1), 87-95.
- Bodvarsson, Ö. B., & Gibson, W. A. (1994). Gratuities and customer appraisal of service: Evidence from Minnesota restaurants. *The Journal of Socio-Economics*, 23(3), 287-302.
- Bolton, R. N., & Lemon, K. N. (1999). A dynamic model of customers' usage of services: Usage as an antecedent and consequence of satisfaction. *Journal of marketing research*, 36(2), 171-186.
- Boyd, N. M., & Nowell, B. (2017). Testing a theory of sense of community and community responsibility in organizations: An empirical assessment of predictive capacity on employee well-being and organizational citizenship. *Journal of Community Psychology*, 45(2), 210-229.
- CBS Los Angeles. (2020, March 25). *Restaurants struggle to stay afloat, customers try to help with 'great American takeout'* [Video].
<https://www.youtube.com/watch?v=sexsRKV-03U>
- Chavis, D. M., & Wandersman, A. (1990). Sense of community in the urban environment: A catalyst for participation and community development. *American Journal of Community Psychology*, 18(1), 55-81.
- Churchill, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, 16(1), 64-73. <https://doi.org/10.2307/3150876>

- Clark, L.A. & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment*, 7, 309-319.
- Clark, M. S., & Mills, J. (1994). *Theoretical frameworks for personal relationships*. Taylor & Francis.
- Cutrona, C. E. (1996). Social support as a determinant of marital quality. In *Handbook of social support and the family* (pp. 173-194). Springer.
- Engelhardt, N., Krause, M., Neukirchen, D., & Posch, P. N. (2021). Trust and stock market volatility during the COVID-19 crisis. *Finance Research Letters*, 38, 101873.
- Gambetta, D. (2015). What makes people tip. Rationality, democracy and justice: The legacy of Jon Elster. *Cambridge University Press*, pp. 97-114.
- George, D., & Mallery, M. (2003). Using SPSS for Windows step by step: a simple guide and reference. Allyn & Bacon.
- Goodman, J. (1999). Basic facts on customer complaint behavior and the impact of service on the bottom line. *Competitive Advantage*, 9(1), 1-5.
- Goodman, J. (2006). Manage complaints to enhance loyalty. *Quality Control and Applied Statistics*, 51(5), 535.
- Griffin, F. (2020). Covid-19 and the Americans with Disabilities Act: balancing fear, safety, and risk as America goes back to work. *Seton Hall Law Review*, 51(1), 383.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of Management*, 31(1), 7-27.
- Gursoy, D., Chi, C. G., & Chi, O. H. (2020). COVID-19 Study 2 report: Restaurant and hotel industry. In *Would they come back? If they would, when?* Washington State University.

- Ha, A. (2020). Yelp and GoFundMe team up to promote local business fundraisers. *Tech Crunch*. <https://techcrunch.com/2020/03/24/yelp-gofundme/>
- Helsel, P. (2021). Houston-area restaurant manager stabbed in mask dispute. *U.S. News*. <https://www.nbcnews.com/news/us-news/houston-area-restaurant-manager-stabbed-mask-dispute-n1261496>
- Husbands, S., Jowett, S., Barton, P., & Coast, J. (2017). How qualitative methods can be used to inform model development. *Pharmacoeconomics*, 35(6), 607-612.
- Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787-792.
- Karremans, J. C., & Van Lange, P. A. (2008). Forgiveness in personal relationships: Its malleability and powerful consequences. *European Review of Social Psychology*, 19(1), 202-241.
- Keh, C. G., & Tan, Y. T. (2021). COVID 19: The impact of government policy responses on economic activity and stock market performance in Malaysia. *Jurnal Ekonomi Malaysia*, 55(1), 121-131.
- Khouja, M., Pan, J., Ratchford, B. T., & Zhou, J. (2011). Analysis of free gift card program effectiveness. *Journal of Retailing*, 87(4), 444-461.
- Kimball, S. H. (2019). A comparative study of Amazon MTurk and Research Now SSI/Survey Monkey/Opinion Access. *Journal of Business Diversity*, 19(2), 16-45.
- Krause, R. M. (2013). The motivations behind municipal climate engagement: An empirical assessment of how local objectives shape the production of a public good. *Cityscape*, 15(1), 125-141.

- Kwok, L., & Yu, B. (2013). Spreading social media messages on Facebook: An analysis of restaurant business-to-consumer communications. *Cornell Hospitality Quarterly*, 54(1), 84-89.
- Lin, W. B. (2010). Service failure and consumer switching behaviors: Evidence from the insurance industry. *Expert Systems with Applications*, 37(4), 3209-3218.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychological theory*. McGraw-Hill.
- Maner, J. K., & Gailliot, M. T. (2007). Altruism and egoism: Prosocial motivations for helping depend on relationship context. *European Journal of Social Psychology*, 37(2), 347-358.
- Mills, J., & Clark, M. S. (1982). Exchange and communal relationships. In L. Wheeler (Ed.), *Review of personality and social psychology* (Vol. 3, pp. 121–144). Sage Publication.
- McCullough, M. E., Worthington Jr, E. L., & Rachal, K. C. (1997). Interpersonal forgiving in close relationships. *Journal of Personality and Social Psychology*, 73(2), 321-336.
- McMillan, D. W., & Chavis, D. M. (1986). Sense of community: A definition and theory. *Journal of Community Psychology*, 14(1), 6-23.
- Omoto, A. M., & Snyder, M. (2010). Influences of psychological sense of community on voluntary helping and prosocial action. *The Psychology of Prosocial Behavior*, 10 (1), 223-244.
- Paridon, T. & Carraher, S. M. (2009). Entrepreneurial marketing: Customer shopping value and patronage behavior. *Journal of Applied Management & Entrepreneurship*, 14 (2), 3-28.
- Putra, M. S. P. (2020). Hotel and restaurant tax domination as a source of local revenue of Badung regency: A study amidst the Covid-19 pandemic era. *Jurnal Ekonomi & Bisnis*, 7(2), 114-122.

- Schlenker, B. R., & Britt, T. W. (2001). Strategically controlling information to help friends: Effects of empathy and friendship strength on beneficial impression management. *Journal of Experimental Social Psychology*, 37(5), 357-372.
- Schooley, S. (2020). Conflict resolution tips for handling difficult customers during COVID-19. *Businnes.com*. <https://www.business.com/articles/how-to-handle-difficult-customers/>
- Schroeder, D. A., Dovidio, J. F., Sibicky, M. E., Matthews, L. L., & Allen, J. L. (1988). Empathic concern and helping behavior: Egoism or altruism? *Journal of Experimental Social Psychology*, 24(4), 333-353.
- Shacknai, G. (2020, May 23). For restaurant, GoFundMe proves a not-quick-enough fix. *Eater*. <https://www.eater.com/2020/4/23/21228405/gofundme-restaurant-campaigns-issues-troubles-coronavirus-covid-19>
- Singal, M., 2011. Effect of consumer sentiment on hospitality expenditures and stock returns. *International Journal of Hospitality Management*, 31(2), 511–521. <https://www.usa.gov/covid-small-business-loans?msclkid=84af62f8ba8311ecb84b1c1d8018342d>
- Sivan, A. (2020). Reflection on leisure during COVID-19. *World Leisure Journal*, 62(4), 296-299.
- Stake, R. E. (2005). Qualitative case studies. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (pp. 443-466). Thousand Oaks.
- Toobert, D. J., Hampson, S. E., & Glasgow, R. E. (2000). The summary of diabetes self-care activities measure: results from 7 studies and a revised scale. *Diabetes Care*, 23(7), 943-950.

