

## Instagram as CSR bridge: Comparing hotel strategies in Indonesia-France

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### ABSTRACT

**Background:** This study compares the practice of CSR communication by French hotels operating in Jakarta (Indonesia) and Paris (France). It explores what CSR themes the hotels communicate and which of them lead to consumer engagement in the form of likes, comments, and shares. **Purpose:** The purpose of this study is to investigate the CSR communication strategies of French hotels operating in Jakarta and Paris and determine the relationship between CSR communication and consumer engagement. **Methods:** The samples, seven (7) Accor hotels operating in Jakarta and six (6) Accor hotels operating in Paris, were purposively selected. The content analysis method was used, and data were collected from the hotels' Instagram accounts. The data were then examined using descriptive statistical analysis and multiple regression techniques. **Results:** The data analysis shows differences in the CSR communication strategy applied by the two sampled hotels. Both French hotels in Jakarta and Paris use Instagram to publish information about their CSR programs, but French hotels in Jakarta publish more CSR posts on Instagram than those in Paris. French hotels in Jakarta focus on environment, society, and economic prosperity, while French hotels in Paris focus on environment, diversity, and society. Customers of French hotels in Jakarta show more engagement, particularly through likes and comments, compared to those in Paris, where engagement is limited to likes. Neither group showed engagement in the form of shares. **Implications:** Hotels should be more selective in communicating CSR via Instagram, considering the CSR themes that customers care about. It could help improve customer engagement and create a more effective CSR communication strategy.

**Keywords:** CSR communication; hotels; Instagram; engagement; comparison

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## INTRODUCTION

The hospitality industry faces intense competition across multiple sectors, such as tour operators, airlines, restaurants, tourist attractions, and hotels, each striving to deliver the best services and maintain good relationships with key stakeholders. The concept of 'relationship' has not been sufficient to assist a business in building and maintaining relationships with stakeholders (Freeman et al., 2021). Organizations, especially businesses, require a more detailed approach and strategy to maintain relationships with key stakeholders, which could raise the concept of engagement or involvement to build and maintain a meaningful relationship (Kang & Atkinson, 2021). Engagement as a concept is 'a part of a dialogue and through engagement, organizations and the public can make decisions to create social capital (Song & Wen, 2020). Engagement is an affective and cognitive behavior condition wherein the public and organizations have the same interest in a certain issue. It facilitates collaboration for achievement and adjustment of an integrated and collaborative goal (Yang et al., 2021). Online stakeholder engagement is an engagement strategy currently applied by many organizations, as digital communications can reach a larger audience and build direct communication with them. In the hospitality context, engagement strategies are essential due to the frequent interaction between service providers and customers. These interactions form the basis of long-term loyalty and

brand equity, which can significantly sustain competitive advantage.

Over the last decade, social media has emerged as a viable and critical marketing tool (Dipa et al., 2024; Sofyan et al., 2022). New platforms utilizing Web 2.0 technologies offer superior interaction and communication between brands and consumers. This interaction may take place by different methods, such as liking, commenting on, or sharing the content posted by brands with friends and followers (Aydin, 2020; Wong et al., 2015). Approximately half of the studies on the hospitality industry on social media focus on online reviews, whereas those on marketing are limited to 11% of all studies (Lu et al., 2018). A study involving all five-star hotels in Turkey indicated that the factors affecting the popularity of social media posts and subsequent engagement were found to be dependent on several elements, including the post's vividness, the type of shared content, format, interactivity offered, and certain situational variables (Aydin, 2020). Depending on situational factors and the type of content shared, brands can, to a certain extent, predict the success of their organic posts. Given the critical role of social media in the hospitality industry, the findings suggested that these sectors have not completely utilized the potential of this new medium (Aydin, 2020). It suggests a gap in leveraging social media, for not only reviews but also proactive brand communication and marketing strategies. To remain competitive, hospitality firms must expand their digital marketing focus beyond customer feedback toward strategic engagement

content.

