DRIVERS OF CUSTOMER SATISFACTION IN THE HOTEL AND HOSPITALITY SECTORS IN SYDNEY

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STATEMENT OF AUTHENTICATION

The work presented in this thesis is, to the best of my knowledge and belief, original except as acknowledged in the text. I hereby declare that I have not submitted this material, either in full or in part, for a degree at this or any other institution.

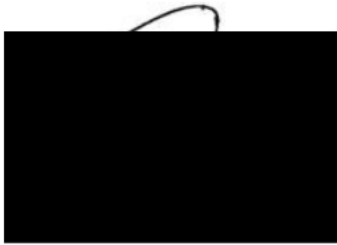Signed: Hani Samimi Sabet

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ABBREVIATIONS

AMOS   :   Analysis of Moment Structure

CFA   :   Confirmatory Factor Analysis

CFI   :   Comparative Fit Index

dF   :   Degrees of Freedom

EFA   :   Exploratory Factor Analysis

GFI   :   Goodness-of-fit Index

HOELTER   :   Hoelter's index

MI   :   Modification Indices

ML   :   Maximum Likelihood

NFI   :   Normed Fit Index

RMSEA   :   Root Mean Square Error Approximation

SE   :   Standard Error

SEM   :   Structural Equation Model

SPSS   :   Statistic Packages for Social Sciences

TLI   :   Tucker-Lewis Index

ABSTRACT

This study investigates the influence of service quality and personality factors on customer satisfaction and reuse intentions in the hotel industry. It aims to develop and empirically test a theoretical model that measures the effects of the various dimensions of service quality and personality on customer satisfaction.

To this end, a quantitative survey approach was employed to collect primary data from the respondents (hotel guests/customers) by administering a structured questionnaire through an online survey. More precisely, this research evaluates how service quality and personality factors influence customer satisfaction and reuse intentions in the hotel industry in Sydney.

The target population included individuals older than 18 years old and stayed in Sydney hotels. Six dimensions of service quality (i.e., tangibility, location, responsiveness, reliability, assurance, and empathy) and the Big Five personality factors (i.e., openness, conscientiousness, extraversion, agreeableness, and neuroticism) were identified as having the potential to influence customer satisfaction and reuse intentions. This study further investigates the association between customer satisfaction and reuse intentions in the hotel sector in Sydney using a structural equation model (SEM) approach. Moreover, this study also examines the difference between international and domestic visitors in terms of the effects of service quality and personality factors on their satisfaction, and extends the analysis conducted by previous studies.

The study's findings confirm that the five constructs of service quality and three constructs of personality factors influence customer satisfaction. Finally, the results reveal that customer satisfaction is a significant predictor of reuse intention. The implications of the study are explained, and some suggestions for further research are provided to generalize these relationships to other sectors/contexts.

Keywords: Service quality, Customer satisfaction, Personality factors, Reuse intentions, SERVPERF, Hotel, CFA, EFA, SEM

CHAPTER 1
INTRODUCTION

1.1 Introduction

Service marketing is demanding for its internal structure since it is entangled, impalpable, and highly varying (Akbaba, 2006; Afthanorhan et al., 2019). Either service marketers or marketing scholars should consider the idiosyncratic nature of service in deliberation over service quality concerns (Kotler, 2015; Lewis & Booms, 2013; Nunkoo et al., 2019).

Parasuraman et al. (1988) stated that service quality is an attribute or a global judgment relating to service precedence. Customers seek worthier and higher services. Accordingly, the marketer is compelled to meet their expectations regardless of the changeable nature of such services. A brand can have a unique position if it delivers steady service quality (Paulus, 2020), develops its reputation (Smith, 2020), multiplies the competitive lead of the firm (Nunkoo et al., 2019), and enlarges the level of customer satisfaction (Amaro & Duarte, 2015). In addition, this position can be because the brand may emphatically hand out clients' values (Albayrak, Caber, and Çömen, 2016) and accelerate the prospect of affirmative reuse intentions of the clients toward the products or services in the matter of reconsideration and positive word of mouth (WOM) endorsements (Agag and El-Masry, 2016). Thus, achieving and sustaining customer satisfaction is highly significant to all hotel administrators. They attempt to fulfill this aim as much as possible (Ardani et al., 2019).

Planned behavior and reasoned action theories are typical approaches in exploring the interrelationships among customer satisfaction, service quality, and reuse intentions (Hu and Kim, 2018). These models represent how human behaviors are directed by their lucid objectives (Ajzen & Fishbein, 1980), how personal intentions steer performance effects, and the level of commitment the individuals assigned to a specific behavior (Amaro & Duarte, 2015). Hence, considering an organization and endorsing the brand to others are highly associated with the so-called service quality (Ismail et al., 2016) and substantial value and satisfaction (Fernandes & Solimun, 2018; Surahman, Yasa, and Wahyuni, 2020).

However, it should be noted that the impact of service quality on customer satisfaction and reuse intentions is diverse and mixed across the areas of businesses/industries (Gumussoy & Koseoglu, 2016; Hannan et al., 2017; Shahid Iqbal, Ul Hassan, and Habibah, 2018). In this regard,

despite the causative effect of service quality on reuse intentions (Izogo & Ogba, 2015) in the hospitality industry, Ithnan and Ariffin (2020) and Javed and Cheema (2017) applied the perceived value and satisfaction to examine reuse intentions in different service settings.

The first chapter explores the background of this study. It focuses on the historical background of the tourism and hospitality industry in Australia, which sets the context of this study. The chapter also covers the main objectives, research questions, and significance of the study. The final section presents the definition of critical terms and the organization of the thesis.

1.2 Background of the study
1.2.1 Tourism and hospitality industry in Australia

The tourism industry has been considered one of the most important factors over global economies during the past 50 years. Regarding the United Nations World Tourism Organization (2020), this industry has employed over 330 million people worldwide in 2019 and generated 10.4% of global gross domestic product (GDP). Tourism accounts for 10.2% of the world's GDP, less than 8.1% of worldwide commerce, and one in ten jobs globally and is one of the most elastic trading enterprises (Xiang et al., 2021).

Table 1.1. Share of GDP generated by the tourism industry worldwide
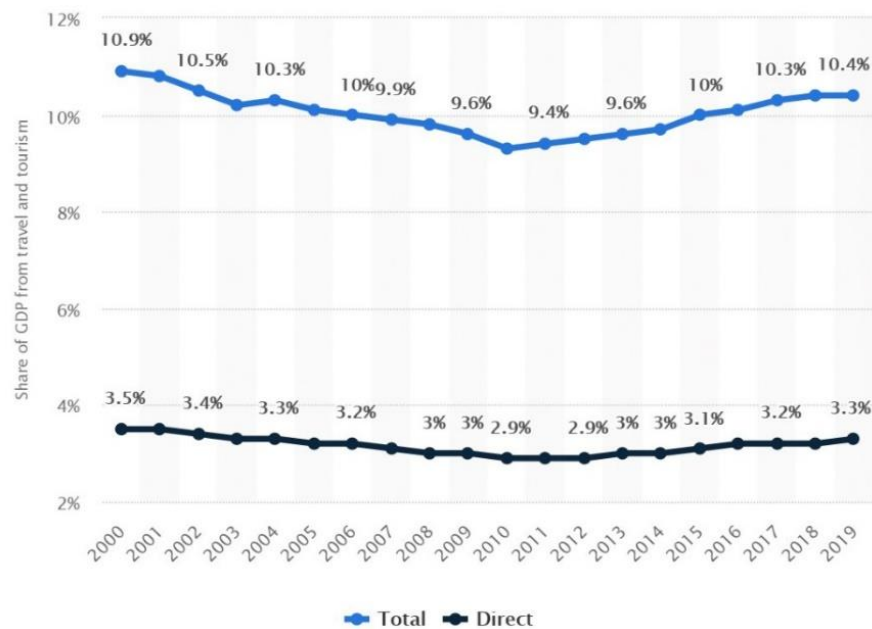
According to international tourist, which is two key tourist indices, eight out of the top ten destinations emerged in both lists. France, Spain, the USA, China, Italy, and Turkey continue to be the world's most important tourism destinations. Surprisingly, although Australia was not on the list of the top ten international tourist arrivals/receipts, more than nine million tourists visited this country overseas in 2019 (United Nations World Tourism Organization, 2020). Additionally, the Australian tourism industry marked 3.2% of the national GDP, contributing $61.1 billion to the economy. Tourism's contribution to GDP grew at a faster rate compared to the national economy, with 74% and 26% attributed to domestic and international visitors, respectively (Tourism Research Australia, 2021).

The Australian hotel industry plays a vital role in helping the Australian economy, and it is a significant contribution to the provision of accommodation to millions of customers. International visitor arrivals to Australia have enlarged at an average of 2.3% annually since 2002. According to Tourism Research Australia (2021), approximately half of all international visitors visit this country on holidays, and nearly three-quarters travel for leisure (i.e., either for going on holiday or visiting friends or relatives). Thus, the hotel industry is an important sector of the economy. Hotels are significant buyers of locally supplied services and goods, extending either essential sustenance to local organizations or a valuable service as a gathering and entertainment center for both the local community and tourists.

In 2020, The Australian Hotels Association commissioned Price/Water house/Coopers (PwC) to research the significance of the hotel industry in Australia. Drawing conclusions from PwC's review and study results, average employment per hotel generated a total industry employment estimation of 260,000, with more than 9500 Australian hotels across the country. (Munawar et al., 2021). The ever-increasing number of visitors and expenditure acknowledge Australia's ongoing attraction as a tourism destination. Asian visitors funded more than 53% of overseas visitor expenditures. Likewise, the rate of arrivals originating from the USA and the UK increased compared to 2018. The number of UK and US visitors improved by 6% and 15%, respectively. The enhancement in the worldwide economic stance, the unremitting economic recapture in Australia's orthodox inbound source markets (the USA and the UK), and an ever-increasing delight in leisure travel heralded a growth in the number of international visitor arrivals.

The tourism industry in Australia, however, seems to confront a highly competitive ambiance as there is a significant growth in marketing on the part of rival destinations, changes in distribution channels, and ever-growing media options for the consumer (United Nations World Tourism Organization, 2020). Over 800,000 American tourists traveled to Australia between June 2018 and May 2019, which is considered a record peak. This number has been steadily growing since 2010 (ABS[1], 2021).

Figure 1.1. American visitors to Australia

The United States of America accounted for 9.0% of all international tourism in Australia for the 2018/19 year. After China and New Zealand, America currently ranks 3rd for the top visitors to Australia. Chinese international tourists spent around $13 billion in Australia in 2019, while tourists from New Zealand spent nearly $3 billion in this country in the corresponding year and ranked 2nd for the top visitors to Australia. Approximately 9.5 million international tourists

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[1] Australian Bureau of Statistics

visited Australia in 2019, highlighting a 2.5% growth from 2018 when 9.2 million international tourists visited Australia and showing the number of tourists who visit Australia each year.

Figure 1.2. Top countries sending visitors by the country of residence

Source. ABS (2021).

Table 1.2. Number of tourists visiting Australia each year
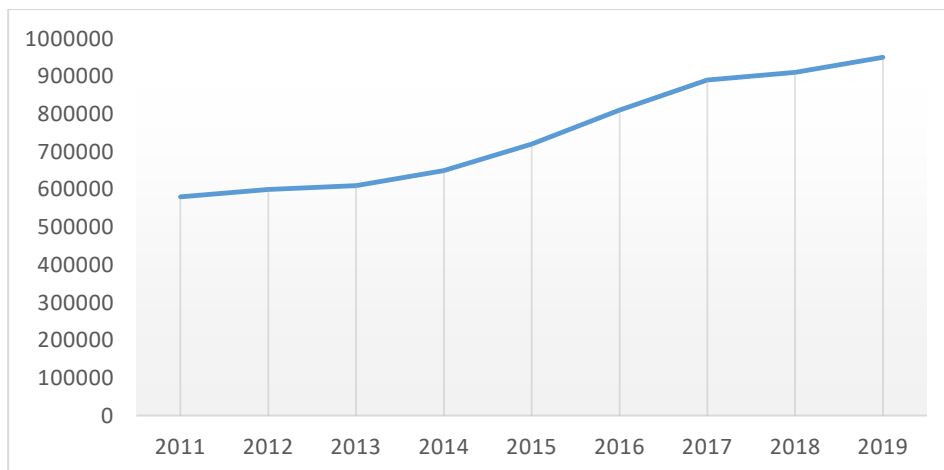
Since 2011, Australia has experienced continuous growth in international arrivals. This trend is expected to continue, with projections predicting that the number of international tourists visiting Australia will reach 16 million by 2025–2026. Table 1.3 compares Australia's number of accommodation rooms from 2011 to 2019. This number increased by around 17% during eight years (United Nations World Tourism Organization, 2019).

Table 1.3. Number of accommodation rooms in Australia

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Key Australian Destinations	150,433	153,055	154,065	156,343	159,650	164,197	168,080	175,193
Total Rooms Australia Wide	258,149	262,347	264,012	267,606	271,313	275,700	281,798	296,655
Source: JREL,2020								

Hotel industry growth in Australia was remarkable during the last ten years. The Australian hotel industry significantly contributes to the Australian economy. According to Colliers (2019), Australia, China, and Hong Kong had the most hotel industry growth during 2010-2019.