USAGov. (2020). *COVID-19 Small business loans and assistance*.

<https://www.usa.gov/covid-small-business-loans?msclkid=84af62f8ba8311ecb84b1c1d8018342d>

Van Tonder, E., & De Beer, L. T. (2018). New perspectives on the role of customer satisfaction and commitment in promoting customer citizenship behaviours. *South African Journal of Economic and Management Sciences*, 21(1), 1-11.

Wilhelm, M. O., & Bekkers, R. (2010). Helping behavior, dispositional empathic concern, and the principle of care. *Social Psychology Quarterly*, 73(1), 11-32.

Wirtz, J., & McColl-Kennedy, J. R. (2010). Opportunistic customer claiming during service recovery. *Journal of the Academy of Marketing Science*, 38(1), 654-675.

Wu, H. C., Cheng, C. C., Ai, C. H., & Chen, G. (2019). Relationships between restaurant attachment, experiential relationship quality and experiential relationship intentions: The case of single friendly restaurants in Taiwan. *Journal of Hospitality and Tourism Management*, 40, 50-66.

Yi, Y., Gong, T., & Lee, H. (2013). The impact of other customers on customer citizenship behavior. *Psychology & Marketing*, 30(4), 341-356.

Zheng, S., Masuda, T., Matsunaga, M., Noguchi, Y., Ohtsubo, Y., Yamasue, H., & Ishii, K. (2021). Cultural differences in social support seeking: The mediating role of empathic concern. *Plos One*, 16(12), e0262001.

Chapter 6 - Summary and Conclusions

The purpose of this research was to explore restaurant customer helping behaviors and develop a conceptual framework to help understand the phenomenon of restaurant customer helping behaviors during the COVID-19 pandemic. A mixed-methods design consisting of qualitative and quantitative phases was employed to accomplish the purposes of this study. Phase I (Qualitative) study was focused on identifying different types of helping behaviors and exploring the underlying motivators by interviewing restaurant customers who helped restaurants during the COVID-19 pandemic, specifically between March 2020 to December 2020. Findings from this study supported the development of a restaurant customer helping behaviors conceptual framework. Then, in Phase II (Quantitative), this conceptual framework was tested. The results of both Phase I and Phase II studies revealed antecedents of restaurant customers' helping behaviors that were essential to endure difficult times. This chapter presents a summary of important findings, implications and limitations of this study, and directions of future research development.

Summary of Findings

There was limited research in terms of customers' willingness to help restaurants. Unlike other times, during the COVID-19 pandemic, many people were willing to help restaurants (Kiu, 2022), even though most restaurants were profit-oriented establishments. However, a study by Benson et al., (1980) indicated helping behaviors were a situational concept that could be varied depending on specific needs. In addition, Johnson and Rapp (2010) suggested that customers were likely to do extra roles because their behaviors would directly benefit the organizations. Hence, restaurant customers' helping behaviors have not specifically been discussed in any research study. Utilizing a sequential mixed-method study, the qualitative study (Phase I) was

conducted to first explore and develop restaurant customers' helping behaviors conceptual framework, which later was tested following the quantitative method in Phase II study. Themes and sub-themes were identified, and the conceptual framework was developed and tested. In the following section, detailed findings from each study phase are summarized.

Phase I: Qualitative Study

In Phase I study, by interviewing restaurant customers who indicated they helped the restaurants during the COVID-19 pandemic, this study found underlying reasons why customers were inclined to do so. The specific objectives of this Phase I study were to (a) explore types of restaurant customer helping behaviors expressed during the COVID-19 pandemic, (b) identify the antecedents and consequences of the customer helping behaviors, and (c) develop a conceptual framework of restaurant customer helping behaviors. Using the semi-structured interview, sixteen interview participants were selected based on their responses to prior screening questions indicated helping restaurants during the COVID-19 pandemic, specifically between December 2020 and January 2021. On average, the length of the interview average was 30.84 minutes, with a range of 18-46 minutes. All audio interviews were transcribed verbatim once all data were collected and analyzed using thematic analysis. The findings corresponding to Phase I research questions are summarized below.

Research Question 1: What are the motivating aspects of restaurant customer helping behaviors?

Caring for others was one of the themes generated during the interview analysis as one of the motivating aspects to help restaurants during the COVID-19 pandemic. Some participants believed that it was their obligation to help and give as well as to put others first, which included restaurants due to their hardship situation. Thus, customers also felt that they were supposed to

be tolerant and considerate by showing a willingness to go the extra for the restaurants they supported.

The next theme presented was community belongingness and involvement as customers felt that it was their responsibility as community members to pay forward. Moreover, customers developed empathy towards the restaurant businesses as they shared good experiences during their past restaurant visits. Besides the aforementioned motivations, there was another theme that suggested that customers had no intention of helping the restaurants per se, but rather engaging with the businesses out of their convenience. The exchange relationship involved give and take as customers were expecting something in return from the transaction with the businesses they were engaged in. This was an underlying motivation which might contradict the fact that customers fully helped them without taking any benefit. For instance, a participant indicated to have no time to cook, therefore, she went to purchase food from restaurants while also helped them simultaneously.

Research Question 2: What are the explicit types of customer helping behaviors in the restaurant industry during the COVID-19 pandemic?

From 16 interview responses, it revealed a new phenomenon when customers go above and beyond during this difficult time and several helping actions were identified. Various helping behaviors were first investigated by Johnson and Rapp (2010) which later used to develop helping behaviors scale. Not only monetary help, but various supports were also captured in the data analysis. Spreading information was one of the restaurant customers helping behaviors. Some participants postulate that by posting and sharing information on social media or spreading positive words of mouth, they were helping the restaurants to gain exposure and thus benefiting them financially.

As far as experiencing service failure, participants also felt that they should be more considerate towards the restaurants given that these restaurants might have experienced difficulties or shortage of staff during the pandemic. Moreover, some participants thought of visiting the restaurants more often to bring more revenue to the establishment. The participants were also determined to provide feedback and leave their positive comments on their websites or social media as well as extending appreciation to the restaurant workers as moral support. Some participants decided to add extra tips to the restaurant workers due to their service during the COVID-19 pandemic. Some other kind gestures that participants showed were to comply with safety procedures, to participate in the supporting events, and donate money to the restaurants.

Phase II: Quantitative Study

The survey was administered to restaurant customers across the U.S. using the Amazon Mechanical Turk (MTurk) and Dynata platforms to reach a national survey study sample. A total of 576 participants completed the survey in which data collected was used to test the conceptual restaurant customers' helping behavior framework. The results from Phase II study further used to validate the previous study related to helping behaviors and empirical evidence from Phase I study findings. The following sections summarize the results while answering each of research questions in this study.

Research Question 3: How do the communal relationship and exchange relationship between restaurant customers and their corresponding restaurant(s) influence their empathic concerns to help restaurants?

Communal relationship was significant in predicting empathic concern ($\beta = .88, p < .001$), while the exchange relationship was not significant in predicting empathic concern ($\beta = -.04, p > .01$) to help restaurants. These results indicated that restaurant customers with communal

relationships were having empathic concern towards restaurants during the COVID-19 pandemic. These results were aligned with the study done by Aggarwal (2004) in which the researcher indicated customers with this type of relationship are those who were showing empathic concern during challenging times without any expectation of receiving anything in return. In this case, customers were concerned about restaurant welfare which was consistent with the definition of communal relationship.