The advantage of social networking sites as social media for hospitality business is how it influences the marketing activities by extending to deeper connections and co-creating value with customers to enhance the market offerings and promotional activities, facilitate the development of customer-brand relationships, facilitate co-creative activity, provide a means of acquiring feedback which can be applied to enhance the experience offered to customers. Moreover, the information garnered from SNSs was more reflective of customers' actual experiences (Diffley & McCole, 2019). The nature of social media has also facilitated the integration of communication and distribution channels, allowing the customer to move seamlessly between them. This integration supports omnichannel marketing, which is increasingly critical in delivering a consistent brand experience. Through this, companies can respond more effectively to consumer expectations in real-time.

There are seven stages of building the customer engagement cycle: connection, interaction, satisfaction, retention, commitment, advocacy, and engagement (Macca et al., 2024). Understanding these stages helps brands tailor their communication and marketing content effectively across customer touchpoints. It allows hospitality firms to strategically design content that resonates with customers at each stage of their journey.

Additionally, research shows that digital engagement is not only about the frequency of interaction but also the quality and perceived value of

content shared. Customers are more likely to respond to content that aligns with their values and interests. In the case of CSR-related posts, authenticity and transparency are vital elements that can influence customer trust and behavior. A CSR initiative that lacks clarity or appears to be insincere can damage a brand's reputation. Thus, brands should be intentional and strategic in crafting their CSR communication. For instance, hotels that actively engage in community development, environmental sustainability, or employee welfare often generate positive reactions and higher levels of engagement when these stories are told effectively via visual and interactive social media content. Moreover, personalization of CSR messages—tailoring content to agree with different customer demographics—has been shown to further enhance engagement and loyalty.

Recent developments in AI and big data analytics also empower hospitality firms to better understand consumer preferences and behavior trends, which enables targeted CSR messaging. Through sentiment analysis and real-time feedback monitoring, hotels can refine their CSR strategies dynamically. As technology continues to evolve, the integration of advanced tools into CSR communication is no longer optional but essential for hotels aiming to sustain meaningful stakeholder engagement in a competitive market landscape.

Nowadays, communicating CSR is one strategy to engage the public, as there has been a rising concern about the company's CSR commitment and practice (Park et al., 2021). CSR is the company's commitment to economic, legal, ethical, and philanthropic responsibility to stakeholders (Carroll, 1991). CSR communication is a process of anticipating stakeholders' expectations, articulation of CSR

policy and managing of different organization communication tools designed to provide true and transparent information about a company's or a brand's integration of its business operations, social and environmental concerns, and interactions with stakeholders (Türkel & Akan, 2015). Conveying corporate social responsibility within the hospitality sector is essential yet complex, owing to the diverse range of business segments and the numerous stakeholders it encompasses (Chae, 2021). Effective CSR communication can strengthen public trust and brand reputation, especially when aligned with stakeholder values. It also acts as a differentiating factor in a crowded and competitive hospitality market.

The CSR orientation of hotels is primarily shaped by the interests of supply-chain stakeholders, whose influence is conditioned by the complex, interdependent nature of the tourism industry (Farmaki, 2019). Communicating CSR involves goals, audience, content, and channels (Coombs, 2019). The public nowadays is not only expecting CSR commitment and implementation but also communicating the related CSR data and information openly, mainly through the website and social media. CSR is successful when it is well implemented and communicated. Social media has long been exploited by companies to communicate their operations and promotional information, as well as their CSR practice. Social media can enable companies to conduct two-way communication in effective, efficient ways, and even in a real-time context. Studies indicate the increasing number of

companies that communicate their CSR initiative through social media like Facebook and Instagram (Wong et al., 2015). This trend shows the strategic role of digital platforms in enhancing stakeholder trust and transparency. As stakeholder expectations evolve, hotels are compelled to adopt more sophisticated and interactive CSR communication strategies.

Although studies on CSR communication practice in business sectors and its impact on customer engagement have been quite common, limited studies have been conducted in the hotel sector, especially in Indonesia and France as leading tourist destinations (Serra-Cantallops et al., 2021). This gap presents a critical opportunity to explore region-specific dynamics in CSR communication. Understanding these regional variations can inform more culturally sensitive and effective communication frameworks for the hospitality sector.