Table 1.4. Hotel industry growth among different countries
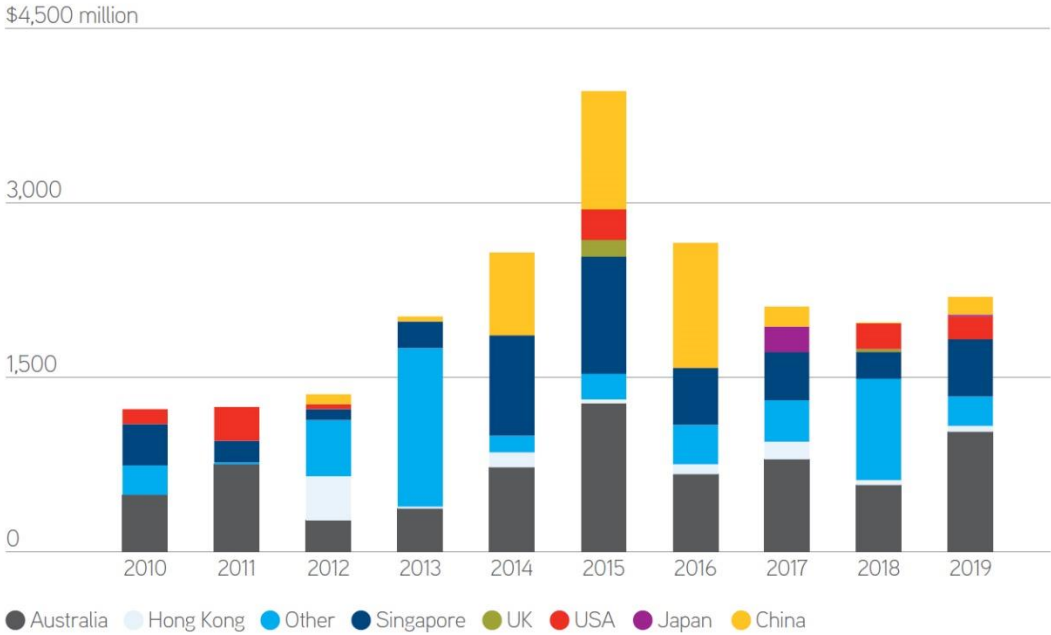
Source: Colliers International

The number of short-term domestic resident departures and international arrivals to Australia has represented a continuous increase during 2012-2020. Although this number was only 8.5 million for domestic departures, it increased to 11.6 million in 2020 (ABS, 2020).

Table 1.5. Short-term domestic departures and international arrivals
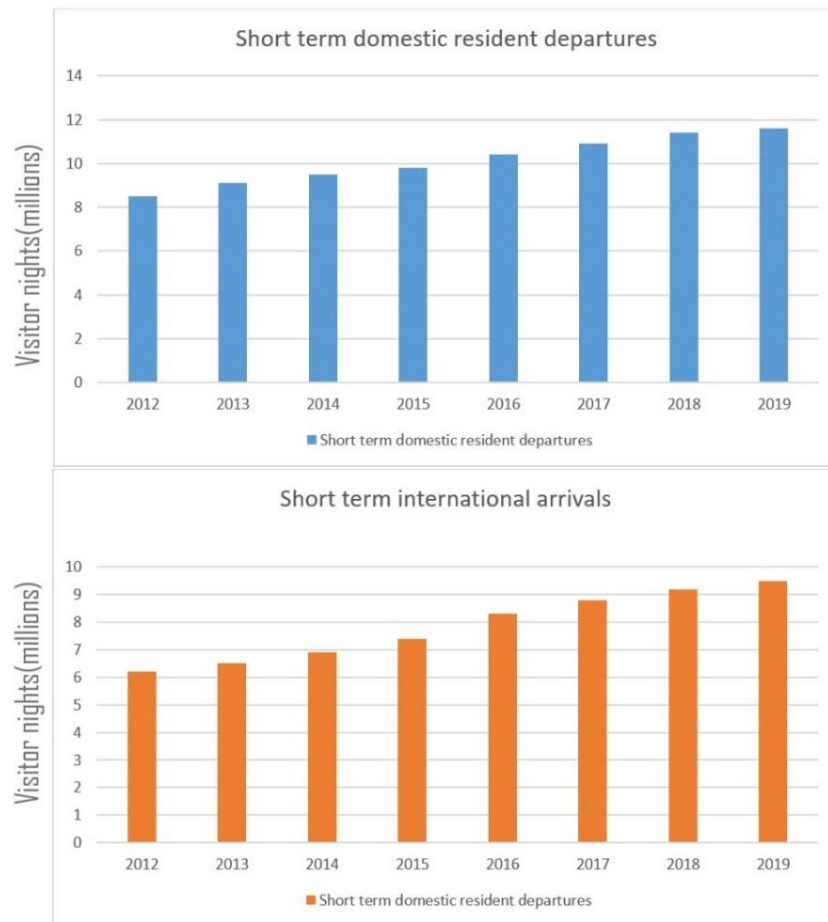
The Australian tourism industry has significantly increased in both international and domestic markets during the last ten years. However, the COVID-19 pandemic has caused severe disruptions to tourism demand, both internationally and in Australia in particular (Munawar et al., 2021). The industry experienced:

- An unexpected halt in international visitation
- Increased safety and health concerns
- More restrictions on domestic mobility

Table 1.6 provides the total overseas departures and arrivals from June 2011 to June 2021. According to data, the total arrivals were nearly 1.5 million at the beginning of the COVID-19 pandemic, while this number dramatically decreased to only 102,000 in June 2021 (Lim et al., 2021).

Table 1.6. Total overseas departures and arrivals from June 2011 to June 2021
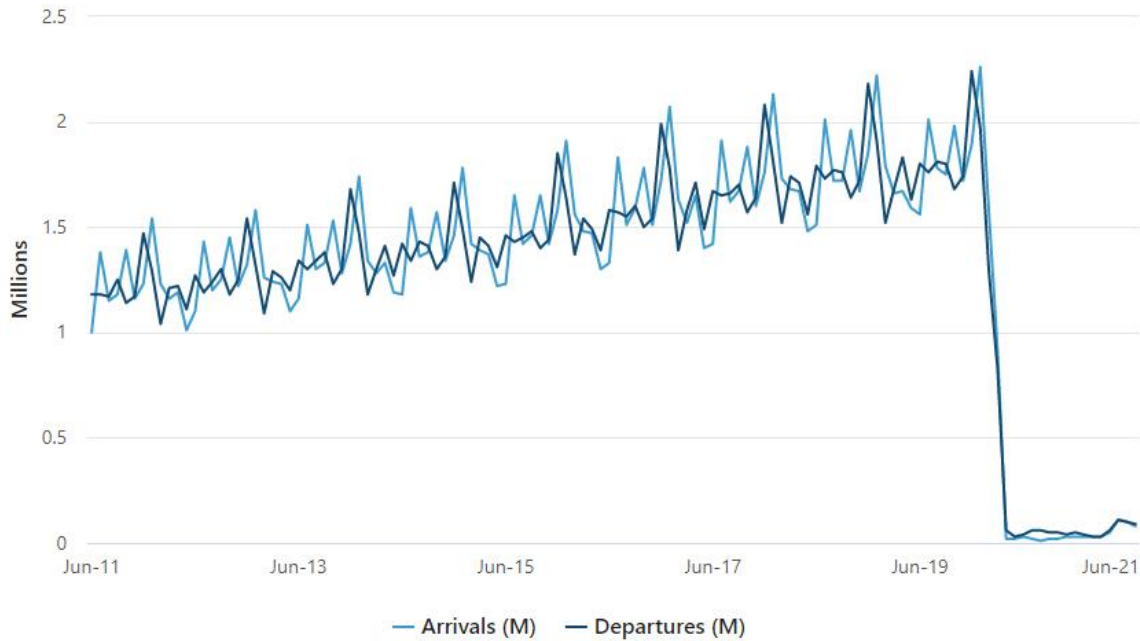
1.2.2 An overview of the Sydney hotel industry

Hotels exert an essential role in the overall customer satisfaction at a particular destination. According to Cooper and Schindler (2006), the accommodation provides vital support services to satisfy broader motivation for attracting the customers to the destination. Consequently, hotels should provide the type of service that will motivate new customers while satisfying current customers. It is noteworthy that hotels have traditionally provided premium services and facilities. Nevertheless, customers have increasingly demanded more excellent value for their money over the past decade, requesting higher levels of facilities and services. This has forced hotels to further contend with each other in offering services and facilities.

In Sydney, Australia, hotel managers are encountered with the extra challenge of supplying further accommodations. Occupancies have remained stable, and the Sydney Olympics in 2000

temporarily boosted demands. Nonetheless, hotel managers remain concerned that the supply of accommodation hardens achieving reasonable returns for the shareholders in the next ten years. Despite this notable supply increase, the demand for accommodation has promptly grown by 4% per annum. Hotel managers should redefine themselves to reduce costs while obtaining a competitive advantage and enhancing customer satisfaction. The service quality variables have the considerable potential to create such a distinction (Parasuraman et al., 1988), particularly relevant for competing hotels in a similar category.

The Australian hotels industry is an essential contributor to the economy of Australia and plays a significant role in supplying accommodation to millions of patrons. Australian accommodation providers employed more than 886,000 individuals, accounting for 6.7 percent of the total workforce (Lim et al., 2021). Furthermore, the obtained market value by the hotels was appraised to amount to nearly AU 5 billion dollars, accounting for around 0.6% of Australia's GDP. For 2019/20, there were more than 19 million international visitor nights in Sydney, accounting for 58.5% of the total visitor nights and around 14 million domestic visitor nights in Sydney. The average length of stay for international visitors was around 20 nights, while only 2.7 for domestic visitors. The holiday was the primary purpose of traveling to Sydney for overseas visitors, while most domestic visitors came to Sydney to visit relatives (Tourism Research Australia, 2021). The visitor profile in Table 1.7 shows significant differences between international and domestic visitors, which indicates the need to examine the aspects contributing to customer satisfaction of each segment.

Table 1.7. Sydney visitor profiles

2019/20		International	Domestic
Visitor Nights		19,756,379	14,068,970
Visitor Nights - Percentage		58.5	41.5
Average length of stay (nights)		20.2	2.7
Purpose of visit	Holiday	55%	18%
	Visiting relatives	24%	35%
	Business	11%	33%
	Other	10%	14%

1.2.3 Major factors governing customer satisfaction and hotel choice

Various marketing studies have investigated the relationship between service quality and customer satisfaction in the hotel sector in many countries (e.g., Westbrook & Oliver, 1991; Rust & Oliver, 1994; Oliver, 1997; Hicks et al., 2015). However, only a limited body of research, such as the study by Presbury, Fitzgerald, and Chapman (2005) and the present one, has attempted to demonstrate the relationship between the Big Five personality factors and their effect on customer satisfaction in Sydney.

Research studies concerning the main factors in hotel customer satisfaction have been on the rise in tourism (Yang, Mao, and Tang, 2017). For example, Zhou et al. (2014) identified six dormant factors impacting the level of customer satisfaction with hotel services, including the quality of room facilities and staff performance, variety and effectiveness of services, value for money, business-related services, and safety/security. Previous research indicated that service quality and price constitute the most significant factors mutually influencing customers' purchasing behaviors and found a trade-off relationship between the two variables (Yang, Mao, and Tang, 2017). The low price was consistently reported to negatively correlate with service quality desires (Zhao et al., 2019). In such an association, a good incentive for cash is experienced if a hotel offers rooms to clients at highly cheap rates. Hence, it is suggested that a negative association exists between the price and service on the customers' general satisfaction rating.

1.3 Statement of the problem

Previous studies in the hospitality industry have concentrated on service management as a crucial factor in this field (e.g., Wilkins, Merrilees, & Herington, 2007; Bhakar, 2015; Gannon et al., 2017; Chhabra, 2018; Zhang et al., 2020). Although the very nature of service quality and the association between service quality and other variables such as customer satisfaction and reuse intentions have been the researchers' main concerns (Akroush et al., 2016), limited knowledge exists about the contribution of variables such as personality factors to customer satisfaction.

According to Mowen (2011), personality factors have a significant role in customer behavior since they reflect their psychological characteristics. The Big Five personality factors, which have been widely used in customer behavior studies and marketing, were mainly reported to influence consumers' affective responses (Zhao et al., 2019), satisfaction (Matzler et al., 2005),

and loyalty (Lin, 2010). Jani & Han (2014) hold the view that many researchers attribute customer satisfaction in the hotel sector to aspects like price and cost, service environments, and consumption emotions.

There have been limited studies that have demonstrated the effect of personality factors on customer satisfaction in the hotel sector. (Han & Ryu, 2009). Han & Ryu (2009) and Jani & Han (2014) call for further studies on the influence of personality traits in the hospitality industry, considering that almost all of the recent studies on personality factors were aimed at the importance of goods rather than services. Unfortunately, none of these studies have integrated personality traits with customer satisfaction and service quality in a single study to determine their relationships in the hotel sector. Thus, this study attempts to respond to the above and many other researchers' calls by investigating the extent to which personality traits influence customer satisfaction in the Sydney hotel industry. Although the cognition and effect of elements are determined by individuals' personality factors (Jania & Hanb, 2015), a limited number of studies have applied and developed personality factors in analyzing affective responses and cognitive assessment in hotel sectors (Jani & Han, 2013).

A host of studies examined the factors influencing service quality and demonstrated that they differ between industries, countries, and even cultures (e.g., Jiang & Zhang, 2016; Han & Ryu, 2009) and have a different status in developed and developing countries (e.g., Jyothis & Janardhanan, 2012; Kajenthiran, 2018). Despite the changes caused by globalization, communities retain their central cultural standards, principles, and identities over many generations (Akroush et al., 2016; Mokhtar & Sjahruddin, 2019). Consequently, contextualized Australian research is required to achieve a comprehensive and deeper perception concerning how customers observe the service quality of the Australian hotel industry. In consequence, a research study should be developed to frame and test a conceptual model explaining the impact of different dimensions of service quality and personality factors on customer satisfaction and reuse intentions. Finally, this study also examines the difference between international and domestic visitors regarding the effects of service quality and personality factors on their satisfaction and extends the analysis conducted by previous studies.