On the other hand, customers with exchange relationships were not necessarily showing empathic concern because this type of relationship was more focused on having mutual benefits between both customers and businesses. A typical restaurant and customer relationship are commonly described as an exchange relationship because of the expected return for the payment rendered. As defined by Goffman (1961), exchange relationships were significant in the old days in order to fulfill their daily necessities. For instance, when some producers had one type of goods, they might need to do some exchanges due to a lack of resources. With that said, this type of relationship was found in customers whose intentions were to receive services in exchange for money spent on the restaurants, confirming a previous study by Aggarwal (2004). Therefore, customers with exchange relationships did not necessarily show empathic concern like those with communal relationships.

Research Question 4: How does sense of community influence restaurant customers' helping behaviors?

A sense of community is a feeling when community members feel attached to a group of society (Sarason, 1974). In this study, customers felt that restaurants were also part of the community. So, when restaurants were in urgent need during difficult times, such as the COVID-19 pandemic, customers felt obligated to provide assistance due to their sense of community. The

result of data analysis showed the significant direct path from a sense of community to all three factors of restaurant customer helping behaviors ($\beta_{HB1} = .75, p < .001$; $\beta_{HB2} = .67, p < .001$; $\beta_{HB3} = .52, p < .001$), confirming the above statement and the importance of the sense of community for restaurants.

During the COVID-19 pandemic, there were a large number of restaurant businesses struggling to continue servicing customers. This motivated customers to support the restaurant businesses because they felt that these restaurants played an important role in the community. Not only did the restaurants create a memorable dining experience (Batat, 2021), a study by Putra (2020) revealed how restaurants specifically contributed to the economy from generating revenues. As a result, customers indicated that their helping behaviors were essential to keep their businesses running. It is evident that their helping behaviors during those challenging times were benefiting the restaurants in the long-run and their assistance would enhance the restaurant's reputation which resulted in them receiving direct benefits.

Research Question 5: How do customers' empathic concerns influence restaurant customers' helping behaviors?

In general, empathic concerns found to initiate helping behaviors (Schroeder et al., 1988; Wilhelm & Bekkers, 2010). Moreover, Wilhem and Bekkers (2010) specifically indicated that empathic concerns were spontaneous responses when someone was aware of others needing help. In other words, helping behaviors were associated with empathy having a characteristic of providing immediate assistance when others were in need. Since this study found that one of the three restaurant helping behaviors' factors (HB1) consisted of the benefits in the long run as the output, empathic concerns did not significantly predict all the helping behaviors factors as desired. Thus, the result of the data analysis suggested that empathic concern was significant predicting the

two factors (customer participation behavior and customer citizenship behavior) of helping behaviors ($\beta = .4, p < .001$ and $\beta = .81, p < .001$ respectively), but it was not significant predicting customer opportunistic behavior ($\beta = .06, p > .001$). To further explain, the hypothesis regarding the first factor of helping behaviors was rejected due to the spontaneous characteristics of empathic concern resulting in a more indirect benefit towards the restaurants. Whereas, the other two hypotheses were accepted due to the behaviors directly benefiting the restaurant businesses. Batson (1991) explained that empathic concern triggered altruistic motives for helping; however, prior to this study, it was not known that there were various types of these helping behaviors. Therefore, this study confirmed that not all helping behaviors were originated by empathic concerns as claimed by Batson (1991).

Implications

Previous literature only investigated helping behaviors in a wider context. Though it could be used in the context of the restaurant business, there was no literature focusing on restaurant customer's helping behaviors. Since restaurants are commonly for-profit organizations, these helping behaviors could only be relevant to the restaurant industry during the economic crisis, therefore, no prior literature attempted to explore these restaurant customer behaviors. Additionally, no prior study investigated customer-restaurant relationships in an attempt to understand why customers helped restaurants in any way possible. Therefore, this study was conducted to supplement other research studies by developing a conceptual framework of restaurant customer helping behaviors. Consequently, these study findings suggest several important theoretical and practical implications that could be applied to future studies and help restaurants to overcome crises when running businesses.

Theoretical Implications

This study offers several theoretical implications related to restaurant context and customer-restaurant relationship during the COVID-19 pandemic from behavioral approaches. First, this study sheds light on communal and exchange relationships in customer-restaurant relationships which in the past were used to explain relationships that relate to giving or offering help (Cutrona, 1996). Not only did the study extend specifically to the relationship between customers and restaurateurs, but the study also contributed as a starting point to further support previous controversial studies attempting to distinguish between communal and exchange relationship (Clark & Mills, 1993). This study confirmed that customers with exchange relationships tendency were not significantly related to empathic concerns that were crucial to driven helping behaviors. Therefore, this study supplemented previous literature that communal and exchange relationship could be a distinct concept. Nevertheless, the study also confirmed the importance of empathic concerns leading to helping behaviors (Batson et al., 1997; Graziano et al., 2007; Smith et al., 2019; Verhaert & Van den Poel, 2011; Walster & Piliavin, 1972).

The findings from this study also revealed the relationship between customers and restaurateurs which is often represented by their relationship either with their workers or owners, or combination of both. Strong relationships in terms of a sense of community have significantly affected restaurant customer helping behavior specifically during the difficult time like the COVID-19 pandemic. However, in broader terms, customers considered the restaurants as part of their community, which this study found as the biggest reason why customers were willing to help restaurants during this difficult situation. This similar relationship was first found in a customer-farmer relationship by Garner (2016), and therefore, this study is the first one to explore the relationship between customers and restaurateurs.

Lastly the results of this study helped to extend helping behavior scales introduced by Johnson and Rapp (2010) to be more applicable to use in the restaurant context. Though further validation is recommended, the findings have revealed the need to revisit the previous helping behaviors scale. Specifically, this study's statistical findings showed three significantly separate factors of restaurant customer helping behaviors. This finding indicates that empathic concerns in the exchange relationship would not affect restaurant customer helping behaviors factor that potentially intermingled to some benefits in the future. Therefore, it concluded that not all helping behavior factors were significantly affected by empathic concern, especially in exchange relationships where empathic concerns were not significant.

Managerial Implications

When restaurants experienced hardship during the COVID-19 pandemic, customers helping behaviors were crucial for the continuity of the business. Understanding the motives behind each customer helping would definitely help the restaurateurs to improve their services, especially in terms of building relationships with their respective customers. For instance, one of the interviewed participants recalled how the restaurant helped the community in the past. Sponsoring a community event in the past motivated the participant's willingness to help them during the wide-spread crisis such as the COVID-19 pandemic. Customers' specific reason to help highlighted the importance of the restaurant's ongoing community sponsorship.

Moreover, customers' awareness of the dire situation in the restaurant industry should be recognized. Almost half of the respondents revealed that they were more forgiving during the pandemic, but it did not mean improvement was not necessary. When dining was limited, some of the customers switched to the carry-out option to meet their dining needs as well as to keep supporting the restaurant. Yet not all restaurants were ready for this sudden change. On the flip

side, customers noticed the challenge and did not expect much in the beginning. However, when customers tried to communicate the need for improvement, managers should have appreciated it and responded to it immediately. Therefore, this study further highlighted the importance for restaurateurs to maintain good relationships with their customers even during a crisis such as the pandemic.