However, hospitality industries, especially tourism companies, demonstrate limited motivation to communicate their CSR initiatives, primarily due to, example but not limited to, poor data quality and usability, low levels of adoption, and inconsistencies in the scope and depth of information across different organizations. (De Grosbois, 2012), and difficulty of using it for external evaluation and comparison (De Grosbois, 2012). Such limitations hinder transparency and reduce stakeholder confidence in CSR claims. Addressing these barriers is essential for developing comparable CSR reporting mechanisms in the tourism industry.

Despite the pivotal role that social media

plays in the tourism and luxury travel industries, these sectors have yet to fully harness its potential as a strategic communication and engagement tool (Aydin, 2020). With the rapid expansion of the Internet in terms of scale, format, and variety, analyzing web content—especially from social media—and translating it into meaningful concepts becomes a challenge for researchers in e-commerce, business professionals, and policymakers (Troise & Camilleri, 2021). This challenge requires standardized methodologies to evaluate and optimize CSR communication through digital platforms. Moreover, a deep exploration into consumer digital engagement behaviors can offer insights for more impactful CSR content strategies.

The hotel industry is experiencing organizational changes driven by the integration of social media as a communication tool that fosters customer engagement (Pereira & Freitas, 2023). Hotels are key components of the hospitality industry, especially the tourism sector, which is strongly reliant on them. This area of research is rapidly expanding, as indicated by the growing volume of publications and citations (Durão et al., 2023). As hotels adapt to these shifts, aligning CSR messaging with broad digital transformation goals becomes imperative. Strengthening this alignment can increase customer loyalty and long-term brand equity.

However, the use of social media among 50 stock-exchange listed companies in Australia is still lacking, despite the common use of social media by both individuals and businesses

nowadays (Lodhia et al., 2020). A study on a hotel chain in Spain revealed that the use of new media is not optimized, and the communication remained largely one-directional (Castillo & Villagra, 2019). These findings suggest a disconnect between technological availability and strategic application. Bridging this gap requires targeted training and resource allocation to exploit the interactive potential of social media completely.

To strategically leverage CSR for economic benefit, companies must gain a deep understanding of consumer expectations. Nevertheless, existing literature indicates that there remains limited clarity regarding consumer preferences for CSR and which initiatives are most effective in shaping their behavior (Kraus et al., 2022). Without this understanding, CSR initiatives risk being perceived as superficial or misaligned with stakeholder values. Future research should, therefore, focus on identifying CSR elements that most resonate with diverse customer segments.

France is recognized as the leading tourist destination worldwide, welcoming nearly 89.4 million international visitors in 2018. This figure places it ahead of Spain, which attracted around 81.8 million tourists, and the United States, with approximately 76.9 million. Corporate social responsibility (CSR) initiatives are important in improving the performance of tourism companies in France. As a result, hotel executives and managers are encouraged to incorporate CSR-focused strategies into their corporate planning to enhance overall business



performance (Le Bot et al., 2022; Theiri & Alareeni, 2023).

In Indonesia, Law No. 40 of 2007 (Article 74) on Limited Liability Companies mandates that all companies must implement Corporate Social Responsibility (CSR). Additionally, Law No. 10 of 2009 (Article 26) on Tourism requires tourism businesses to take responsibility for environmental protection. These regulations emphasize that companies not only focus on the interests of shareholders and customers but also be accountable to the surrounding community and environment (Rini et al., 2023).

This study aims to explore the strategy of CSR communication in the hospitality industry on social media and its impact on consumer engagement. Specifically, the study explores how CSR is communicated via social media Instagram by hotel companies in Indonesia and France, how often and what CSR themes the hotels communicate, and what impact it has on consumer engagement. The main output of this study is a strategy of CSR communication for hotel companies, especially on the issue of CSR themes that could raise consumer engagement. By comparing two different cultural contexts, this research seeks to uncover how local values influence consumer responses to CSR communication. This insight is expected to help hospitality companies design culturally adaptive CSR messages that enhance brand loyalty and trust.

## RESEARCH METHOD

This research employed a quantitative approach through content analysis methodology to examine the relationship between CSR communication strategies and consumer engagement in the hospitality industry (Riffe et al., 2023). The study involved French hotels operating in two distinct cultural contexts: Jakarta, Indonesia and Paris, France. Through purposive sampling, the research selected 13 five-star French hotels: 7 French hotels in Jakarta and 6 French hotels in Paris. This selection criterion assumed that luxury hotels possess greater resources for implementing and communicating CSR initiatives compared to their lower-tier counterparts.