1.4 Study objectives

The objectives of the present study are as follows:

1. To determine the influence of service quality on customer satisfaction in the hotel sector.
2. To evaluate the effect of personality factors on customer satisfaction in the hotel sector.
3. To test the association between customer satisfaction and reuse intentions in the hotel sector.
4. To develop and test a quantitative model of customer satisfaction with theoretical arguments leading to testable hypotheses on the different impacts of the antecedent factors of personality and service quality.
5. To test and identify the differences in the levels of customer satisfaction in the context of the domestic and international visitor profile of the hotel sector in Sydney.

1.5 Research context

The study was performed in hotels based in and around the central business district (CBD) of Sydney, Australia. As previously stated, hotels are considered an integral part of tourism and mainly contribute to providing accommodations. However, they also take large parts of the tourism revenues and employ a wide range of staff in tourism. Various types of hotels exist in Sydney, and there are no clear global criteria for classifying hotels. However, a combination of several criteria may be used in this regard. The Sydney hotel market is the largest one in Australia and has well-performed in recent years with occupancy, average daily rate, and revenue per available room, which have all increased since 2006 (Australian Automobile Association, 2016). This study covers a multiple group analysis of domestic and international visitors.

There are three critical challenges facing the Sydney hotel industry:

- *Demand:* The aim is to ensure that the number of international and domestic visitors to Sydney and their stay continue to expand via strict marketing and holding conferences and events.
- *Product and Infrastructure:* An investment in catalytic infrastructure (i.e., cruise ship terminals, convention centers, transportation infrastructures, and iconic attractions) is required to drive long-term demand and growth in international and domestic visitors.

- *Supply:* There is an urgent need to ensure that new hotel rooms can be established in Sydney sustainably and profitably (Australian Automobile Association, 2016).

A balanced approach is required to significantly influence the growth of hotel sectors and the tourism industry in Sydney. Efforts to encourage hotel supply should be closely aligned with marketing efforts to boost visitation and vital investments in the strategic infrastructure to provoke demand (Australian Automobile Association, 2016). The hotels were sorted out based on two different criteria (i.e., function and star rating system).

Table 1.8. Classification of hotels based on their functions

Commercial Hotel	A chain of hotels which have standardized service and amenity structures.
Airport Hotel	Hotel near the airport But do not need to be connected or adjacent to the airport (Although somewhere) it may be five miles away most airport hotels have a shuttle bus to and from the terminal.
Convention Center	Hotel with special expertise (Usually in a place that is not crowded Designed and built specifically for organizing conferences, exhibitions, large meetings, seminars, training, etc. The conference center usually has hobby.
Economy Hotel	A hotel offering few amenities (J.K. Krishna, "Dictionary of Tourism", Gyan Books, 2005).
Suite or All-Suite Hotel	A hotel in which every room has an attached living room and/or kitchen.
Residential Hotel or Apartment Hotel	Serviced apartments use the hotel reservation system. It is similar to renting an apartment. But there are no contracts and certain residents can 'check out' anytime they want (Wikipedia).
Casino Hotel	A business establishment combines a casino and a hotel or a building that houses both a hotel and a casino.
Resort Hotel	The hotel is primarily intended for leisure and tourism and often has recreational facilities and services in a more beautiful atmosphere than other hotels. These hotels are located in attractive and natural attractions and their customers are groups and couples who like adventure with sophistication and convenience.

Source. Rhee & Yang (2015).

Table 1.9. Classification of hotels in terms of their star grading

Five Star Hotels	Luxury Hotels; The most expensive hotel / resort in the world Many specialties to enhance the quality of the customer's stay, such as some private golf courses and even a small private airport.
Four Star Hotels	First class hotels; Expensive (according to middle class standards); There are all the services mentioned earlier; There are many "luxury" services such as massage or health spa.
Three Star Hotels	Three Star Hotel: Intermediate Hotel; Moderate price with daily maid service, room service and may have dry cleaning, internet and swimming pool.
Two Star Hotels	Budget hotel; A little more expensive usually there is a daily cleaning service.
One Star Hotels	Budget hotel; not expensive; there may not be a cleaning service or room service.
No hotel category	These hotels include motels, cottages and other bungalows with limited services.

Source. Rhee & Yang (2015).

For the present study, data were collected in the field from three-, four-, and five-star hotels as classified by the Australian Automobile Association (2016). Australia's star ratings have been operating since the 1950s, and it was then organized by the Australian Automobile Association Tourism as a peak body (Wilkinson and Birmingham, 2003). While numerous studies have been conducted on the hospitality industry in the area of service quality across all types of hotels (e.g., Barsky & Labagh, 1992; Saleh & Ryan, 1991; Ingram & Daskalakis, 1999; Keyt, Yavas, & Riecken, 1994), there has not any systematic and empirical studies on Sydney's hotels, after evaluating research on service quality and customer satisfaction, the researcher could not find any study that identified the factors determining customer satisfaction in the hotels in Sydney, Australia.

Except for Presbury (2009), who addressed the topic of the gap in perceptions of hotel attributes from a manager's perspective in Australia, there has been no Australian research found on service quality and customer satisfaction in hotels or on hotel performance. After evaluating research databases, there was no research conducted in Australia regarding hotel satisfaction. Therefore, the present study's primary concern is to develop and test a conceptual model explaining the impact of service quality and personality factors on customer satisfaction and reuse intentions. It also examines the difference between international and domestic visitors regarding the effects of service quality and personality factors on their satisfaction, and extends the analysis conducted by previous studies in other countries.

1.6 Significance of the study

The primary purpose of this study is to determine the nature of the relationships among service quality, personality factors, customer satisfaction, and reuse intentions in the context of three, four, and five-star hotels in Sydney. Various scholars have been interested in service quality and its role in achieving customer satisfaction, and there is a substantial body of literature on the interrelationships among these variables. Numerous studies have shown that customer satisfaction and service quality relationships are critical to corporate success, as customer satisfaction allows organizations to obtain competitive advantages and improve profitability. Nonetheless, service quality perception and overall customer satisfaction result from both company- and customer-related features. For instance, personality factors and emotions as the fundamental antecedents of

human behavior have significantly impacted customer attributes in this critical context. (Agag and El-Masry, 2016).

Moreover, the results of this study show the effects of the different personality factors on hotel guests' satisfaction, which should receive special attention from hotel managers. Although hotel managers cannot directly control the personality of their customers, they can attempt to anticipate the behavior and appropriately respond to different personality types.

The results of this study will help expand the application of services marketing theory by laying out further empirical evidence concerning service quality, satisfaction, personality factors, and reuse intentions. The results will help hotel managers with market-oriented strategies and how to implement them. Finally, the study proposes a theoretical framework that analyzes the relative effects of both intrinsic, uncontrollable factors (personality) and extrinsic, controllable factors (service quality) on customer satisfaction.

1.7 Definitions of key terms

The important key concepts repeated throughout this study are defined in the following section:

- *Customer satisfaction*

Different researchers defined customer satisfaction in various paths, but in more recent studies, Lu et al. (2016) defined customer satisfaction as the feeling of delight resulting from comparing the service or product quality concerning one's expectations. Similarly, Saks et al. (2015) stated that customer satisfaction helps managers build positive customer feelings and trust.

- *Personality factors*

Personality is defined as the psychological qualities such as feelings, thinking, and behavior that tend to be unique and permanent (Sohn, 2017). In various contexts, personality is characterized in different ways. The psychological qualities that distinguish individuals' feelings, behaviors, and thinking that are enduring and distinct are referred to as personality (Pervin & Cervone, 2010). Personality has been operationalized differently in different sectors; however, the Big Five factors (Mowen, 2011) appear to be the most often used operationalization in customer behavior. These factors include conscientiousness, openness to experience, agreeableness, extraversion, and neuroticism.

- *Reuse intention*

Reuse intention is the likelihood of engaging in a particular behavior. Hence, consumers' prior and constant interactions with a product or service lead to an attitude towards the supplier closely related to the consumers' intentions to buy and order again (Han & Ryu, 2009).

- *Service*

Services are the intangible, non-physical parts of the economy, as opposed to tangible products. It is the intangible product that specific industries provide, such as the hotel industry (Amissah, 2013). Hotels service their visitors, and they supply accommodation and shelter. (Ali and Raza, 2015). Because ordinary people spend more money on their experiences, they have higher expectations. Hotel visitors demand more than just superior physical accommodations; they desire a unique intangible service experience pushed to the next level. (Osarenkhoe and colleagues, 2015).

- *Service quality*

From the marketing viewpoint, service quality is an achievement in customer service. Service quality refers to how well a service meets or exceeds customer expectations. (Ali and Raza, 2015).

1.8 Organization of the thesis

This study is organized into seven chapters. The first chapter includes an introduction, a statement of the problem, definitions of key terms, and objectives of the study.

Chapter two provides the relevant literature review and focuses on the vital selected customer satisfaction models for the study under investigation. It also explains service quality, personality factors, and the relevant service quality and personality theories. This chapter also presents the relationships among the constructs in the conceptual framework according to the different views discussed in various studies. It also provides a reasonable basis for the proposed conceptual model.

Chapter three presents the proposed theoretical framework. It outlines the theoretical arguments for the relationship between each construct and its definitions. Finally, the last part presents the explanations and arguments leading to the study's proposed hypotheses.

The fourth chapter deals with the research methodology. It explains how the conceptual framework constructs are measured and operationalized. It discusses issues related to the sampling and analysis unit and ends with a description of the data collection instruments and procedures.

The fifth chapter explains the main sample characteristics. It then provides information about exploratory factor analysis (EFA) and reliability tests, respectively. The final part describes the method and outcomes of scale validation using confirmatory factor analysis (CFA).

Chapter six reports the assessment and statistical analysis of the structural model. It also describes the model modification, followed by the hypothesis testing results. The last section discusses the empirical results of the study.

The last chapter, chapter seven, addresses the implications of the study to highlight the theoretical and consequential issues that might assist hotel managers. More specifically, it discusses the implications of service quality, reuse intentions, customer satisfaction, and personality factors. The chapter further underlines the study limitations and directions for further investigations.

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

This chapter provides the relevant literature review on customer satisfaction, service quality, and personality factors which comprise the main constructs of the study. This chapter also provides the background for the conceptual framework. The final section of this chapter reviews the service quality models for and customer satisfaction in the hotel industry.

2.2 Customer satisfaction – A historical perspective

In the last few decades, the significance of customer satisfaction as a fundamental principle in marketing invoked multiple studies. The literature documents that satisfied consumers are likely to buy more goods or services, recommend them to others, and are less price-sensitive (Lai, 2015). Satisfaction was also found to be a vital factor in the potential profit (Kim & Lee, 2017).

Following Cardozo's groundbreaking empirical research (1965), Olshavsky and Miller (1972) and Anderson and Sullivan (1993) stressed customer satisfaction and product quality. Similarly, Cardozo (1965) found that customer satisfaction with a service or product is impacted by his/her effort to receive the service or product and meet his/her expectations. Further, it was found that customer satisfaction with a product or service might be higher when he/she spares considerable effort to receive the product rather than merely making a modest effort.

This result was in opposition with the common notions of customer satisfaction and marketing efficiency. Accordingly, Cardozo (1965) suggested that customer satisfaction is lower when the product or service does not meet the expectations compared to when they meet the expectations. Despite a comprehensive customer satisfaction study, researchers have yet to establish a consensual description of customer satisfaction.

In addition, Lundstrom and Hunt (1978) stated, "satisfaction is not an emotion, it is the evaluation of an emotion, and as such, it becomes a quasi-cognitive construct." Oliver (1997) also described satisfaction as a fulfillment response from a customer. "The customer's response to the evaluation of the apparent difference between prior expectations or some other norm of

performance and the actual performance of the product as perceived after its consumption," according to Sivadas & Baker-Prewitt (2000).

On the other hand, Tam (2004) summarized the volumes of job satisfaction research to characterize satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job." Other researchers also indicated that a service and product stimulus could predict satisfaction in terms of both affective and cognitive aspects (Jay & Dwi, 2000; Chodzaza & Gombachika, 2013; Belás & Gabčová, 2016; Yoon and Uysal, 2005). Yang et al. (2016) defined satisfaction as "an emotional response to the experiences provided by, or associated with, particular products or services purchased, as well as the overall marketplace." Lucia-Palacios, Pérez-López, and Polo-Redondo (2020) made a thorough comparison between empirical studies exploring customer satisfaction via traditional methods and Internet purchasing methods. The finding indicated a noticeable relationship between traditional customer behavior and his level of satisfaction concerning the cognitive facet.

Managers find ways to promote customer satisfaction in the hospitality and tourism industry under the challenging environment created by the sophistication of customers' demands and market competition. Customer satisfaction is also one of the subjects frequently investigated by researchers. They have employed satisfaction-related techniques and theories (Zhang et al., 2020; Zhou et al., 2014; Sharma & Nayak, 2018; Sigurðardóttir & Helgadóttir, 2015).

Most studies on lodging customers have focused on assessing the degree of customer satisfaction through individual service attributes and customer expectations and desires (Subashini & Gopalsamy, 2016; Sudari et al., 2019). There is empirical evidence that visitors' satisfaction is a good predictor of their intention to revisit and recommend the destination to others (Riyadi & Rangkuti, 2016; Radojevic et al., 2018; Rebull et al., 2018). Finally, Yoon and Uysal (2005) described satisfaction as "the buyer's cognitive state of being sufficiently or inadequately rewarded for the sacrifice he has undergone."