Limitations and Future Research

According to Stake (2011), in all research, limitations often inherently existed within the methodology, research design, data collection or analysis. The phase I study used interview as the methodology, which bias was not avoidable during the interview and data analysis process. Patton (2002) indicated that collecting behavior data could be biased in nature. Moreover, since this study recruited the participants through researcher's connections, the process of selecting the participants was delimited to the certain networking, and therefore, prone to be biased as well. Similarly, for the Phase II study, although this was nationally representative sample, the participants were dominated by White, and the sample skewed more toward candidates with bachelor's degree backgrounds and older population. Furthermore, as mentioned in a previous study by Andrade (2020), the study was limited to respondents who were literate and had access to the internet since online surveys were used. The study was also conducted in the United States using English as the only language for the interviews and the survey, the study results was not generalizable for non-English speaking respondents or individuals residing outside the United States. These demographics may limit the generalizability of the results in some populations. Another limitation came from the data were collected from restaurant customers in the U.S., in which generalization might be an issue to other countries.

However, some suggestions were recommended for future research. For instance, for the qualitative part of the study, paper survey distribution in restaurants for interview participant selection was highly recommended to include the excluded respondents who were not literate or had no access to the internet. Moreover, for the quantitative study, using control variables was recommended to enhance the findings, especially gender, in which previous study found a significant difference between female and male in terms of their behaviors in helping (Mesch, 2011). In addition, this study may be used as a foundation for future research during the widespread crisis, however, it is recommended for future studies to consider other significant factors since it may present different types of risks for customers and restaurateurs that may not be relevant to health crisis. Lastly, comparing the three different factors of helping behaviors is suggested to investigate further if there are specific helping behaviors that customer prefers depending on several factors such as types of restaurants (local vs corporate own restaurants) or different location of the restaurants (whether in city or suburban areas) that may shape the result differently.

References

- Aggarwal, P. (2004). The effects of brand relationship norms on consumer attitudes and behavior. *Journal of Consumer Research*, 31(1), 87-101.
- Andrade, C. (2020). The limitations of online surveys. *Indian Journal of Psychological Medicine*, 42(6), 575-576.
- Batat, W. (2021). The role of luxury gastronomy in culinary tourism: An ethnographic study of Michelin-Starred restaurants in France. *International Journal of Tourism Research*, 23(2), 150-163.
- Batson, C. D., Polycarpou, M. P., Harmon-Jones, E., Imhoff, H. J., Mitchener, E. C., Bednar, L. L., & Highberger, L. (1997). Empathy and attitudes: Can feeling for a member of a stigmatized group improve feelings toward the group? *Journal of Personality and Social Psychology*, 72(1), 105.
- Benson, P. L., Dehority, J., Garman, L., Hanson, E., Hochschwender, M., Lebold, C., Roberta, R., & Sullivan, J. (1980). Intrapersonal correlates of nonspontaneous helping behavior. *The Journal of Social Psychology*, 110(1), 87-95.
- Clark, M. S., & Mils, J. (1993). The difference between communal and exchange relationships: What it is and is not. *Personality and Social Psychology Bulletin*, 19(6), 684-691.
- Cutrona, C. E. (1996). Social support as a determinant of marital quality. In *Handbook of social support and the family* (pp. 173-194). Springer.
- Graziano, W. G., Habashi, M. M., Sheese, B. E., & Tobin, R. M. (2007). Agreeableness, empathy, and helping: A person × situation perspective. *Journal of Personality and Social Psychology*, 93(4), 583-599.
- Goffman, E. (1961). *Encounters: Two studies in the sociology of interaction*. Ravenio Books.

- Johnson, J. W., & Rapp, A. (2010). A more comprehensive understanding and measure of customer helping behavior. *Journal of Business Research*, 63(8), 787-792.
- Mesch, D. J., Brown, M. S., Moore, Z. I., & Hayat, A. D. (2011). Gender differences in charitable giving. *International Journal of Nonprofit and Voluntary Sector Marketing*, 16(4), 342-355.
- Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Sage Publications.
- Sarason, S. B. (1974). *The psychological sense of community: Prospects for a community psychology*. Jossey-Bass.
- Smith, K. E., Norman, G. J., & Decety, J. (2019). Medical students' empathy positively predicts charitable donation behavior. *The Journal of Positive Psychology*, 15(6), 734-742.
<https://doi.org/10.1080/17439760.2019.1651889>
- Stake, R. E. (2005). Qualitative case studies. In N. K. Denzin & Y. S. Lincoln (Eds.), *The Sage handbook of qualitative research* (pp. 443-466). Thousand Oaks.
- Verhaert, G. A., & Van den Poel, D. (2011). Empathy as added value in predicting donation behavior. *Journal of Business Research*, 64(12), 1288-1295.
- Walster, E., & Piliavin, J. A. (1972). Equity and the innocent bystander. *Journal of Social Issues*, 28(3), 165-189.
- Wilhelm, M. O., & Bekkers, R. (2010). Helping behavior, dispositional empathic concern, and the principle of care. *Social Psychology Quarterly*, 73(1), 11-32.

Appendix A - Kansas State University IRB Approval and Modification



TO: Dr. Junehee Kwon
Hospitality Management
Justin Hall

Proposal Number: 10300

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

A handwritten signature in black ink, appearing to be "Rick Scheidt", is written over the printed name.

DATE: 11/20/2020

RE: Approval of Proposal Entitled, "What Motivates Customers to Help Restaurants during a Widespread Crisis? Exploration of Consumer Behaviors during the COVID-19 Pandemic. (Phase I: Semi-structured interview of consumers)."

The Committee on Research Involving Human Subjects has reviewed your proposal and has granted full approval. This proposal is **approved for three years from the date of this correspondence.**

APPROVAL DATE: 11/20/2020

EXPIRATION DATE: 11/19/2023

In giving its approval, the Committee has determined that:

- ☒ There is no more than minimal risk to the subjects.
☐ There is greater than minimal risk to the subjects.

This approval applies only to the proposal currently on file as written. Any change or modification affecting human subjects must be approved by the IRB prior to implementation. All approved proposals are subject to continuing review, which may include the examination of records connected with the project. Announced post-approval monitoring may be performed during the course of this approval period by URCO staff. Injuries, unanticipated problems or adverse events involving risk to subjects or to others must be reported immediately to the Chair of the IRB and / or the URCO.

TO: Junehee Kwon
Hospitality Management
Manhattan, KS 66506

Proposal Number: IRB-10669

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

DATE: 04/09/2021

RE: Proposal Entitled, "What Motivates Customers to Help Restaurants during a Widespread Crisis?
Exploration of Consumer Behaviors
during the COVID-19 Pandemic. (Phase II: Online Survey)."

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 §104(d), category:Exempt 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.

Electronically signed by Rick Scheidt on 04/09/2021 11:10 AM ET

TO: Kevin Roberts
Hospitality Management
Manhattan, KS 66506

FROM: Lisa Rubin, Chair
Committee on Research Involving Human Subjects

DATE: 12/08/2022

RE: Proposal #IRB-10669, entitled "What Motivates Customers to Help Restaurants during a Widespread Crisis? Exploration of Consumer Behaviors during the COVID-19 Pandemic. (Phase II: Online Survey)."