The research implemented a structured content analysis protocol with several methodical steps: identifying relevant social media platforms for analysis, selecting specific hotel accounts for monitoring, defining appropriate methodological approaches, establishing a precise timeframe for data collection, developing keywords for content classification, and detailing the data analysis techniques employed. The study used descriptive statistical analysis and multiple regression to examine the relationship between CSR themes and consumer engagement metrics (likes, comments, and shares). This systematic approach followed established protocols in digital content research as outlined by (Macca et al., 2024).

Two distinct types of data were collected

throughout the study. Quantitative data comprised numerical scores assigned to various CSR themes communicated through Instagram posts and measurements of audience engagement metrics (likes, comments, and shares) for each CSR-related content. Complementing this, qualitative data included descriptive information about the specific CSR themes and messaging approaches employed by each hotel.

Data were collected through comprehensive observation and documentation of the selected hotels' Instagram accounts. Researchers systematically examined all content posted from January 1 to December 31, 2023. Each post was carefully evaluated to determine whether it contained CSR-related messaging. Posts identified as CSR-related were categorized according to their thematic focus and had their engagement metrics recorded for subsequent analysis.

The analytical framework employed referred to that by De Grosbois (2012), that widely recognized CSR classification system, which identified five primary themes: environmental initiatives, employment quality, diversity and accessibility programs, community well-being efforts, and economic prosperity contributions. For statistical analysis, the research designated the frequency of CSR content across these themes as independent variables, while consumer engagement metrics (likes, comments, shares) served as dependent variables. Data analysis utilized descriptive statistical methods alongside multiple regression

analysis, performed using SPSS version 25 statistical software (Abu-Bader, 2021).

This methodological approach was strategically chosen to address the study's primary objective of understanding how different CSR communication strategies on Instagram influence consumer engagement patterns across different cultural contexts within the hospitality industry. By quantifying the thematic distribution of CSR messaging and corresponding consumer reactions, the research facilitates comparative insights into which specific CSR themes most effectively resonate with audiences in Jakarta versus Paris.

The methodology also acknowledges a fundamental concern highlighted in the research background: many CSR initiatives fail to align effectively with stakeholder values and expectations, resulting in suboptimal impact. Through systematic analysis of engagement patterns across different CSR themes and cultural contexts, this research provides evidence-based insights that help hospitality businesses develop more strategically aligned and effective CSR communication practices.

By combining rigorous content analysis with quantitative measurement of engagement metrics, this research contributes to both theoretical understanding and practical applications in the field of CSR communication within the hospitality industry, particularly in cross-cultural contexts.

## RESULTS AND DISCUSSION

The data collected reveals that, contrary to expectations, the sampled hotels published fewer CSR posts on Instagram than initially predicted. In fact, French hotels both in Jakarta and Paris publish very few CSR posts on Instagram. However, French hotels in Jakarta publish CSR content slightly more often than those in Paris. The effort to communicate their CSR initiatives indicates that both hotels demonstrate a limited commitment to CSR programs on Instagram.

As Table 1 shows, French hotels in Jakarta publish more non-CSR and CSR content than the French hotels in Paris. French hotels in Jakarta publish a total number of 22 CSR posts per year, or on average 3 posts per hotel, while French hotels in Paris publish a total number of just 5 posts per year, or on average only 0.8 posts per hotel.

Table 2 indicates how French hotels in Jakarta communicate CSR via Instagram. Nearly all sampled hotels communicate CSR, with less than 5% of the total posts per year. While both All Seasons and Pullman hotels dedicate only 3% of the total posts to communicate CSR, Fairmont and Swiss Jakarta PIK hotels dedicate only 2% of the posts to communicate CSR. Only one hotel, Novotel, dedicates 7% of its total posts to CSR. Ibis Jakarta Hotel does not even communicate any CSR on Instagram.