2.2.1 Definition of customer satisfaction

Efforts have been made to define satisfaction since Cardozo's satisfaction paradigm in the 1960s; however, due to the lack of consensus, satisfaction was described in various ways (Fernandes & Pedroso, 2017). For example, Gogoi (2015) suggests that satisfaction is "the

favorableness of peoples" subject assessment of some outcomes and experiences related to buying or using it.

Accordingly, Hill and Alexander (2017) define satisfaction as a divergence between preceding expectation and following satisfaction occurring after consumption and evaluation. Kotler (2015) similarly defined satisfaction as an assessment taking place in two phases: pre-purchase expectation and post-purchase of a product or service. Based on the pertinent literature, customer satisfaction stems from the clients' understanding of the service quality (Calisir et al., 2014) relative to the expectation (Zeithaml et al., 2018). Lu et al. (2016) also defined customer satisfaction as the feeling of delight due to comparing service or product quality in terms of one's expectations. Furthermore, Heller Baird and Parasnis (2011) noted that customer satisfaction refers to:

> "*The customer's feeling regarding the gap between his or her expectations towards a company, product or service and the perceived performance of the company, product or service.*"

As the review of literature substantiates, several definitions have been proposed for satisfaction by different scholars using different paths. The following table outlines some definitions of customer satisfaction that may further clarify this concept.

Table 2.1. Customer satisfaction definition

Definition	Author
Customer satisfaction has been one of the top tools for a successful business. Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience over time.	Fornell et al. (1996)
The customer's feeling regarding the gap between his or her expectations towards a company, product or service and the perceived performance of the company, product or service.	Heller Baird, C. and Parasnis, G. (2011)
Customer satisfaction may be defined the extent to which a firm fulfils a customer's needs and desires in relation to his expectations, prior to receiving the products or service.	Kim and Ko (2012)
Customer satisfaction is a pleasant feeling when a person receives something which he/she wanted	Al-Sabbahy, Ekinci and Riley (2004)
Satisfaction is 'the favorableness of peoples' subject assessment of the several of the results and experiences related to buying or using it.	Gogoi (2015)
Customer satisfaction is an important factor which can help managers build positive customer feelings and trust.	Saks et al. (2015)
Customer satisfaction is regarded as customers can get more benefits than their cost. Customer satisfaction is attaining the maximum out of the value invested for a product or service.	Liu & Yen (2015)
Customer satisfaction is the feeling of delight resulting from comparing the service or product quality with regard to one's expectations.	**Lu et al. (2016)**
Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfilment, including of under or over fulfilment.	Wu (2017)
Satisfaction is a divergence between preceding expectation and following satisfaction occurring after consumer's usage and evaluation.	Hill and Alexander (2017)

As Table 2.1 represents, customer satisfaction has been extensively researched, focusing on its relationship to sales growth, market share, and reuse intention. For example, Fornell et al. (1996) identified satisfaction based on favorable evaluation and consumption experience, while Kim and Ko (2012) highlighted the importance of customer need. In addition, Al-Sabbahy et al. (2004) defined satisfaction as a pleasant feeling when a person receives something that he/she wants.

Furthermore, Gogoi (2015) investigated purchasing behaviors and their relationships to consumer satisfaction levels, whereas Liu (2015) investigated the importance of cost and benefits. According to Hill and Alexander (2017), although customers need to have several positive experiences to build their loyalty, turning to an enemy typically requires two negative experiences. These definitions show the importance of customer satisfaction in the hospitality industry, as customers who have a pleasant experience may return in the future and share their experience with others.

2.2.2 Hotel guest satisfaction

The global marketplace for services remains very competitive. Lodging companies have tried to increase their quality and service levels, enhance their product design, and reduce their cycle times to improve their product. These fields have significantly progressed but providing complete hotel guest satisfaction remains one of the most critical hotel industry priorities (Cameran, Moizer, and Pettinicchio, 2009). Hotel guest satisfaction refers to an individual's experience of consumption or service (e.g., Bhakar, 2015; Oliver, R. L, 1997). One of the most significant outcomes of all marketing efforts in a market-oriented organization is guest satisfaction. Hence, satisfying the hotel guest requires developing the hotel, achieving a larger market share, getting customer referrals and revisits, and contributing to increased profitability (Han & Hyun, 2017).

The service-marketing studies demonstrated that satisfied customers buy more frequently each time they revisit and buy more items. Satisfied hotel guests often refer to their friends and family; hence, there is a direct relationship between service, sales, benefit, and satisfaction. The more satisfied hotel guests are, the more they spend money (Ismail & Yunan, 2015). The more buyers invest, the more they sell. Moreover, profits are generally higher as more items are sold. On the other hand, satisfied consumers rarely search for low prices, and to them, the selling cost is lower than the cost of attracting new customers. Therefore, it can be said that the cheapest and most potent form of advertisement is satisfied customers. In contrast, dissatisfied customers buy their items elsewhere, but most possibly tell many people about the experience they had as well. Although customers need to have several positive experiences to build their loyalty, turning to an enemy typically requires just two negative experiences (Hill & Alexander, 2017). Investment in customer loyalty, therefore, brings about profits.

Hotel guest satisfaction is also defined as a summary assessment of a customer's broad experience with an entity or its services (Cronin & Taylor, 1992). In most customer satisfaction reports, the intention to rebuy is also assumed to result from satisfaction (e.g., Chadegani & Kahrizsangi, 2020). Satisfactory interactions affect the purpose of future purchases and, subsequently, consumer loyalty. It is claimed that customer loyalty depends mainly on the general degree of satisfaction (e.g., Abdullah et al., 2017). Other studies have related customer satisfaction to the intention of repurchasing (Cronin & Taylor, 1992; Oliver, 1997).

However, as Amaro and Duarte (2015) contend, the predictive repurchase intentions of actual buying actions are not adequately understood, but the service/product is likely to be repurchased easily by a pleased consumer since it reduces the risk of an unknown product sale. Scholars try to establish empirical and conceptual comparisons between service quality and customer satisfaction (e.g., Zeithaml et al., 2018; Oliver, 1997; Fernandes & Solimun, 2018). Indeed, service quality and hotel guest satisfaction are used interchangeably in many cases (Hannan et al., 2017). After reviewing the literature on hotel guest satisfaction and service quality, Iqbal et al. (2017) asserted that satisfaction is primarily associated with future behavior rather than service quality. Service and quality affect retention and satisfaction.

2.2.3 Satisfaction and dissatisfaction

Mokhta and Sjahruddin (2019) stated that as the hospitality sector develops, it becomes more important to have a competitive edge. One of the most significant liabilities for a service company may be a displeased customer. Unfortunately, many displeased customers choose not to complain about the failed service attempt and never seek redress, instead of leaving the company disappointed with no intention to return and share their unpleasant experiences with other people.

Just as satisfied customers encourage the company with loyalty and positive admiration advertisements, an adverse effect can also be followed by the chain reaction of disappointment. In general, the combination of several principles usually defines dissatisfaction or satisfaction disappointment. First, the customer should evaluate the activities of the service encounter and the service or product quality to decide if he is delighted with the service or product since satisfaction usually occurs as the result of collective findings throughout events. Therefore, customers should experience a product or service and multiple services over time to assess their satisfaction or dissatisfaction state (Riyadi & Rangkuti, 2016).

2.2.4 Disconfirmation theory

Various definitions of satisfaction and customer satisfaction begin when consumption starts and continue during the service encounter. Satisfaction is also the outcome of post-consumption judgments and evaluations of a service or product reflected in the service provider-customer relationship. Amaro and Duarte (2015) noted that although the customer may still be

dissatisfied with the result, he/she could be satisfied at the end of a service encounter, suggesting that expectations significantly affect the evaluation of customer satisfaction.

A crucial aspect of good service is to consider what satisfies a customer. The company tends to have an inherent capacity to satisfy customers for certain service providers. Contact lines, social movements, and the perfect intangible components seem to be less cumbersome for other service providers. Assessing a customer's satisfaction is possibly a valuable method of continuous quality management for a service provider who can provide this level. Sandada and Matibiri (2016) argued that service providers who assess a customer's satisfaction and use that information to enhance service delivery are usually recognized to have a more significant competitive privilege. They continue to state in a more detailed way that benefits obtained from customer satisfaction assessments are central to defining the distinction between product and service, enhancing customer retention, generating suggestive intentions, and facilitating positive word of mouth contact (Sandada & Matibiri, 2016).

Concerning satisfaction, extensive research in the late 1980s showed that satisfaction was a complex construct, facing various measurement problems. Scholars have established several contrasting models and measurement method theories for satisfaction (Yuksel, Yuksel, and Bilim, 2010); nevertheless, the disconfirmation theory is the most widely applied indicator of customer satisfaction. The disconfirmation theory has shown that satisfaction is directly linked to the disparity between the pre-purchase expectations and their post-purchase experiences of the service. Festinger (1957) proposed that the disconfirmation theory is based on cognitive dissonance and how individuals react to their dissonance level. Dissonance is a psychological condition in which a person experiences dissatisfaction with his decision or circumstance (Festinger, 1957).

This approach supports the assessment of service by a customer, which, in turn, determines the satisfaction or dissatisfaction level of the customers. Oliver (1997) put the theory of disconfirmation theory indicates the level of satisfaction or dissatisfaction that a customer has with a specific service experience. Therefore, it is the phase that the customer decides to assess the disconfirmation regarding the customer's performance requirements and the perceived performance of the service delivery. Whether the service or product meets the customers' needs or not indicates the customer's dissatisfaction or satisfaction level.

Disconfirmation refers to inconsistencies between the planned service and the experience of the service. Three outcomes are possible when comparing expectations with performance:

1. If the service surpasses the expectations of a customer, he will feel positive disconfirmation which leads to high levels of satisfaction;
2. If the service merely satisfies the expectations of a customer and the service giver does not have a particular or high tendency to provide services, zero disconfirmation takes place;
3. If the service experience does not satisfy a customer's expectations, he will have negative disconfirmation, ending in some level of dissatisfaction.

The various components related to disconfirmation, including the disconfirmation level, customer's experience, tolerance level, and attributes concerning recovery efforts and service failures, will be assessed later in this chapter. However, it is noteworthy that disconfirmation differs from customer to customer regarding the severity of the disconfirmation. Unlike an unhappy customer with the poor quality or cleanliness of a luxurious hotel, a customer dissatisfied with a poor quality cup of coffee would have a different disconfirmation level. For example, Wirtz and Bateson (1999) represented a model indicating the direction of disconfirmation and the tolerance zones that follow disconfirmation (Figure. 2.1).

As mentioned previously, one of the most-acknowledged representations of customer satisfaction is the disconfirmation model (Oliver, 1997). Wirtz and Bateson (1999) demonstrated that approximately all customer satisfaction models are somehow based on a comparison method, and the most broadly employed conceptualization is the disconfirmation of expectations model that compares performance perceptions with pre-consumption expectations.

Oliver (1997) stated that cognitive and affective antecedents must be concurrently modeled into the satisfaction modeling because satisfaction is a hybrid of emotions and cognitions. Oliver (1997) also found that negative and positive emotions affect the satisfaction appraisal in quite distinct ways. Yang and Cho (2018) argued that satisfaction must be regarded as the link between affective and cognitive processes since customer satisfaction is an emotional feeling when compared with the cognitive assessment by confirmation/disconfirmation.
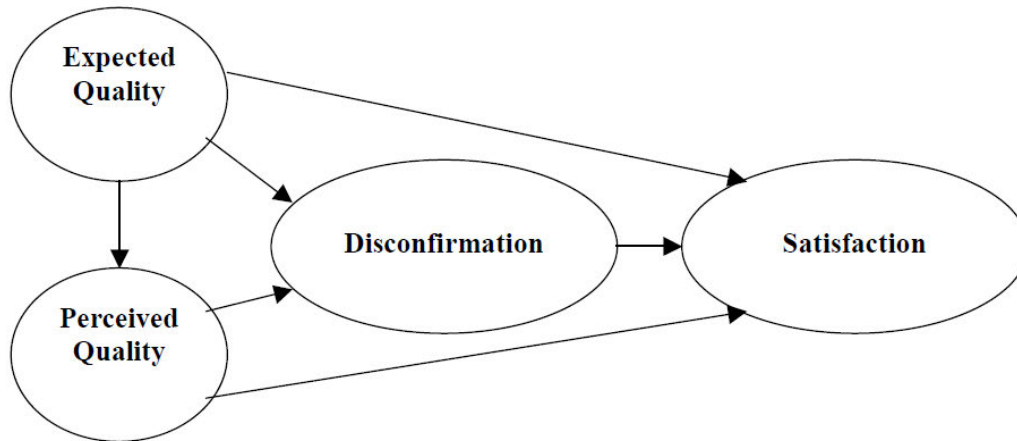
Figure 2.1. Disconfirmation of expectations model

Source. Wirtz and Bateson (1999).

In addition to the disconfirmation theory, the customer's need for quality often relies heavily on the equity theory, suggesting that consumers assess service experiences via evaluating the balance between what they expect and what they receive (Rajaratnam & Nair, 2015). Since customer preferences play a crucial role in service quality, disconfirmation and equity theories are critical components for evaluating how customers' desires and preferences shift in response to the changing market.

With predetermined expectations and desires, customers undergo a service experience, particularly in the hospitality industry. Customers prefer to judge a service company based on different criteria such as food quality, environment, decoration, personal attention, and predetermined standards. In many cases, a customer tends to follow his/her own informal and unwritten service quality criteria. Therefore, a guest may consider that the service experience lacks quality if standards are not met, thus leaving with the feeling of dissatisfaction (Rebull et al., 2018).