MODIFICATION OF IRB PROTOCOL #IRB-10669, ENTITLED, "What Motivates Customers to Help Restaurants during a Widespread Crisis? Exploration of Consumer Behaviors during the COVID-19 Pandemic. (Phase II: Online Survey)"

EXPIRATION DATE: Exempt

The Committee on Research Involving Human Subjects (IRB) has reviewed and approved the request identified above as a modification of a previously approved protocol. **Please note that the original expiration remains the same.**

All approved IRB protocols are subject to continuing review at least annually, which may include the examination of records connected with the project. Announced in-progress reviews may also be performed during the course of this approval period by a member of the University Research Compliance Office staff. Unanticipated adverse events involving risk to subjects or to others must be reported immediately to the Chair of the IRB, and / or the URCO

It is important that your human subjects activity is consistent with submissions to funding / contract entities. It is your responsibility to initiate notification procedures to any funding / contract entity of any changes in your activity that affects the use of human subjects.

include the examination of records connected with the project. Announced in-progress reviews may also be performed during the course of this approval period by a member of the University Research Compliance Office staff. Unanticipated adverse events involving risk to subjects or to others must be reported immediately to the Chair of the IRB, and / or the URCO

It is important that your human subjects activity is consistent with submissions to funding / contract entities. It is your responsibility to initiate notification procedures to any funding / contract entity of any changes in your activity that affects the use of human subjects.

Electronically signed by Phill Vardiman on 12/08/2022 12:27 PM ET
On Behalf of IRB Chair

Appendix B - Informed Consent Form and Interview Questions

Informed Consent

PROJECT TITLE:

What Motivates Customers to Help Restaurants during a Widespread Crisis? Exploration of Consumer Behaviors during COVID-19 Pandemic. Phase I: Individual Interviews.

**PROJECT
APPROVAL
DATE:**

**PROJECT
EXPIRATION
DATE:**

**LENGTH
OF STUDY:**

Approx.
30 minutes

**PRINCIPAL
INVESTIGATOR:**

Dr. Junehee Kwon

**CO-
INVESTIGATOR:**

Inneke Sarwono, M.B.A.

**CONTACT DETAILS FOR
PROBLEMS/QUESTIONS:**

Junehee Kwon, (785) 532-5521,
jkwon@ksu.edu
Inneke Sarwono, (424) 245-9247,
inneke28@ksu.edu

**IRB CHAIR CONTACT
INFORMATION:**

Rick Scheidt, Chair, Committee on Research Involving
Human Subjects, 203 Fairchild Hall, Kansas State University,
Manhattan, KS 66506, (785) 532-3224;
Cheryl Doerr, Associate Vice President for Research
Compliance, 203 Fairchild Hall, Kansas State University, Manhattan,
KS 66506, (785) 532-3224.

**PROJECT
SPONSOR:**

PURPOSE OF THE RESEARCH:

To explore restaurant' consumer dining behaviors during the COVID-19 pandemic.

PROCEDURES OR METHODS TO BE USED:

This phase will utilize semi-structured interviews with 20 of restaurants customers, who patronized the restaurant during the COVID-19 pandemic. Aggregated data will be analyzed and used for developing a consumer behavior framework and determining online survey questions for the Phase II of this study.

ALTERNATIVE PROCEDURES OR TREATMENTS, IF ANY, THAT MIGHT BE ADVANTAGEOUS TO SUBJECT:

None

RISKS OR DISCOMFORTS ANTICIPATED:

Audio will be recorded to ensure all responses are captured during the interview. This may add slight discomfort, but no identity including video or other information that may lead to the identity will be requested during the interview.

BENEFITS ANTICIPATED:

The results of this study will enhance the understanding of consumer behavior during a widespread crisis such as the COVID-19 pandemic. It is expected to benefit the restaurant owners and managers to identify factors that motivate restaurant customers to patronize restaurants during a widespread crisis.

EXTENT OF CONFIDENTIALITY:

1. Participants' personal information will not be revealed, but only summary of the results will be published in academic journals.
2. Participants' personal information will not be tied to the data.
3. Participants may withdraw from the study at any time without penalty.
4. Participants will never be referred by their names during the recorded interview sessions.
5. Demographic information will be reported in summarized forms only.
6. Each participant will be offered a \$20 cash payment, and to receive the payment, they must provide their social security number for accounting purposes. This information will be kept confidential and kept by the K-State Accounting Department. No one else will have an access to this information.

IS COMPENSATION OR MEDICAL TREATMENT AVAILABLE IF INJURY OCCURS? ☐ Yes ☒ No

Not applicable. No injuries are anticipated from this study.

Terms of participation: I understand this project is research, and that my participation is voluntary. I also understand that if I decide to participate in this study, I may withdraw my consent at any time, and stop participating at any time without explanation, penalty, or loss of benefits, or academic standing to which I may otherwise be entitled.

If you agree to give this informed consent, verbal verification will be requested before the interview begin to ensure that the terms of participation above are delivered.

Interview Script Guidance

Interview Introduction and Verbal Consent Request

Thank you so much for agreeing to participate in this interview. The title of this project is “What Motivates Customers to Help Restaurants during a Widespread Crisis? Exploration of Consumer Behaviors during the COVID-19 Pandemic.” The details about IRB approval to conduct this study has been shared at the beginning of the screening survey. If you need any specific information, please let me know so I can send the information via email. Before we start the interview, I would like to inform you that this conversation will be audio recorded for data analysis purposes to ensure that all responses are captured. No video will be recorded, and there will be no identity or personal information will be asked during this interview. May I ask your permission to start the recording, please?

Thank you for allowing me to record our conversation. The purpose of this study is to explore restaurant’ consumer dining behaviors during the COVID-19 pandemic. Most importantly, please be sure that you have the right not to answer any particular question that will be asked during this interview. Your participation in this study is also voluntary, so you may withdraw your consent at any time and stop participating at any time without explanation or any penalty. May I have your consent to continue, please?

Interview Questions Guidance

- | |
|---|
| <ul style="list-style-type: none">• Describe your experience of eating out (dine-in, take-out, or delivery) during the COVID-19 pandemic. |
| <ul style="list-style-type: none">• Please tell me what three of your favorite restaurants you patronized during the COVID-19 pandemic. |

For the following questions, please keep three of your favorite restaurants in mind.

- | |
|---|
| <ul style="list-style-type: none">• What do these restaurants mean to you? |
| <ul style="list-style-type: none"><ul style="list-style-type: none">○ Describe your relationship with these restaurants.○ Why do you favor these restaurants over others? |
| <ul style="list-style-type: none">• Explain what these restaurants mean to your community/ social environment. |
| <ul style="list-style-type: none"><ul style="list-style-type: none">○ What did these restaurants do to support the community, public or social environment? Please specify if any.○ (If they have indicated an initiative) How did such initiative affect your purchase intention, decision, and satisfaction? |
| <ul style="list-style-type: none">• Describe any specific marketing materials (online, paper, or oral) you remember receiving from these restaurants during the COVID-19 pandemic. |

○ Did the restaurant manager/owner communicate the difficulty they have faced during COVID-19? Can you please provide specific examples, if any?
○ (If they have received communication regarding difficulty) How did such communication make you feel?
● Did you feel you needed to support these restaurants during the COVID-19 pandemic? Why or why not? Please explain.
○ (If empathy is mentioned) Do you usually feel urged to help others in trouble? Please explain with examples of and reasons for your helping others.
● Please explain what you did for these restaurants during the COVID-19 pandemic.
○ Other than _____(what respondents mentioned in the previous question: e.g., continuing to patronize at the restaurant), what else did you do for these restaurants? Why? (Repeat until participants have no additional helping behaviors)
○ (When exhausted all options) Did you do anything else to “help” the restaurant? Please explain.
● Please describe how close you feel to your community.
● Please describe how close or connected the members of your community are with specific examples.
● Think about community closeness. From 1 being not close at all, not aware of events within the community or concerned about neighbors to 10 being members are very close, everyone knows everyone else’ life, including things to celebrate or to support. How would you describe your town/ city in this community and why? Please provide examples.
● Thinking back on your patronage of your favorite restaurants, did you feel that you visited these restaurants as many times as you wanted? Please explain.
○ (If they did not visit as many times as they would like) What could have increased the number of your visits?
○ If they did not mention food and service quality or convenience) Did the restaurant(s) provide quality food and service, including convenience for your visits? Please explain.
○ (If not) Did the lack of quality of food and service including convenience influence your willingness to patronize your favorite restaurant(s)? What specific examples can you give about the quality of food and service including convenience in these restaurants?