Table 3 indicates how Accor hotels in Paris communicate CSR via Instagram. Of the six hotels, only half communicate CSR via Instagram, and the number of posts is extremely

limited, accounting for only 2% of the total number of posts. Therefore, Paris Hotel and Paris Arc de Triompe Hotel dedicate 2% of their total posts to CSR, while the Sofitel Paris Foubourg dedicates only 1%.

Table 4 shows the number of CSR posts and their engagement by French hotels in Jakarta. Out of five CSR criteria, only three are implemented: environment, society, and economy. CSR posts focused on societal issues received the highest engagement, with 2619 likes and 24 comments, followed by CSR related to the environment with 1234 likes and 27 comments. The third is CSR related to economics, with 317 likes and 9 comments. CSR themes related to employment and diversity did not attract any engagement. None of the CSR-themed posts could generate shares. It suggests that the content did not elicit the enthusiasm level necessary for sharing. A notable observation is the relatively low engagement with CSR posts focused on employment and diversity. This trend may reflect the prioritization of environmental and societal issues by consumers, as these topics often evoke more immediate emotional responses. Moreover, the absence of share activity indicates that CSR posts did not generate sufficient interest to be disseminated within social networks. This finding suggests that hotels may need to refine their CSR communication strategies to increase the emotional appeal and shareability of their content to improve their outreach and impact.

Table 5 shows the number of CSR posts and their engagement by French hotels in Paris. Out



**Table 1** Number of CSR and Non-CSR Posts on Instagram, French Hotels in Paris and Jakarta

Descript-ions	Number of POSTS		Total Num-ber of Posts	Average Per Hotel	
	Non-CSR	CSR		Non-CSR Post	CSR Post
French Hotels in Jakarta (n = 7)	766 (97%)	22 (3%)	778	109	3
French Hotels in Paris (n = 6)	606 (99%)	5 (1%)	611	101	0.8

Source: Research Results, 2024

**Table 2** Number of CSR and Non-CSR Instagram Posts of French Hotels in Jakarta

HOTELS	Number of POSTS		Total Number of Posts	Non-CSR Posts (%)	CSR Posts (%)
	Non-CSR	CSR			
Sofitel Iescribe Paris Opera	103	0	103	100	-
Le Royal Monceau	150	0	150	100	-
Maison Delano Paris	93	0	93	100	-
Paris Arc de Triompe	45	1	46	98	2
Sofitel Paris Foubourg	86	1	87	99	1
SO Paris Hotel	129	2	131	98	2

Source: Research Results, 2024

**Table 3** Number of CSR and Non-CSR Instagram Posts of French Hotels in Paris

HOTELS	Number of POSTS		Total Number of Posts	Non-CSR Posts (%)	CSR Posts (%)
	Non-CSR	CSR			
All Seasons	69	2	71	97	3
Fairmont	102	2	104	98	2
Novotel	105	8	113	93	7
Pullman Jakarta	196	6	202	97	3
Raffles Jakarta	135	2	137	99	1
SwissJktPIK	122	2	124	98	2
IbisJkt	27	0	27	100	-

Source: Research Results, 2024

of five CSR criteria, only three are implemented: environment, diversity, and society. The CSR related to society attracts the most engagement

by customers, with 316 likes, followed by those related to diversity, attracting 69 likes. The third is CSR related to the environment, with 38 likes.

**Table 4 Number of CSR Posts and Engagement on Instagram (French hotels in Jakarta)**

Hotels	CSR Posts	Environment			Employment			Diversity			Society			Economics		
		L	C	S	L	C	S	L	C	S	L	C	S	L	C	S
All Seasons	2	0	0	0	0	0	0	0	0	0	114	0	0	0	0	0
Fairmont	2	198	0	0	0	0	0	0	0	0	117	1	0	0	0	0
Novotel	8	726	25	0	0	0	0	0	0	0	0	0	0	0	0	0
Pullman	6	0	0	0	0	0	0	0	0	0	2019	21	0	0	0	0
Raffles	2	310	2	0	0	0	0	0	0	0	0	0	0	317	9	0
SwissJktPIK	2	0	0	0	0	0	0	0	0	0	369	2	0	0	0	0
IbisJKT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	22	1234	27	0	0	0	0	0	0	0	2619	0	0	317	0	0

Source: Research Results, 2024

CSR related to employment and economics does not attract any engagement. There are no CSR themes (posts) that can generate comments and shares. In other words, there are no customers or the public willing to comment or share any posts related to CSR.