To sum up, as the review of literature substantiates, several definitions have been proposed for customer satisfaction by different scholars using different paths and highlighting the similarities and differences between these definitions. Hotel guest satisfaction has also been defined as one of the most significant outcomes of marketing efforts in a market-oriented organization. The last part, the disconfirmation theory, has shown that satisfaction is directly linked to the disparity between the pre-purchase expectations of a customer and their post-purchase experiences of the service. The next part of chapter two shows the importance of service quality.

2.3 Service quality

Service providers directly impact customer satisfaction with the help of service and product quality. As worldwide market saturation and competition change in the growing service sector, service quality seems to play a vital role in retaining service and attracting customers (Brannik, 1997).

The research about service quality has applied various principles to assist all tourism industries in increasing the number of satisfied customers. Research topics have focused on the anticipation of customer expectations, the implementation of various service quality strategies, and the level of customer satisfaction. Furthermore, researchers have raised public information via the most reliable and effective service quality measurements.

Today, service quality, as one of the most critical topics in service marketing and management, is predictable, and the term quality becomes a concern as shown in the everyday conversations of managers (Halil & Kashif, 2005). As mentioned earlier about service quality and its elements, it is crucial to understand quality perceptions.

Quality is defined as follows:

- The customer satisfaction, or satisfying or exceeding the customer expectations (Hokey & Hyesung, 1997).
- The characteristics of a service or product satisfy indirect or confirmed requirements according to specific needs (Lai, 2015).

There are several definitions for service quality, but Wirtz and Bateson (1999) provided the most widely accepted definition. They stated that quality is the customers' evaluation of the excellence of the product/service of a company and the effect of its critical characteristics compared with the service or product of rival companies and their characteristics (Wirtz & Bateson, 1999). Han and Hyun (2017) focused on conceptualizing quality as the excellence assessment for a peculiar tourism product from the tourists' perspectives and its outcomes against the one presented by competing products or services. Further, according to the researchers mentioned above, the standard for the service (interaction), physical surroundings, and food (yield) is viewed as the essential quality parameter for various theoretical/empirical investigations regarding hospitality. Likewise, Parasuraman et al. (1988) described quality as relying on four notions: quality as a value,

quality as excellence, quality as conformity with provisions, and quality as gathering or going beyond customers' viewpoints.

In a recent investigation by Gallup, more than one thousand clients were required to explain quality service characteristics. The most typically presented factors included straight individual contact, kindness, positive manner, and good manners (Hays, 1996). According to the previous literature, service quality is characterized by various techniques:

- Lewis and Booms (2013) asserted that "service quality is evaluated of how well the service rank deliver matches client expectations on a reliable foundation."
- Similarly, Zeithaml, Parasuraman, and Berry (1996) defined service quality as the degree of dissimilarity between customers' expectations/wishes and their viewpoints while considering the dis-confirmation model (i.e., the distinction between customer expectations and actual service delivery).

2.3.1 Service

The concept of service originates from the literature on business. Some scholars recommended different definitions of service. For instance, Ramaswamy (1996) pointed to service as business negotiations occurring between a giver (service supplier) and the recipient (consumer) for producing a product that satisfies the customer.

Although extensive evidence exists for realizing the service concept, there is no agreement on service aspects. Ismail and Yunan (2015) declared that conceptualization could be classified into two groups. Several analysts described this concept from the outlook of service itself while focusing on the distinction between selling policies for services and products. From this perspective, the service is distinguished from a product, which initially suggests something, while various marketing strategies need to be included for the service rather than goods.

Accordingly, service is divergent, decomposable, and impalpable in their viewpoints. More precisely, services are considered impalpable since different supplies containing materials with certain industrialized quality may be computed, inventoried, investigated, assessed, and approved prior to checking quality consistency. Furthermore, services are regarded as performances for which standard quality provisions can be rarely placed, and they are divergent since their

performances typically differ among producers, consumers, and days, making the reassurance of consistent quality challenging (Hays, 1996; Jhamb, Mittal and Sharma, 2020; Iqbal et al., 2017).

2.3.2 Dimensions of service quality

As Kotler (2015) points out, various dimensions of service quality are the totality of characteristics and features of services bearing on its ability to imply or satisfy a need. These different dimensions include:

- **Reliability**

Kotler (cited in Kondasani & Panda, 2016; Zeithaml et al., 2018) posited that reliability signifies the aptitude to accomplish the promised service accurately and unvaryingly. Bhatta and Durgapal (2016) noted that customers always want a performance to be dependable and consistent. Zeithaml et al. (2018) maintained that this service quality dimension is critical since customers tend to deal with an organization capable of keeping its promises and show that the organization has good communication with them. Concerning the reputation of reliability, Mathew, Narayanan, and Mittal (2019) asserted that customers' past experiences are related to service quality reliability (Chen, Chen, and Lee, 2013).

- **Responsiveness**

As stated by Kotler (cited in Ngo & Nguyen, 2016; Zeithaml et al., 2018), the willingness of an organization to give adequate service and assist customers is known as responsiveness. Bhatta and Durgapal (2016) added that customers must see service providers ready and willing to perform their desired service. This vital dimension of service quality deals with customers' requests attentively and promptly and is accountable for their complaints and questions (Chen, Chen, and Lee, 2013).

- **Tangibles**

According to Kotler (cited in Champatong, 2014), the appearance of communication material, equipment, physical facilities, and organization staff is tangible. Halil and Kashif (2005) added that organizations' customers look for quality in the communication material, equipment, and physical facilities that provide prompt services.

- **Empathy**

According to Kotler (cited in Parvez, 2019; Zeithaml et al., 2018), empathy conveys caring and individualized attention to the customer. Parasuraman et al. (1988) and Zeithaml et al. (2018) maintained that empathy is the providers' personalized attention to customers and appropriate assistance and prompt care. This crucial dimension of service quality is more appropriate to organizations seeking to create a significant connection with customers than transaction marketing.

- **Assurance**

As put by Kotler (cited in Paulus, 2020), assurance means the understanding and knowledge of personnel to convey confidence and trust. Parasuraman et al. (1988) defined assurance as the qualified courteousness of personnel and their skill to arouse confidence and trust in them. According to Zeithaml et al. (2018), assurance guarantees the link from an employee with the customer to the company through confidence and trust.

- **Location**

As Pakurár et al. (2019) stated, location means the ease and convenience with which guests can use the services offered by hotels. Research has shown that more access to services results in high customer satisfaction (Lima Santos et al., 2021). As one of the service quality dimensions, the location may directly or indirectly influence a hotel's customer.

2.3.3 Service quality and satisfaction in hospitality

A significant body of the recent literature on consumer satisfaction with hotels has concentrated on defining the causes of customer satisfaction and finding reliable ways to assess consumers' desires and needs. Significant discrepancies, however, were found in the degree of precision of the investigated attributes. For instance, in their study of hotel guest survey questionnaires, Lewis and Pizam (1981) analyzed 24 items, while Lewis (1983) studied 33 items. In Lewis and Klein's (1987) and Knutson's (1988) reports, 32 and 20 items were also addressed, respectively.

While Barsky (1992) contributed to establishing a research basis by seeking to devise an updated (i.e., weighted) disconfirmation model for lodging facilities, there are various methodological issues regarding the hypothesis testing procedures and weighting procedures and

the proposed model. To strengthen the predictive capacity of customer satisfaction, Chon (1992) employed Oliver's (1997) disconfirmation, model. They incorporated the disconfirmation process's entire dynamic existence into the hospitality research and thus evaluated a part of the original model differently.

A comprehensive literature review of customer satisfaction was conducted by Chon (1992). However, one point to consider is that while the described theory of social cognition presents an alternate approach to understanding satisfaction mechanisms, the methodological framework is similar to the one used in the expectancy-disconfirmation approach. In short, it is possible to view congruity and incongruity as the concepts of disconfirmation and confirmation, respectively, all of which can lead to both desirable and undesirable outcomes. In comparison, both paradigms widely use satisfaction as a criterion variable. Accordingly, comparing the capacity to describe consumer retention mechanisms in these two alternative models could be worthwhile. For example, Bojanic and Rosen (1994) found six dimensions associated with restaurant customers' expectations and perceived performance levels. Likewise, Saleh and Ryan (1991) identified different dimensions of the lodging factor. In the meantime, Getty and Thompson (1994) sought to establish a scale that they termed as LODGQUAL for the lodging industry by endorsing lodging facilities' performance-only measures.

The extent of disparity between customers' service expectations and their actual performance experiences is interpreted as service quality (Parasuraman et al., 1985). By extension, service quality refers to the total measurement of a given service, which compares performance and customer expectations with typical situations (Parasuraman et al., 1988). In today's competitive world, most hotels offer comparable services, and thus hotel longevity relies on the quality of service delivery that leads to customer satisfaction (Mohsin & Lockyer, 2010). Wilkins et al. (2007) concluded that hotels provide three primary service quality forms: food and beverage, service experience, and physical product.

On the other hand, concerning the employees' incentive to support the hotel's brand image/promise, Kimpakorn and Tocquer (2008) emphasized the noticeable impact of service quality. Chang et al. (2014) found that the personality attributes of the front-line hotel staff were strongly associated with the attitudes of visitors toward service quality. Ineson et al. (2011) found

out that workers' interest in the service and their jobs and employee loyalty, honesty, and willingness to cope with crises are potential determinants of outstanding service.

Customers recorded the lowest quality score in the tangible dimension compared to expectations, according to Al Khattab and Aldehayyat (2011), necessitating hotel managers to devote greater attention and sensitivity to the physical features of service quality. Appliances and services, personnel appearance, service-related materials, and hotel operating hours are all examples of these factors. Furthermore, service quality is a crucial indicator of reuse intentions and consumer satisfaction.

Countless quantitative experiments corroborated that service quality is an indicator of customer satisfaction (Cronin & Taylor, 1992; Ramseook-Munhurrun and Naidoo, 2011). Satisfaction involves delivering products and services that provide the consumer with unique perceived satisfaction, leading to customers' active connection with the company (Wicks & Roethlein, 2009). A large number of research studies have scientifically and theoretically delved into the association between service quality and consumer satisfaction in various sectors (Ramseook-Munhurrun and Naidoo, 2011), service factories (Olorunniwo et al., 2006), and retail (Voss et al., 2010). For example, Bitner et al. (1990) focused on 700 cases from airline, hotel, and restaurant customers to determine the relevance of contacts between workers and visitors. They reported that the employees' expertise was crucial in addressing customers' needs.

Based on William's (2002) reports, delighted customers suggest that the actual performance is above their prediction, encouraging them to rebuy the same item. In contrast, an undesirable reaction happens when the actual performance is lower than expected, and thus customers manifest their dissatisfaction in such cases (Tullock and Hirschman, 1970). Most customers believe that luxurious hotels are more advantageous in prestige and quality than ordinary hotels (Olorunniwo et al., 2006). Customers also appreciate well-ranked hotels and show more satisfaction regarding the service and facility enhancement. Wu and Liang (2009) confirmed that high service quality, a cheerful environment, and a desirable experience determine customer satisfaction. In the same vein, a study by Cadotte and Turgeon (1988) revealed that the food quality and the environment of hotel lobbies play crucial roles in achieving customer satisfaction. Likewise, Caber and Albayrak (2014) indicated that staff attributes like friendliness and politeness are vital for increasing hotel customer satisfaction.

Furthermore, hotel room tidiness, level of service, knowledge of employees, and service were essential factors contributing to customer satisfaction. Hotel front-line service providers should have structured, coordinated, and efficient delivery services to thoroughly address their customers' needs and want (Vijayadurai, 2008). Min et al. (2002) suggested that regular visitors are aware of the level of services in a hotel; thus, they may prefer to stay in the same hotel on their next tour regardless of their moderate or complete satisfaction with the staff behaviors.

The Parasuraman et al. (1988) model has been refined by scholars. Service quality is characterized by customers' perception of a business's functional and technical quality, tangibles, reliability, assurance, empathy, and responsiveness. Given the above considerations, the present study adopted the definition of service quality by Parasuraman et al. (1985), consisting of six comprehensive dimensions: empathy, reliability, responsiveness, tangibles, assurance, and location. Several scientists have studied different aspects of the hotel industry and stressed the difference between the impressions of customers of what is occurring through the transaction of service and their wishes about how the transaction of service might have been carried out (Juwaheer, 2004; Afthanorhan et al., 2019; Vijayadurai, 2008; Wilkins et al., 2007; Markovic & Raspor, 2010; Ramseook-Munhurrun and Naidoo, 2011; Albayrak, Caber and Öz, 2016; Lee and Cheng, 2018).

2.3.4 Service quality models

No acceptable agreement has been reached on the quality of the hotel industry due to the multidimensional nature of service quality. Services are naturally impalpable, inseparable from provider and receiver of service, and impractical and unfeasible to be stored, which results in the construction of various models in this regard.