Appendix C - Online Survey

Phase I Online Survey

Section I: Please recall your dining experience (dine-in, take-out, or delivery) during the COVID-19 pandemic.

1. Which of the following best describes the type of restaurants you visited the most before the COVID-19 pandemic?
☐ Full-service restaurants (food services to patrons who order and are served while seated and pay after eating)
☐ Limited-service restaurants (provide limited food services where patrons order and pay before ordering)
2. Which of the following best describes the type of restaurants you ordered from during the COVID-19 pandemic?
☐ Full-service restaurants ☐ Limited-service restaurants
3. On average, how many times did you purchase food from restaurants each week during the COVID-19? (choose one)
☐ 0-1 ☐ 5-7
☐ 2-4 ☐ More than 7
4. What is (are) the main reason(s) you have purchased food from restaurants? (choose all that apply)
☐ Loyalty to restaurants ☐ Help restaurants ☐ Convenience ☐ Other, please specify: _____
☐ No time for cooking ☐ Enjoy the food ☐ Enjoy the community

Section II: Tell us about yourself. Please know that this information will be kept confidential.

1. Please indicate your current age: _____.
2. Gender
☐ Male ☐ Female ☐ Prefer not to answer

3. Race

- | | | | |
|---|--|--|---|
| ☐ American Indian or Alaska Native | ☐ Black or African American | ☐ Native Hawaiian or other Pacific Islander | ☐ Other, please specify: _____ |
| ☐ Asian | ☐ Hispanic or Latino | ☐ White/Caucasian | ☐ Prefer not to answer |

4. Marital Status

- | | | |
|---|----------------------------------|---|
| ☐ Single | ☐ Married | ☐ Domestic Partnership |
| ☐ Separated/Divorced | ☐ Widowed | ☐ Prefer not to answer |

5. Highest Education Level

- ☐ Less than High School
- ☐ High School / GED
- ☐ Some College
- ☐ Associate Degree (2-year college)
- ☐ Bachelor Degree (4-year college)
- ☐ Advance or professional degree beyond the college degree) e.g., graduate school, graduate certificate program, etc.)
- ☐ Prefer not to answer

6. Household Income

- ☐ \$0 - \$24,999
- ☐ \$25,000 - \$49,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 or more
- ☐ Prefer not to answer

7. Are you currently employed?

- | | | |
|---|---|-----------------------------|
| ☐ Yes, full time | ☐ Yes, part-time | ☐ No |
|---|---|-----------------------------|

8. How long have you been staying in your community? _____ years

Section III: Your contact information for scheduling a 30-min interview

1. Would you like to participate in an interview session that will take about 30 minutes using a phone or online conferencing system such as Zoom? (If you are selected, you will be contacted for interview scheduling).
- | | |
|--|---|
| ☐ Yes, please contact me via email. | ☐ No, I prefer not to participate this time. |
|--|---|

2. (If Yes) Please provide your email address for us to contact you to schedule an interview.
-

Thank you for completing the screening survey.

Phase II Online Survey

Cover Letter

Dear Restaurant Customer: Thank you for your interest in participating in our research, entitled **“What Motivates Customers to Help Restaurants during a Widespread Crisis? Exploration of Consumer Behaviors during the COVID-19 Pandemic.”** The purpose of this study is to explore the restaurant customers’ behaviors during the COVID-19 pandemic.

The research protocol has been approved by the University Research Compliance Office at Kansas State University on 4/XX/2021, and the expiration date of the project will be 4/xx/2022. Should you have any questions about the study, please contact Inneke Sarwono at 424-245-9247 (email: inneke28@ksu.edu), or Dr. Junehee Kwon at 785-532-5221 (email: jkwon@ksu.edu). If you have any questions about the rights of individuals in this study, please contact Dr. Rick Scheidt, Chair of the Committee on Research Involving Human Subjects, (785) 532-3224, 203 Fairchild Hall, Kansas State University, Manhattan, KS 66506. We would like to hear about your dining experience (dine in, take out, or delivery) during the COVID-19 pandemic. The results will provide the restaurant owners and managers with understanding of consumer behaviors during the widespread crisis.

The potential risks or discomforts are that participants may be concerned and feel uneasy when discussing experience related to the COVID-19 pandemic and its impact on personal lives and society. However, please be assured that we will never know who participated in this study. For compliance purposes we would like to confirm your willingness to participate in this important survey. If you agree to participate in this survey, please select “I willingly agree to participate under the terms described above” and click Continue. By this selection, you are providing your implied consent to participate in this survey. If you wish to obtain a hard copy of the consent form, please print this page for your record.

Your participation is completely voluntary, and you may withdraw from this study at any time without penalty. The online survey is completely anonymous. No personal identifier will be recorded. In addition, individual responses will not be revealed; only summarized results will be reported as a research abstract and/or manuscript. It may take about 20 minutes to complete the survey. Your participation is essential to the success of this research project. Thank you, in advance, for your assistance.

If you do not agree to participate in this screening survey, select I prefer not to participate and click *Continue*.

- ☐ I willingly agree to under the terms described above.
☐ I prefer not to participate.

Section I: Please recall your dining experience (dine-in, take-out, or delivery) during the COVID-19 pandemic (March through August, 2020).

1. Which of the following best describes the type of restaurants you visited the most before the COVID-19 pandemic?
☐ Full-service restaurants (food services to patrons who order and are served while seated and pay after eating)
☐ Limited Service Restaurants (provide limited food services where patrons order and pay before ordering)
2. Which of the following best describes the type of restaurants you ordered from during the COVID-19 pandemic (March through August, 2020)?
☐ Full-service restaurants ☐ Limited-service restaurants
3. On average, how many times per week did you purchase food from restaurants during the COVID-19? (choose one)
☐ 0-1 per week ☐ 5-7 per week
☐ 2-4 per week ☐ More than 7 per week
4. What is (are) the main reason(s) you have purchased food from restaurants? (choose all that apply)

☐ Loyalty to restaurants	☐ Help restaurants	☐ Convenience	☐ Other, please specify: _____
☐ No time for cooking	☐ Enjoy their food	☐ Enjoy the community	

Please indicate your level of agreement with the following statements: A 5-point Likert scale from 1 to 5, rating from strongly disagree (1) to strongly agree (5).