A multiple regression analysis is conducted to find the impact of five CSR themes (environment, employment, diversity, society, and economic). However, the analysis can only be run for French hotels in Jakarta, while it cannot be run for French hotels in Paris due to a lack of supporting data. For the French hotels in Jakarta, the analysis can only be run for a few hotels.

The T and F tests show how some independent variables impact the number of likes and comments. The T test of Environment shows a significant result with a t value of = 28.268 and significance level (Sig.) 0.000, for both likes and comments. This indicates that the perception of the environment towards the hotel significantly influences the customers'

perception of giving likes and comments. The F-test result also supports this finding that the model involving the Environment variable can explain the variability of data (likes and comments) well. On the other hand, variable Society/Community also shows a significant influence on likes and comments with a t-value = 38.096 for Likes and t = 19.503 for comments with a level of significance value 0,000 in the F-test. It indicates that the hotels' contribution to society through their CSR programs significantly influences how the guests (customers) give evaluations and comments. But for other variables, Employee quality, Diversity & Accessibility, and Economic Prosperity, there is no significant result of T or F-tests, which indicates that the analyses cannot be conducted, or the result is insignificant. This limits the understanding of how those factors influence the hotel guests' satisfaction and interaction. The results also critically highlight the importance of environment and society contribution as key variables in boosting guest

**Table 5 Number of CSR Posts and Engagement on Instagram (French hotels in Paris)**

Hotels	CSR Posts	Environment			Employment			Diversity			Society			Economics		
		L	C	S	L	C	S	L	C	S	L	C	S	L	C	S
Softel Ilescrib Paris Opera	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Le Royal Monceau	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maison Delano Paris	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Paris Arc de Triomphe	1	38	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sofitel Paris Foubourg	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO Hotel Paris	2	0	0	0	0	0	0	69	0	0	316	0	0	0	0	0
Total	4	38	0	0	0	0	0	69	0	0	316	0	0	0	0	0

Source: Research Results, 2024

satisfaction at the Pullman Hotel Jakarta. However, the nonavailability of other variables provides opportunities for further exploration on how the employee quality, diversity, accessibility, and economic prosperity impact the hotels' experience. Further study is required to gain a more comprehensive review of how hotels' operational and social aspects contribute to guests' experience as a whole. The weakness of this data also indicates the need for improved research methodology so that all the relevant variables can be analyzed comprehensively to gain better insights into hotel strategic development.

For the Swissbelhotel Hotel, the T and F tests show that the significant influence is only valid for one variable. The Society variable shows a T-test significant value towards likes with a t value = 53.903 and significance level (Sig.) of 0.0000. It indicates that the perception of the hotel's contribution to society significantly

influences the number of likes. The hotel guests give a more positive evaluation when they perceive that the hotel actively contributes to society or is involved in community-based programs. The F test for this model also shows a significant level of 0.000, indicating that this model as a whole significantly explains the variability in the data of likes. However, there is no data available for other variables, such as Environment, Employee quality, Diversity & Accessibility, and Economic prosperity, for likes, comments, and shares. It means that the analysis for these variables has not been conducted yet, or the result is not that significant. This result shows that Society is an influential variable on the guests' positive evaluation at Swissbelhotel. The hotel's contribution to society influences how the guests evaluate their experience. However, the nonavailability of other variables provides opportunities for further exploration on how the employee

**Table 6 Multiple regression analysis for Pullman Hotel Jakarta**

Hotel	No.	Variable	T-Test		F-Test
			t	Sig.	Sig.
Pullman	1	Environment → Likes	28.268	0.000*	0.000*
	2	Society/Community → Likes	38.096	0.000*	0.000*
	3	Environment → Comment	20.732	0.000*	0.000*
	4	Society/Community → Comment	19.503	0.000*	0.000*
SwissBell	5	Society/Community → Likes	53.903	0.000*	0.000*
Novotel	6	Environment → Likes	13.408	0.000*	0.000*
	7	Environment → Comment	15.408	0.000*	0.000*

Note:

\*= significant for  $T$  and  $F < 0.05$

–= there is no effect.