2.3.5 SERVQUAL model

The most typical model to examine customer satisfaction in the service industry is the SERVQUAL model. It is grounded on the client's appraisal of service quality and evolved from judgment between projected and the received value and deliberation over gaps in the course of service delivery. The SERVQUAL scale was founded based on the gap model. Figure 2.2 presents the foundation of the SERVQUAL gap model. The gap model is an extension made by Parasuraman et al. (1985)
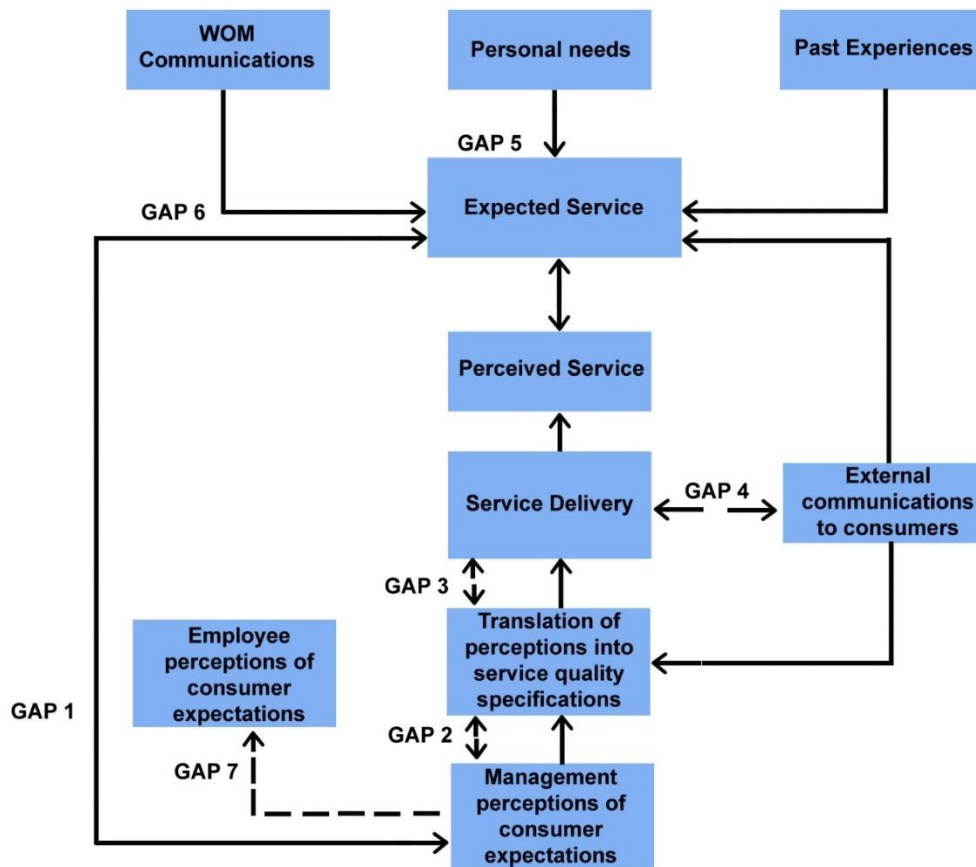
Figure 2.2. Foundation of the SERVQUAL gap model

The gap model is an extension made by Parasuraman et al. (1985) with seven critical gaps in the service quality concept as follows:

• *Gap 1:* Gap between client desire and management discernment. It is one of the three significant fundamental gaps concerning the outside clients. This gap will be considered if an association has plenty of executive layers, an off-base direction in promoting exploration, or the absence of upward correspondence.

• *Gap 2:* Gap between the executive's recognition and service particulars. It emanates from a deficiency in responsibility to support the director board or workers' nature, a view of unfeasibility, absence of assignment normalization, and lack of a goal or apt objective.

Gap 3: There is a gap between service details and service conveyance resulting from representatives' inability to notice a failure to understand their position and duties. In various

cases, even representatives are familiar with their functions despite their position and assignment. This gap results from representatives' failure to play out their duties properly. Another reason can be the absence of collaboration and improper administrative controlling frameworks.

- *Gap 4:* It exists between service conveyances and outside correspondence. Over-guarantee to outer and inward clients just as the low-level correspondence state can explain this gap.

- *Gap 5:* This gap exists between customer desires and their impression of the service conveyed. This gap is significant and considered by some to be the genuine proportion of service quality. It has an immediate connection with an outer customer. All of the suppliers attempt to fulfill the needs and desires of those customers who are truly differentiated. Notwithstanding, their view of service conveyed did not depend just on service itself and their needs and desires, but also on outside effects such as verbal exchange and a forward leap of contenders.

- *Gap 6:* The gap between customer desires and representatives' recognition. This gap is directly identified with outside clients as well. If representatives cannot see the client's desires appropriately, it can immediately exert an adverse impact on consumer loyalty.

- *Gap 7:* The contrast between employees' recognitions and the management observations. It diminishes if supervisors and representatives make a decent correspondence to determine the issue. For all seven gaps in the service quality framework, the more modest the gap is the higher the help quality level. Even if just one gap occurs, the service gap will emerge because it implies disappointed clients.

Drawing up this model, Parasuraman et al. (1985) developed the SERVQUAL scale. The SERVQUAL scale initially consisted of ten dimensions concerning desirable characteristics of services. It was later reduced to five dimensions in 1988 (i.e., tangibles, reliability, responsiveness, assurance, and empathy). Nonetheless, other researchers realized that some items require modification, removal, or addition to extend SERVQUAL to different industries to tailor the scale to address variations in service settings (Van Dyke, Kappelman, and Prybutok, 1997). All ten original dimensions of SERVQUAL were applied for creating quality measurement for the hotel industry to disclose the potential dimensions, particularly those specific to this industry (Parasuraman et al., 1985). These dimensions are defined as follows:

Table 2.2. Determinants of service quality

Component	Definition
Responsiveness	Willingness or readiness of employees to provide service, timeliness of service such as mailing a transaction slip immediately, calling the customer back quickly, giving prompt service
Competence	Possession of the required skills and knowledge to perform the service, knowledge and skill of the contact and support personnel, research capability of the organization
Courtesy	Politeness, respect, consideration, friendliness of contact personnel, consideration for the consumer's property, clean and neat appearance of public contact personnel
Credibility	Trustworthiness, believability, honesty, company reputation, having the customer's best interests at heart, personal characteristics of the contact personnel
Security	Freedom from danger, risk, or doubt, physical safety, financial security, confidentiality
location	Approachability and ease of contact, the service is easily accessible by telephone, waiting time to receive service is not extensive, convenient hours of operation, convenient location of service facility
Communication	Keeping customers informed in language they can understand and listening to them, explaining the service itself and its cost, assuring the consumer that a problem will be handled
Understanding. Knowing the Customer	Understanding customer needs, learning the customer's specific requirements, providing individualized attention, recognizing the regular customer
Reliability	Consistency of performance and dependability, accuracy in billing, keeping records correctly, performing the service right at the designated time
Tangibles	Physical evidence and representations of the service, other customers in service facility

Source. Parasuraman et al. (1985).

In some cases, hotel management applies rating system standards to determine the weights. Presumably, the SERVQUAL model was utilized merely for Gap 5. Nonetheless, it can be applied and generalized to other gaps as well. Despite its wide application and popularity, the SERVQUAL model faced various criticisms from both the operational and conceptual perspectives such as:

•   *Expectations:* The term 'expectations' can be multidimensional. However, SERVQUAL cannot examine the total expectations of service quality.

•   *Moment of truth:* Customers hold diverse satisfaction levels at various points of time.

•   *Data collection:* It is not always convenient for hotel managers to invite customers to complete the lengthy questionnaire to obtain comparative results of all ten measurements.

•   *Polarity:* The opposite polarity of the elements in a scale induces incorrect responses.

The raised criticisms about the SERVQUAL model resulted in the emergence of another version called the 'SERVPERF model' (Figure 2.3), first presented by Cronin and Taylor (1992). Unlike the first version, the new model merely assesses the quality of service and solely employs 22 performance-associated components. According to the scholars mentioned above, attitudes about long-run service quality are significantly better mirrored merely via performance-based assessments. Notably, the performance-based service quality model was initially examined in five industries and was found to demonstrate more significant variations in the overall evaluation of service quality compared to the SERVQUAL model.
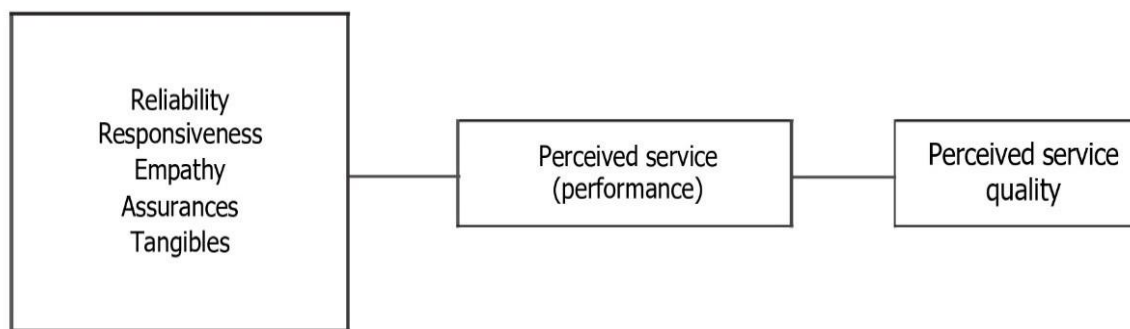
Figure 2.3. SERVPERF model

2.3.6 HOLSERV and lodging quality index

A variant of SERVQUAL called HOLSERV and another tool called the lodging quality index (LQI) is proposed for resolving specific SERVQUAL-related difficulties in managing service quality and customer satisfaction in the hotel industry. Unlike SERVQUAL, which is suitable for all service industry types, HOLSERV and LQI were explicitly designed and implemented for hotel sectors.

2.3.6.1. HOLSERV

HOLSERV is a one-column questionnaire regarded as a new version of SERVQUAL and has offered a reliable tool for exclusive usage in the hotel sector. Eight elements were modified or added to the initial SERVQUAL scale in HOLSERV, and three items were removed, resulting in a final scale with only 27 items. The HOLSERV scale is more user-friendly and shorter than the

SERVQUAL scale. HOLSERV consists of a seven-point response scale (1 = Very poor and 7 = Excellent) to facilitate customers' completion of the questionnaire items. It can help determine the best overall service indicators. The most significant advantage of HOLSERV is that it is a one-column questionnaire combined with a seven-point scale ranking, which makes it more applicable in practice. The following is an example of the one-column format questionnaire:

CRITERIA	LEVEL OF SATISFACTION
1. When Hotel X promises to provide a service, it does so	1 2 3 4 5 6 7
2. Employees responded quickly to solve my problems	1 2 3 4 5 6 7
3. Hotel X provided a safe environment	1 2 3 4 5 6 7

1= Very poor: ultimately failed to meet my expected service level

7= Excellent: far exceed my expected service level

Hotel managers need to pay attention to the questionnaire when adopting the HOLSERV scale. Managers can use various questions for different kinds of hotels depending on the variety of accessible facilities. For instance, in a four- or five-star hotel, the questionnaire may target the sauna facility the level of service quality in the hotel restaurant. However, administrators can inquire about a one- or two-star hotel for television, telephone, and internet use facilities. Hotel managers should assume further adjustment or removal of products to tailor the questionnaire for their visitors and complement the HOLSERV scale with further qualitative analyses such as in-depth interviews or focus group conversations. Given this, HOLSERV should be regarded as a valuable starting point rather than a definitive tool to evaluate and enhance the service quality of hotels.

2.3.6.2. Lodging quality index

LQI was developed based on SERVQUAL (Parasuraman, 1988). Using the primary format and eight-step procedures suggested by Churchill and Churchill (1979), Getty and Thompson (1994) designed the LQI. The researchers initially interviewed passengers and operators at the luxurious and discount hotels through the ten dimensions of the SERVQUAL scale. As a result, a pool of various items was developed (Table 2.3).

Table 2.3. Modifications of the SERVQUAL scale

NUMBER	BASIC WORDING	ORIGION	GROUP
REL1	Promises to provide a service and does so	SERVQUAL	Reliability
REL2	Shows dependability in handling service problems	SERVQUAL	Reliability
REL3	Performs the service right the first time	SERVQUAL	Reliability
REL4	Provides services at the time it promises to do so	SERVQUAL	Reliability
RES1	Tells guests exactly when the services will be performed	SERVQUAL	Responsiveness
RES2	Gives prompt service	SERVQUAL	Responsiveness
RES3	Always willing to help	SERVQUAL	Responsiveness
RES4	Never too busy to respond to guests' requests	SERVQUAL	Responsiveness
ASS1	Instills confidence in guests	SERVQUAL	Assurance
ASS2	Guests feel safe in the delivery of services	SERVQUAL	Assurance
ASS3	Guests feel safe and secure in their stay	New	Assurance
ASS4	Polite and courteous employees	SERVQUAL	Assurance
ASS5	Have the knowledge to answer questions	SERVQUAL	Assurance
ASS6	Have the skill to perform the service	New	Assurance
EMP1	Gives individual attention	SERVQUAL	Empathy
EMP2	Deals with guests in a caring fashion	SERVQUAL	Empathy
EMP3	Has guests' best interests at heart	SERVQUAL	Empathy
EMP4	Understands guests' specific needs	SERVQUAL	Empathy
TAN1	Equipment, fixtures and fittings are modern	SERVQUAL	Tangibles
TAN2	Facilities are visually appealing	Customized	Tangibles
TAN3	Neat and professional employees	SERVQUAL	Tangibles
TAN4	Materials are visually appealing	SERVQUAL	Tangibles
TAN5	Fixture and fittings are comfortable	New	Tangibles
TAN6	Equipment and facilities are easy to use	New	Tangibles
TAN7	Equipment and facilities are generally clean	New	Tangibles
TAN8	Variety of food and beverages meet guests' needs	New	Tangibles
TAN9	Services are operated at a convenient time	SERVQUAL	Tangibles

Source: Wong Ooi Mei, Dean and White (1999).