Communal Relationship	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
When making a decision, I take other people's needs and feelings into account	☐	☐	☐	☐	☐
I believe people should go out of their way to be helpful	☐	☐	☐	☐	☐
I don't especially enjoy giving others aid	☐	☐	☐	☐	☐
I believe it's best not to get involved taking care of other people's personal needs	☐	☐	☐	☐	☐

Please indicate your level of agreement with the following statements: A 5-point Likert scale from 1 to 5, rating from strongly disagree (1) to strongly agree (5).

Exchange Relationship	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
When I give something to another person, I generally expect something in return	☐	☐	☐	☐	☐
I don't think people should feel obligated to repay others for favors	☐	☐	☐	☐	☐
I wouldn't feel exploited if someone failed to repay me for a favor	☐	☐	☐	☐	☐
It's best to make sure things are always kept "even" between two people in a relationship	☐	☐	☐	☐	☐

Please indicate your level of agreement with the following statements: A 5-point Likert scale from 1 to 5, rating from strongly disagree (1) to strongly agree (5).

Empathic Concern	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
I felt sorry for restaurant owners who operate during the COVID-19 pandemic	☐	☐	☐	☐	☐
I am concerned about the uncertainty of the restaurant industry during the COVID-19 pandemic	☐	☐	☐	☐	☐
What restaurants are going through does not usually disturb me a great deal	☐	☐	☐	☐	☐
I feel distressed seeing the impact of the COVID-19 pandemic on the restaurant industry	☐	☐	☐	☐	☐

Please indicate your level of agreement with the following statements: A 5-point Likert scale from 1 to 5, rating from strongly disagree (1) to strongly agree (5).

Sense of Community	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
I think my neighborhood is a good place for me to live	☐	☐	☐	☐	☐
People in my neighborhood do not share the same values	☐	☐	☐	☐	☐
I can recognize most of the people who live in my neighborhood	☐	☐	☐	☐	☐
I have almost no influence over in my neighborhood	☐	☐	☐	☐	☐
People in my neighborhood generally don't get along with each other	☐	☐	☐	☐	☐

Please indicate your level of agreement with the following statements regarding what you did for your favorite restaurant during the early COVID pandemic (March through August 2020): A 5-point Likert scale from 1 to 5, rating from strongly disagree (1) to strongly agree (5).

Helping Behaviors	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
	1	2	3	4	5
I refer people to this restaurant	☐	☐	☐	☐	☐
I try to spread positive word of mouth about experience with this restaurant	☐	☐	☐	☐	☐
I try to share online about this restaurant	☐	☐	☐	☐	☐
I participate in events that support this restaurant	☐	☐	☐	☐	☐
I donate money to this restaurant / worker at this restaurant	☐	☐	☐	☐	☐
When thinking about which restaurant to go, I often choose this restaurant	☐	☐	☐	☐	☐
I forgive negative experiences with this restaurant	☐	☐	☐	☐	☐
I visit / patronize more often to help this restaurant	☐	☐	☐	☐	☐
I buy gift card for future use	☐	☐	☐	☐	☐
I try to keep this restaurant in business	☐	☐	☐	☐	☐
I provide helpful feedback for this restaurant	☐	☐	☐	☐	☐
I buy merchandise from this restaurant	☐	☐	☐	☐	☐
I am willing to pay to premium price to sustain this restaurant	☐	☐	☐	☐	☐
I tip more even with same or less services	☐	☐	☐	☐	☐
I express my appreciation/ support towards the owner/worker at this restaurant	☐	☐	☐	☐	☐
I comply with the restaurant safety procedure	☐	☐	☐	☐	☐

Demographic Questions:

Section II: Tell us about yourself. Please know that this information will be kept confidential.

9. Please indicate your age: _____.

10. Gender

☐ Male

☐ Female

☐ Prefer not to answer

11. Race

☐ American
Indian or
Alaska
Native

☐ Black or
African
American

☐ Native Hawaiian
or other Pacific
Islander

☐ Other,
please
specify:

☐ Asian

☐ Hispanic or
Latino

☐ White/Caucasian

☐ Prefer not to
answer

12. Marital Status

☐ Single

☐ Married

☐ Domestic Partnership

☐ Separated/Divorced

☐ Widowed

☐ Prefer not to answer

13. Highest Education Level

- ☐ Less than High School
- ☐ High School / GED
- ☐ Some College
- ☐ Associate Degree (2-year college)
- ☐ Bachelor Degree (4-year college)
- ☐ Advance or professional degree beyond the college degree) e.g., graduate school, graduate certificate program, etc.)
- ☐ Prefer not to answer

14. Household Income

- ☐ \$24,999 or below
- ☐ \$25,000 - \$49,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 or more
- ☐ Prefer not to answer

15. Are you currently employed?

- ☐ Yes, full time ☐ Yes, part-time ☐ No

16. How would you describe the community where you live?

- ☐ Urban (a community where the building, stores, cars and people live close together)
- ☐ Suburban (a community near a city, where the buildings are more spread out than a city)
- ☐ Rural (a community that is very spread out and has a lot of land for farms)

17. How long have you been staying in your community? _____ years

Thank you for completing the screening survey.