Source: Research Results, 2024

quality, diversity, accessibility, and economic prosperity impact the hotels' experience. Further study is required to gain a more comprehensive review of how hotels' operational and social aspects contribute to guests' experience as a whole. The weakness of this data also indicates the need for improved research methodology so that all the relevant variables can be analyzed comprehensively to gain better insights for hotel strategic development.

The T and F tests for Novotel Hotel show that the Environment variable shows a significant influence on the number of likes and comments. For likes, Environment shows a  $t$  value = 13.408 and significance level of 0.000, and the F test shows a significant result with a significance level of 0.000. It shows that the perception of the hotel's environment influences guests' positive evaluation significantly. It also applies to the Comment variable with a  $t$  value of 15.408 and significance level of 0.000, and a significant F test, which confirms that the environment

aspect influences the comments given by the guests. However, the T and F tests are not presented for variables of Employee Quality, Diversity & Accessibility, Society/Community, and Economic Prosperity, for all variables of Likes, Comments, and Shares. The results also critically highlight the importance of the role of the environment as a key variable in boosting guest satisfaction at the Novotel Hotel Jakarta. The significant influence of the environment shows that the guests appreciate the hotel's environmental quality, such as cleanliness and comfort. However, the non-availability of other variables provides opportunities for further exploration of how those factors impact the hotel's experience. Further study is required to gain a comprehensive review of how other factors contribute to the guests' act of giving likes, comments, and shares, and to formulate a more comprehensive strategy to improve the guests' satisfaction at the Novotel.

The results indicate that French hotels

operating both in Jakarta (Indonesia) and Paris (France) do not maximize the use of Instagram in communicating their CSR commitment and programs. The data shows a low number of CSR content posts in the hotel's Instagram account. However, French hotels in Jakarta publish a greater number of posts than French hotels in Paris. This difference in CSR publication frequency may stem from cultural and societal differences between Indonesia and France. Indonesian consumers tend to be more active on social media platforms like Instagram. According to Statista (2025), Indonesia has over 139 million active Instagram users, while France has around 23 million. This disparity demonstrates higher digital activity and receptiveness to visual CSR content in Indonesia. Such social media behavior supports more active engagement, especially through likes and comments, encouraging businesses in Jakarta to post more frequently. Therefore, hotels in Indonesia are more active or engaged in Instagram as one strategy to engage with customers, communicate products and services, and build a positive image and reputation.

French hotels in Jakarta and Paris focus on different CSR themes that align with the local cultural and societal concerns. In Jakarta, the hotels emphasize three key themes: environment, society, and economic prosperity. The themes reflect the region's concerns with sustainability and development. In contrast, French hotels in Paris highlight environment, diversity, and society, which aligns with the growing interest in diversity and inclusivity in a cosmopolitan

environment. Despite these differences, the CSR posts on Instagram generally led to positive engagement in likes and comments, indicating that these themes resonate with their respective audiences. However, one striking finding is the absence of engagement in the form of shares.

The lack of shares suggests that followers do not find the posts compelling enough to share with their networks. This could be due to several factors, such as the perception that the CSR posts are informative but irrelevant for amplification. Followers are often motivated to share content they feel strongly connected to or believe will resonate with their social circles. The lack of sharing may also reflect cultural differences, with Jakarta's audience engaging more privately through likes and comments. Meanwhile, Parisian audiences may not have felt that the CSR posts are impactful enough to circulate. These findings support the literature that CSR engagement is higher when content aligns with stakeholder expectations (Abbas et al., 2018; Chomvilailuk & Butcher, 2018). However, the lack of shares contrasts with the expectation that emotionally resonant CSR content inspires broader amplification (Macca et al., 2024). It suggests that CSR content does not yet inspire viral behavior. This shows an area for improvement in CSR communication, where hotels may need to craft more engaging and shareable content to maximize the reach and impact of their CSR efforts.