In the next step, the alpha coefficient, which is an indicator of item reliability or internal consistency, was calculated (Cronbach, 1951). Larger alpha levels indicated more significant or interesting items. Next, to exclude the insignificant items, each item's correspondence to the total item pool of scale pool was used as the main criterion. As a result, only 43 items were maintained in the final version. Using the five-dimensional SERVQUAL scale of Parasuraman (1988), researchers recollected the data and measured item coefficients for the new SERVQUAL scale.

Finally, the ultimate LQI consisting of 5 dimensions and 26 items was developed and used (Table 2.4). The five dimensions include tangibles, reliability (credibility dimensions and original

reliability), responsiveness, confidence (original security, courtesy, competence, and access dimensions), and communication (original understanding and communication dimensions). These aspects differ from the five dimensions of SERVQUAL (i.e., responsiveness, tangibles, empathy, assurance, and reliability) and are more appropriate for examining the unique characteristics of hotels.

Table 2.4. Lodging quality index

Dimension	Scale item
Tangibility	The front desk was visually appealing
	The employees had clean, neat uniforms
	The restaurant's atmosphere was inviting
	The shops were pleasant and attractive
	The outdoor surroundings were visually attractive
	The hotel was bright and well lighted
	The hotel's interior and exterior were well maintained
	The hotel was clean
Reliability	My reservation was handled efficiently
	My guest room was ready as promised
	TV, radio, A/C, lights, and other mechanical equipment worked properly
	I got what I paid for
Responsiveness	Employees responded promptly to my requests
	Informative literature about the hotel was provided
	Employees were willing to answer my questions
	Employees responded quickly to solve my problems
	Room service was prompt
Confidence	Employees knew about local places of interest
	Employees treated me with respect
	Employees were polite when answering my questions
	The hotel provided a safe environment
	The facilities were conveniently located
Communication	Charges on my account were clearly explained
	I received undivided attention at the front desk
	Reservationists tried to find out my particular needs
	Employees anticipated my needs

Source: Getty and Thompson (1994).

The LQI score is determined after gathering statistical data. If 1/3 of the responses are negative, it is low, and if 2/3 or more of the responses are favorable, it is strong. The researchers found a remarkable association between LQI and satisfaction regarding the reliability and validity of items. The final questionnaire was administered among customers to measure the satisfaction, consisting of the following three questions:

1. Do you recommend this hotel to a friend?
2. Did you have any issues with the hotel during your stay?
3. If yes, how well was it handled?

The results of these surveys yielded one index, which was subsequently categorized as satisfied.

Recommended + property	Experienced a problem +	Problem handled well	Score	Satisfaction level
Yes	No	-	6	High
Yes	Yes	Yes	5	High
Yes	Yes	No	4	Moderate
No	No	-	3	Moderate
No	Yes	Yes	2	Low
No	Yes	No	1	Low

Source: Getty and Thompson (1994).

According to Getty and Thompson (1994), visitors were more pleased with no problem and felt less satisfied when they had a well-resolved problem. However, even in the case of no problems, the guests did not recommend the services to others, meaning they were dissatisfied. On the other hand, they recommend the property when their problems during the stay were adequately addressed. Based on data analyses, guests who recommended the property to others mostly provided more significant LQI scores, while those who did not make property recommendations provided lower LQI scores.

The simplicity in LQI use helps to reinvent the administration structure and hotel strategies. Hotel managers may define the issue which needs to be addressed and their dominant aspects using the deference scores between dimensions. In addition, LQI helps evaluate the efficiency of hotels. Further, hotel managers can appreciate their role in the hotel industry based on this ranking. When applying all three models, one should consider fitting them into the corporate culture. To be a pioneer, not a follower, the organizations should obtain constant customer satisfaction assessments instead of waiting for the customer complaint to find the failure point. In addition, hotel managers can incorporate customer satisfaction and staff surveys to obtain a comprehensive view of the hotel.

Some studies employed SERVPERF or SERVQUAL scales in various service factors and demonstrated that the standard scales are not generic and may not apply in a wide range of service contexts. Further, they fail to capture sector-specific dimensions underlying the perceptions of service quality (Negi, 2010). Accordingly, it is proposed that, depending on the nature of the given services, the measure of service quality and its antecedents differ in a variety of service industries, such as hotels. Although it is possible to establish a relatively strong case for applying the SERVQUAL model, the SERVPERF scale was selected for the present study because of various criticisms against SERVQUAL (Cronin & Taylor, 1992; Teas, 1993) and the failure of empirical studies to replicate the initial success of the SERVQUAL model (Carman, 1990; Babakus & Boller, 1992).

In addition, Cronin and Taylor (1992) strongly argued that SERVPERF, similar to SERVQUAL, has yet to be empirically tested in various sectors. Their SERVPERF scale was empirically assessed and confirmed to be a better measure of service quality (Brown et al., 1993). The marketing literature offers considerable support for the superiority of simple performance-based service quality measures, as LQI can only evaluate the efficiency of hotels while not being applicable in various service contexts (Mazis, Aaker, and Day, 1975).

Furthermore, HOLSERV has several disadvantages. This method requires further modifications or item deletion to customize the questionnaire for the guests and supplement the HOLSERV scale with additional qualitative research such as focus group discussions and in-depth interviews. Overall, HOLSERV can be regarded as a useful starting point rather than a conclusion for improving and evaluating the hotel's service quality (Le, 2009).

In sum, the first part of service quality shows the importance of this factor as one of the most critical topics in service marketing and management. In addition, several definitions have been proposed for service quality by different scholars using different paths, and the next part highlights the similarities and differences between these definitions. Additionally, various dimensions of service quality, which are the totality of characteristics and features of services bearing on their ability to imply or satisfy a need, have been defined. The last part introduced the service quality models and compared their advantages and disadvantages, and the SERVPERF scale has been selected as a better measure of service quality.

2.4 Personality factors

2.4.1 The concept and definition of personality

Personality has a broad field with different aspects. Great attempts were made to understand human nature, some of which were practical, some superstitious, and a few others were empirical and legitimate. Generally speaking, the term character has a different definition from personality (i.e., features that can affect others or have unique poise and grace). Being depersonalized, in the same way, implies possessing harmful properties. The word personality, in general, is used and defined as qualified in areas such as artistic, political, science, figures, and the like (Gountas & Gountas, 2007). Personality is an abstract concept, meaning anything like an energy that is not measurable in physics but can be derived from a mixture of actions, emotions, inspirations, enthusiasm, and the like. Personality induces variation among individuals; however, these discrepancies manifest only in specific features and characteristics.

In other words, individuals share several personality characteristics. Thus, personality can be seen as how people are different and in what area they are similar (Sohn, 2017). This discrepancy is due to differences in concepts of the definition and visions of man and his nature. Every society creates certain personality styles that are adapted to its culture in order to be able to survive in certain cultures and to communicate effectively. Although all cultures have some shared experiences, it is not unlikely that the unique experiences of a culture would be accessible to others (Sohn & Lee, 2012).

There are significant differences in human personality between human behavior, psychology, and sociologists professionals. Issues such as individualism, autonomy, individual freedom, and collectivism should interact and have independence, indicating the variations between social science visions and human behaviors regarding personality.

The followers of social psychology, social culture, personal psychology, social culture, and the like discuss the originality of personality, its use, and its formation. Thus, it does not provide a single description of the personality agreed by all theorists, but the personality shows the individual variants via a clear definition (Sohn, 2017). His research indicated that customers' behavior and service providers could be defined by their personality because individual personality traits are the fundamental standards regarding why and how people behave and think.

Experts have given alternative meanings for the term personality in psychology and personality. The term personality is initially rooted in the Latin word persona based on its etymology, which means the mask placed on the face by the theater actors in ancient Greek and Roman. This perception suggests that every individual's personality is a mask on his face which acts as an attribute that distinguishes him/her from the others (Bujisic et al., 2015). According to Volodina, Lindner, and Retelsdorf (2019), personality is defined as a pattern of behavior and thinking the way that will indicate how a person adapts himself to the environment, while others assume an association between the stable characteristics of a person and personality and describe it as an attribute with specific stability, resulting in the prediction of the individual behavior. Personality involves the attributes and characteristics that reflect a person's actions, including emotions, thoughts, self-image beliefs, thoughts, thinking processes, and various behaviors (Volodina, Lindner, and Retelsdorf, 2019).

2.4.2 The Big Five factors of personality theory

The theory of personality features, known as the five-factor theory, has been developed based on the prior theories already fixated on specific features. Signifying key features, five factors of personality, cooperate to shape the human personality.

According to the results of studies conducted on this issue, researchers considered five fundamental dimensions of personality. Sufficient evidence in the past 50 years approved this theory. Campbell & Fiske (1959) initiated research in this field, and other researchers such as Baron and Kenny (1986) and McCrae and Costa (1992) have contributed to this field. The five dimensions include:

- *Extroversion:* It covers qualities such as irritability, inclination to build relationships with others, and being garrulous, confident, and emotional.
- *Agreeableness (Adaptation):* This aspect comprises qualities like trust, selflessness, affection, love, and other valuable behaviors such as being considerate.
- *Conscientiousness:* Common features of this dimension include reflection with apt control overreactions and intended behaviors. Coping with an organization and concerning details characterizes a person dominated by this feature.

- *Stimulate appetite (Neuroticism):* Individuals concerned and occupied with this trait cannot control their feelings and are distressed, reserved, and depressed.
- *Openness (open-minded):* It comprises such qualities as inspiration and innovation. Open-minded individuals tend to have diverse interests (Chung & Park, 2017). These aspects represent broad dimensions of personality. Studies indicated that features typical of this group are standard among other people. For instance, violent individuals that intend to build relationships are generally garrulous. Nonetheless, they are sometimes not coupled. Personality is highly complex, and individuals' behaviors might overlap with several dimensions (Szczesniak et al., 2019).

Figure 2.4. The Big Five personality factors

Dimension	**Fact**
Openness to experience	*(Inventive/curious vs. consistent/cautious)*
Conscientiousness	*(Efficient/organized vs. extravagant/careless)*
Extraversion	*(Outgoing/energetic vs. solitary/reserved)*
Agreeableness	*(Friendly/compassionate vs. challenging/callous)*
Neuroticism	*(Sensitive/nervous vs. resilient/confident)*

Source: Szczesniak et al (2019).

Overall, personality is defined as the psychological qualities such as feeling, thinking, and behavior that tend to be unique and permanent (Sohn, 2017). In various contexts, personality is characterized in different manners. To examine the relationship between the Big Five personality factors and reuse intention, Yaou Hu and Hyun Jeong Kim (2018) found that agreeableness and conscientiousness affected hotel customers' reuse intentions in the USA. Tang and Lam (2017) reported that extraversion and agreeableness were positively associated with customers' satisfaction and reuse intention of green hotels in China. In addition, Jani & Han (2014) tested the relationship between the Big Five personality factors and hotel customers' satisfaction in South Korea.

In sum, because personality represents a person's psychological characteristics, it has been suggested that personality significantly affects consumer behavior (e.g., Mowen, 2011). Customers' affective responses (Zhao et al., 2090), satisfaction (Matzler et al., 2005), and loyalty

have all been shown to be influenced by the Big Five personality traits, which have been widely used in customer behavior studies and marketing (Lin, 2010). Unfortunately, none of these studies have examined the links between personality traits, customer satisfaction, service quality, and reuse intentions in a single study. Lin and Worthley (2012) used a hotel as the study context and found that personality impacts visitors' emotions and contentment, which influences their post-purchase behavior.

Additionally, although the very nature of service quality and the association between service quality and other variables such as customer satisfaction and reuse intentions have been the researchers' main concerns (Akroush et al., 2016), limited knowledge exists about the contribution of variables such as personality factors to customer satisfaction. Only a limited body of research (e.g., Mowen, Heesup, 2012; Tang et al., 2017; Oppong & Boasiako, 2017) have attempted to demonstrate the relationship between the Big Five personality factors and their effect on customer satisfaction in the hotel sector. Because of these research gaps, Han & Ryu (2009) and Jani & Han (2014) call for further studies on the influence of personality traits in the hotel sector. This study attempts to answer the above by examining the extent to which personality factors influence customer satisfaction in the hotel industry in Sydney. So, the present study attempts to demonstrate the relationship between the Big Five personality factors and their effect on customer satisfaction in the hotel sector.

2.5 Summary of the chapter

This chapter provided the relevant literature review on customer satisfaction, service quality, and personality factors which comprise the primary constructs of the study. Accordingly, the conceptual grounds and details of service quality, personality factors, satisfaction, and reuse intentions were addressed and argued. After evaluating research on service quality and customer satisfaction, the researcher could not find any study that identified the factors determining customer satisfaction in Sydney, Australia's three, four, and five-star hotels. Therefore, the primary concern of the present study was to identify the factors determining customer satisfaction in hotels in Sydney, Australia.

The first section of this chapter highlighted the historical perspective of customer satisfaction by providing the relevant literature review, focusing on the vital selected customer satisfaction models concerning the research, and elaborating the disconfirmation theory. The

second section of this chapter discusses the relevant literature review on service quality and reviews different service quality modes and customer satisfaction in the hotel sector. The third section of chapter two demonstrates the relationship between the Big Five personality factors and their effect on customer satisfaction in the hotel sector. Furthermore, the empirical studies evaluated the connection between the ordered constructs were presented. In summary, this chapter provides a background review of the literature that is relevant to these issues, and accordingly, this study sought to evaluate these relationships to fill the perceived knowledge gap. The next chapter deals with the conceptual framework and hypotheses.