Appendix D - Correlation Matrix for Measured Variables

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
1. I think my neighborhood is a good place for me to live	-	.162	.328	.195	.330	.336	.261	.260	.161	-.122	.029	.061	.034	.313	.204	.193	.243	.269	.073	.192	.059	.267	.160	.164	.033	.175	.150	.021	.131	.120	.185	.300	.207
2. I can recognize most of the people who live in my neighborhood	.162	-	.292	.435	.535	.139	.117	.223	.327	.224	.237	.314	.162	.079	.125	.100	.068	.148	.166	.229	.175	.228	.092	.184	.135	.231	.094	.043	.246	.186	.076	.078	.035
3. People in my neighborhood generally don't get along with each other	.328	.292	-	.313	.314	.199	.171	.170	.205	.218	.103	.226	.173	.163	.163	.197	.166	.255	.315	.353	.240	.252	.135	.200	.217	.227	.224	.090	.235	.184	.225	.173	.162
4. People in my neighborhood do not share the same values	.195	.435	.313	-	.257	.133	.081	.065	.196	.324	.251	.279	.282	.089	.126	.116	.144	.160	.274	.297	.262	.091	.147	.219	.272	.108	.152	.112	.188	.128	.065	-.061	.157
5. I have almost no influence over in my neighborhood	.330	.535	.314	.257	-	.226	.214	.413	.394	.029	.095	.184	.054	.139	.136	.196	.152	.227	-.00	.158	.074	.422	.103	.234	-.016	.377	.104	-.012	.304	.236	.190	.225	.073
6. I think my neighborhood is a good place for me to live	.336	.139	.199	.133	.226	-	.440	.398	.315	-.062	.088	.006	.099	.412	.244	.366	.301	.328	.176	.228	.188	.231	.263	.252	.150	.196	.280	.020	.191	.192	.290	.337	.264
7. People in my neighborhood do not share the same values	.261	.117	.171	.081	.214	.440	-	.397	.259	-.054	.082	.015	.088	.253	.307	.392	.328	.320	.212	.221	.212	.296	.259	.299	.159	.260	.269	-.004	.238	.336	.383	.360	.219
8. I can recognize most of the people who live in my neighborhood	.260	.223	.170	.065	.413	.398	.397	-	.444	-.186	-	.049	.009	.249	.261	.291	.308	.328	.065	.102	.078	.365	.205	.241	-.035	.285	.248	-.028	.181	.252	.294	.352	.217
9. People in my neighborhood generally don't get along with each other	.161	.327	.205	.196	.394	.315	.259	.444	-	.071	.162	.245	.195	.179	.158	.210	.217	.271	.107	.196	.150	.372	.212	.242	.057	.279	.170	.005	.307	.233	.162	.208	.063
10. I have almost no influence over in my neighborhood	-.122	.224	.218	.324	.029	-.062	-.054	-.186	.071	-	.421	.438	.455	-.042	-.079	.043	-.047	.099	.350	.393	.415	.042	.057	.147	.400	.120	.229	.113	.313	.103	.002	-.205	-.006
11. People in my neighborhood do not share the same values	.029	.237	.103	.251	.095	.088	.082	-	.162	.421	-	.325	.310	-.010	.048	.121	.022	.155	.278	.291	.275	.122	.110	.171	.300	.125	.218	.147	.195	.140	.075	-.103	.048
12. I can recognize most of the people who live in my neighborhood	.061	.314	.226	.279	.184	.006	.015	.049	.245	.438	.325	-	.301	.008	.034	.079	.023	.082	.213	.269	.208	.175	.081	.132	.215	.210	.143	.078	.244	.111	.053	-.048	-.018
13. I think my neighborhood is a good place for me to live	.034	.162	.173	.282	.054	.099	.088	.009	.195	.455	.310	.301	-	-.033	.004	.067	.010	.086	.288	.326	.331	.157	.142	.136	.268	.129	.246	.100	.268	.124	.022	-.042	.088
14. People in my neighborhood do not share the same values	.313	.079	.163	.089	.139	.412	.253	.249	.179	-.042	-.010	.008	-.033	-	.505	.456	.496	.385	.154	.137	.066	.227	.261	.213	.098	.148	.196	.050	.090	.198	.343	.305	.243
15. I think my neighborhood is a good place for me to live	.204	.125	.163	.126	.136	.244	.307	.261	.158	-.079	.048	.034	.004	.505	-	.510	.553	.314	.166	.102	.095	.245	.258	.277	.092	.240	.201	.039	.129	.287	.360	.257	.278
16. I have almost no influence over in my neighborhood	.193	.100	.197	.116	.196	.366	.392	.291	.210	.043	.121	.079	.067	.456	.510	-	.624	.336	.198	.296	.170	.336	.278	.377	.145	.300	.337	.064	.267	.278	.401	.321	.326
17. I can recognize most of the people who live in my neighborhood	.243	.068	.166	.144	.152	.301	.328	.308	.217	-.047	.022	.023	.010	.496	.553	.624	-	.339	.116	.146	.073	.286	.292	.278	.099	.227	.284	.053	.143	.256	.380	.384	.308
18. I expressed my appreciation/ support towards the owner/worker at this restaurant	.269	.148	.255	.160	.227	.328	.320	.328	.271	.099	.155	.082	.086	.385	.314	.336	.339	-	.422	.405	.299	.443	.309	.422	.245	.449	.454	.028	.358	.445	.447	.319	.320
19. I complied with this restaurant's safety procedure	.073	.166	.315	.274	-.00	.176	.212	.065	.107	.350	.278	.213	.288	.154	.166	.198	.116	.422	-	.617	.526	.136	.250	.294	.549	.213	.492	.073	.378	.292	.204	.024	.226
20. I tried to spread positive word of mouth about my experience with this restaurant	.192	.229	.353	.297	.158	.228	.221	.102	.196	.393	.291	.269	.326	.137	.102	.296	.146	.405	.617	-	.616	.336	.314	.349	.540	.380	.504	.186	.431	.348	.295	.073	.191
21. I forgave negative experiences with this restaurant.	.059	.175	.240	.262	.074	.188	.212	.078	.150	.415	.275	.208	.331	.066	.095	.170	.073	.299	.526	.616	-	.263	.292	.266	.539	.283	.428	.166	.402	.321	.233	.028	.154
22. I tried to keep this restaurant in business	.267	.228	.252	.091	.422	.231	.296	.365	.372	.042	.122	.175	.157	.227	.245	.336	.286	.443	.136	.336	.263	-	.281	.339	.054	.561	.264	.085	.438	.382	.424	.374	.159
23. I provided helpful feedback for this restaurant	.160	.092	.135	.147	.103	.263	.259	.205	.212	.057	.110	.081	.142	.261	.258	.278	.292	.309	.250	.314	.292	.281	-	.382	.311	.289	.321	.153	.294	.342	.399	.272	.343
24. I was willing to pay a premium price for this restaurant	.164	.184	.200	.219	.234	.252	.299	.241	.242	.147	.171	.132	.136	.213	.277	.377	.278	.422	.294	.349	.266	.339	.382	-	.307	.384	.415	.058	.384	.430	.342	.188	.313
25. When I thought about which restaurant to go to, I often chose this restaurant	.033	.135	.217	.272	-.016	.150	.159	-.035	.057	.400	.300	.215	.268	.098	.092	.145	.099	.245	.549	.540	.539	.054	.311	.307	-	.167	.374	.124	.346	.260	.217	-.022	.170
26. I donated money to this restaurant or to its employees	.175	.231	.227	.108	.377	.196	.260	.285	.279	.120	.125	.210	.129	.148	.240	.300	.227	.449	.213	.380	.283	.561	.289	.384	.167	-	.307	.088	.539	.440	.376	.266	.116
27. I bought merchandise from this restaurant	.150	.094	.224	.152	.104	.280	.269	.248	.170	.229	.218	.143	.246	.196	.201	.337	.284	.454	.492	.504	.428	.264	.321	.415	.374	.307	-	.129	.375	.345	.425	.260	.420
28. I shared my experience with this restaurant using social media	.021	.043	.090	.112	-.012	.020	-.004	-.028	.005	.113	.147	.078	.100	.050	.039	.064	.053	.028	.073	0.19	.166	.085	.153	.058	.124	.088	.129	-	.107	.052	.080	.034	.071
29. I referred people to this restaurant	.131	.246	.235	.188	.304	.191	.238	.181	.307	.313	.195	.244	.268	.090	.129	.267	.143	.358	.378	.431	.402	.438	.294	.384	.346	.539	.375	.107	-	.485	.339	.163	.216
30. I participated in events that supported this restaurant	.120	.186	.184	.128	.236	.192	.336	.252	.233	.103	.140	.111	.124	.198	.287	.278	.256	.445	.292	.348	.321	.382	.342	.430	.260	.440	.345	.052	.485	-	.450	.259	.265
31. I bought gift cards from this restaurant for future use	.185	.076	.225	.065	.190	.290	.383	.294	.162	.002	.075	.053	.022	.343	.360	.401	.380	.447	.204	.295	.233	.424	.399	.342	.217	.376	.425	.080	.339	.450	-	.456	.406
32. I tipped more at this restaurant even with the same or lower level of services	.300	.078	.173	-.061	.225	.337	.360	.352	.208	-.205	-.103	-.048	-.042	.305	.257	.321	.384	.319	.024	.073	.028	.374	.272	.188	-.022	.266	.260	.034	.163	.259	.456	-	.251
33. I patronized this restaurant more often to help them out	.207	.035	.162	.157	.073	.264	.219	.217	.063	-.006	.048	-.018	.088	.243	.278	.326	.308	.320	.226	.191	.154	.159	.343	.313	.170	.116	.420	.071	.216	.265	.406	.251	-

Note. The highlighted cell indicates $p > .001$; otherwise, $p < .001$.