The differences in CSR communication strategies employed by French hotels in Jakarta and Paris can be attributed to distinct



cultural and societal characteristics between the two regions. Based on Hofstede's cultural dimensions, Indonesia scores higher in collectivism and power distance, where communal welfare and harmony are highly valued. In contrast, France scores higher in individualism and uncertainty avoidance. These differences explain why Indonesian consumers respond more actively to CSR content related to social and economic issues, while French consumers may prefer structured messaging on diversity and environmental responsibility. In Jakarta, CSR posts focusing on society and economic prosperity seem to garner more engagement. In contrast, French hotels in Paris emphasize diversity and environmental issues. These findings promote the importance of cultural relevance in CSR communication strategies, which can directly influence consumer engagement. Understanding these regional differences enables hotels to tailor their CSR initiatives in ways that resonate with local audiences. People in developed regions as Paris (France), are more concerned with issues related to the environment, diversity, and society. On the other hand, people in developing countries, such as Jakarta (Indonesia), are more concerned with issues related to economic prosperity, environment, and society. Reflecting on stakeholder theory, where an organization should be able to identify and fulfill the concerns and needs of key stakeholders the organization depends on. Considering that customers are considered as one of the key stakeholders by the tourism sector (hotel), it is important to

communicate the commitment and practice related to certain issues considered important by those concerned stakeholders (Freeman et al., 2021).

Even though the hotels in Jakarta and Paris have not yet maximally used Instagram to publish CSR commitment and implementation, they do have different concerns about which CSR themes to post on Instagram and which CSR themes lead to customer engagement. This study gives a theoretical implication of the importance of understanding and applying the stakeholder theory (Freeman et al., 2021) and culture in planning, conducting, and communicating CSR. For hotel management, this study notes how CSR communication on social media (particularly Instagram) can be optimized, focusing on which CSR themes to prioritize when engaging with key stakeholders. Sharing CSR activities through social media enhances user engagement, which fosters positive attitudes and subsequently strengthens consumers' intention to make bookings (Veloso & Gomez-Suarez, 2023); The perception of a company's CSR initiatives builds customer engagement, which subsequently drives behavioral outcomes such as customer loyalty, word-of-mouth communication, and the provision of customer feedback (Abbas et al., 2018). It is an effective antecedent of customer engagement (Chomvilailuk & Butcher, 2018). Consumer brand engagement proves to be a significant predictor, while environmental CSR showed a moderately adequate impact. Both constructs influenced consumer loyalty

and purchase intention directly and indirectly through the mediating role of brand admiration (Gupta et al., 2020).

## CONCLUSION

This study compares CSR communication practices by French hotels in Jakarta (Indonesia) and Paris (France). It explores specific CSR themes that the hotels communicate, and which CSR themes lead to consumer engagement in the form of likes, comments, and shares.

The findings suggest that the differences in consumer engagement across these two locations indicate varying cultural values and expectations. A high engagement in Jakarta might reflect a great emphasis on CSR initiatives in developing markets where socio-economic factors shape consumer behavior. Consumers in Jakarta may view CSR as an important aspect of brand loyalty and identity. The active involvement of customers through likes and comments might also develop a strong desire to communicate their opinions and show support for socially responsible brands. In contrast, the relatively passive engagement observed in Paris, where likes are the main form of interaction, could point to a more mature market with different levels of CSR expectations. In such markets, CSR activities might be viewed as an expected norm rather than a distinctive feature that requires active consumer participation.

Therefore, hotels must recognize the diverse expectations and preferences of

consumers in different locations. For instance, consumers in Jakarta may place higher value on CSR efforts that directly impact their local communities and environment, given the socio-economic challenges they face. On the other hand, in Paris, CSR communication may need to emphasize diversity and inclusion. Understanding these regional differences could allow hotels to craft more effective and targeted CSR messages. By aligning CSR communication with local concerns and values, hotels can enhance consumer engagement and ensure that their CSR efforts resonate deeply with their target audience.

This study focuses solely on Accor hotels and one social media platform (Instagram). Future research could include other hotel brands, wider regional comparisons (e.g., rural vs. urban), and additional platforms, i.e., TikTok or Facebook. Besides, a qualitative approach, such as consumer interviews or focus groups, may uncover emotional and cognitive responses behind social media interactions with CSR content.

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