CHAPTER 3
CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Introduction

The second chapter of this study provided a comprehensive review of the literature related to service quality, personality factors, customer satisfaction, and reuse intentions. The third chapter of this study is structured as follows. The following section presents the theoretical arguments for the relationship between each variable and compares them with previous studies in the hotel sector. This chapter also describes the empirical studies conducted on service quality, personality factors, customer satisfaction, and reuse intentions in the hotel sector in detail. The final part of the chapter presents the comprehensive explanations and different arguments leading to the proposed hypotheses of the study and summarizes the statement of hypotheses in the last table.

3.2 Proposed theoretical framework

Cooper and Schindler (2006) stated that a conceptual model describes the key elements of research and the hypothetical correlations between the factors. The conceptual model is an image of what the investigator considers ongoing with the studied phenomenon (Hassan et al., 2016). Some researchers have analyzed the association among service quality, customer satisfaction, and reuse intentions in various sectors and countries. However, there is a lack of well-researched studies regarding the role of service quality and personality factors, along with their impact on customer satisfaction and reuse intentions, especially in the hotel and hospitality sectors (Oppong & Boasiako, 2017 Siddiqui & Sharma, 2010).

As shown in Figure 3.1, the conceptual framework directing the development of hypotheses was taken from the relevant studies in the marketing literature on services (Kocabulut and Albayrak, 2019). Service quality and personality factors affected customer satisfaction in the hotel sector, while customer satisfaction affected the reuse intentions of hotel customers in Sydney.
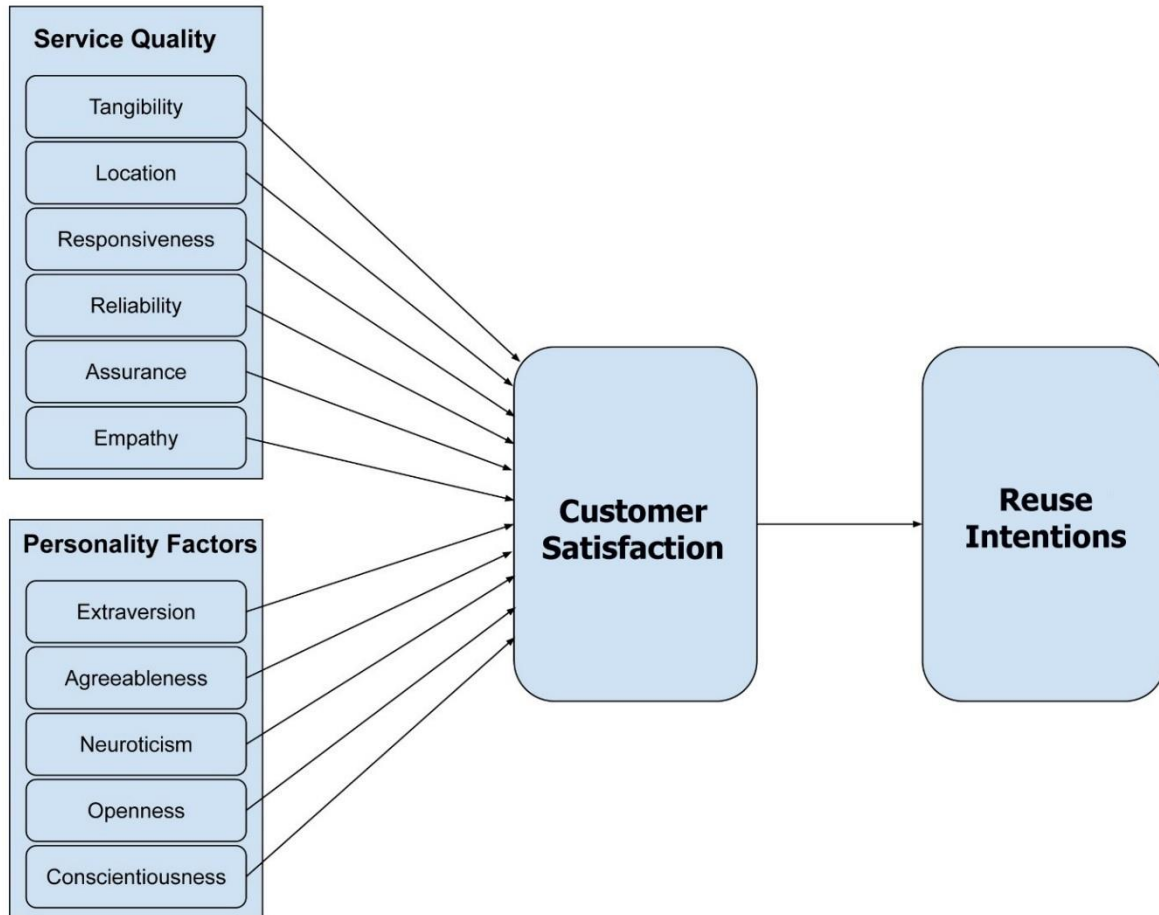
Figure 3.1. Conceptual framework of the study

Six dimensions of service quality (i.e., tangibles, location, responsiveness, reliability, assurance, and empathy) and Big Five personality traits (i.e., openness, conscientiousness, extraversion, agreeableness, and neuroticism) were identified as having the potential to influence customer satisfaction in the hotel sector of Sydney. Finally, customer satisfaction was identified as having the potential to influence reuse intention.

There are two different views to elaborate on the effect of personality factors on customer satisfaction. Some studies have tried to integrate individual differences, including personality factors, as moderators of different relationships in customer satisfaction and behavior in the hotel sector (Matzler et al., 2006; Jiang & Wang, 2006; Jani & Han, 2014).

For instance, Gountas and Gountas (2007) evaluated how different personality traits influenced service quality perception and customer satisfaction. They found that personality as an antecedent of both negative and positive emotional states is affected by the perceptions of customers and their behavioral outcomes, such as repurchase intention and satisfaction. They particularly tend to apply personality factors to include different sub-dimensions and to study their significant relationships with other variables.

Likewise, Xia et al. (2014) applied personality factors as the moderator of relationships in customer satisfaction. Based on their results, customers with a high extraversion inclination are more loyal to the brand than customers with a low extraversion trait. In addition, the relationship between customer satisfaction and loyalty is less for customers with a high level of neuroticism than vice versa. Furthermore, neuroticism shows a significant moderating effect on customer satisfaction and loyalty. However, the interaction effect of extraversion and the main effect of neuroticism on customer loyalty was not significant in that study. The current study does not test this view because the study aims to look at both personality and service quality as direct antecedents.

Personality traits, notably the Big Five variables, have been incorporated differently in previous studies. For example, Lin and Worthley (2012) solely utilized extraversion and openness to experience, declaring that agreeableness, conscientiousness, and neuroticism applied to social, individual, and sickness-related aspects, sequentially and thus were not associated with the consumption sector. Additionally, Mooradian, T. A. (1997) only considered neuroticism and extraversion to investigate the evocation of feelings when viewing advertising because these two comprehensive personality traits were more universal than the other aspects of personality. Nonetheless, Orth, Trzesniewski, and Robins (2010) used all personality traits in relating brand attachment to results, suggesting that all these traits had a significant impact in this respect. Using fear and joy as the aspects of neuroticism and extraversion, respectively, Faullant, Matzler, and Mooradian (2011) concluded that joy had a positive influence on overall customer satisfaction, whereas fear showed a negative influence on customer satisfaction.

Tang and Lam (2017) revealed that extraversion had a positive influence on their overall satisfaction via positive emotions, while neuroticism had a negative impact through negative emotions. Lin (2010) also found that agreeableness exerted a significant positive influence on

customers' affective satisfaction. Accordingly, measuring the personality traits of consumers contributes to understanding and better-predicting customer satisfaction and their purchase behaviors in a context, which is a crucial factor for decision-making processes in marketing, including segmentation, along with other factors, drivers, and variations that take into account such behaviors (Smith, 2020).

Customer satisfaction is a vital research parameter owing to its culminating influence on consumer behaviors, including repurchasing a product or service. Different researchers found that this variable relies on perceived costs/prices (Jani & Han, 2011) and service environments (Han & Ryu, 2009), among other parameters. Only a limited body of research has concentrated on the direct effect of personality factors on customer satisfaction (e.g., Gountas & Gountas, 2007), so there is limited evidence in this respect.

There is a discrepancy in the results of the studies that have related personality factors to customer satisfaction (Vazquez et al., 2006). Gountas (2007), utilizing Jungian personality types of feelings and intuition as parameters influencing customer satisfaction, reported a significant relationship in this regard. In addition, Faullant, Matzler, and Mooradian (2011) utilized fear and joy as the aspects of neuroticism and extraversion, respectively, and concluded that fear had a negative impact on customer satisfaction while joy exerted a positive effect on this parameter. Orth, Trzesniewski, and Robins (2010) indicated that several intrinsic factors such as conscientiousness, agreeableness, openness, and extraversion have a positive direct relationship with customer satisfaction, while neuroticism is negatively related to customer satisfaction. Based on the need for social affiliation, which is a need for variety reflecting high scores in openness to experience, and an aspect of agreeableness, Vazquez et al. (2006) found no relationship between personality traits and customer satisfaction, thus making the relationship between customer personality factors and customer satisfaction inconclusive. As a result of the lack of clear evidence on the impact of personality traits on customer satisfaction, the purpose of this study is to investigate the direct relationship between personality factors and customer satisfaction.

3.3 Customer satisfaction

Researchers have extensively researched customer satisfaction and have found a link between it and sales growth, market share, and reuse intentions (Lu et al., 2015; Jang & George,

2012). In the literature, different researchers defined customer satisfaction in various ways, but in more recent studies, Lu et al. (2016) defined customer satisfaction as the feeling of delight resulting from comparing the service or product quality concerning one's expectations. In this line, Saravanan and Rao (2007) mentioned that satisfying customers was critical for brand and service differentiation. In addition, Martin (2016) claimed that customer satisfaction might affect future customer reuse intentions. Similarly, Saks et al. (2015) stated that customer satisfaction helps managers build positive customer feelings and trust.

Chapter two of this study discussed different customer satisfaction definitions as well. The best definition related to the research has been defined by Liu and Yen (2015). They posited that customer satisfaction occurs when customers get more benefits than paid. The key to generating a lasting profit is to provide high-quality services that ultimately result in satisfied customers.

3.4 Factors affecting customer satisfaction

Several studies examining the relationship between service quality, customer satisfaction, and reuse intentions evidenced that quality indirectly impacted reuse intentions through satisfaction (Ismail et al., 2016; Bhakar, 2015). Previous researchers have narrowed their attention to service quality dimensions and their connection with customer satisfaction while overlooking the roles of reuse intentions. (Bakirtas et al., 2015).

In contrast, others evaluated the direct relationship between service quality and reuse intentions, though ignoring the mediating roles of satisfaction (Bedi, 2010; Cronin et al., 2014). Parasuraman et al. (1988) developed a model consisting of five influential factors: tangibles, responsiveness, assurance, reliability, and empathy (Parasuraman et al., 1988; Zeithaml et al., 1996). A study in the hotel industry proved that another service quality component like location is also an essential predictor of customer satisfaction (Parasuraman et al., 1988; Zeithaml et al., 2018).

In addition, Jani and Han (2014) discovered that some Big Five personality traits could also predict customer satisfaction. The association between future reuse intentions and customer satisfaction was explored by Yeo et al. (2017). Analyzing the data, Sharma and Nayak (2018) observed the effect of personal variables such as involvement on the relationship. Menidjel, Benhabib, and Bilgihan (2017) assessing the correlation between reuse intentions and customer

satisfaction acknowledged that personality factors like customers' variety-seeking, innovativeness, and relationship proneness could impact the relationship. The next part of this chapter represents the effect of each factor on customer satisfaction.

3.4.1 Service quality

Managers have been directed to discover new ways to differentiate their businesses as they have become more competitive. Service quality is one of the complete techniques linked to results (Parasuraman et al., 1988). A group of customers' measures to determine service quality can be defined as service quality (Saravanan & Rao, 2007). In sum, researchers have adopted revised forms of Parasuraman et al. (1988). Service quality is characterized by customer perception of a business's functional and technical quality, tangibles, reliability, empathy, assurance, and responsiveness accompanying a service transaction. The other definition of service quality, consisting of six dimensions (i.e., empathy, reliability, responsiveness, tangibles, assurance, and location) by Parasuraman et al. (1985), was adopted in this study.

3.4.1.1. Dimensions of service quality

Many researchers applied SERVQUAL in their research on service quality in various hospitality sectors. Despite its popularity, SERVQUAL raised a great deal of debate from other service quality researchers (Francosis et al., 2007). Nevertheless, Jain and Gupta (2004) appreciated the SERVQUAL model's power and prescribed it for service quality research, emphasizing managerial interventions. Table 3.1 presents six dimensions of service quality adopted in the current study and its relevant definitions as introduced by the SERVQAL, which reduced from 10 in 1985 to 6 in 1988 (Parasuraman et al., 1988).

Table 3.1. Dimensions of service quality

Dimension	Definition
Reliability	*The ability to perform the promised service dependable and accurately*
Responsiveness	*The willingness to help customers and to provide prompt assistance*
Tangibles	*The appearance of physical facilities, equipment, personnel and communication materials*
Location	*The ability to perform service fast and more convenient without waiting time*
Assurance	*The knowledge and courtesy of employees and their ability to convey trust and confidence*
Empathy	*The provision of caring and individualized attention to the customers*

Source: Parasuraman et al. (1988).

Parasuraman et al. (1988) and Zeithaml et al. (2001) defined the six dimensions of service quality as follows:

- Reliability is the capacity to complete the promised service to the customer accurately and dependably.
- Tangibles are physical equipment, facilities, and the appearance of staff.
- Location is the capability to access the organization when needed quickly.
- Responsiveness is the enthusiasm to provide immediate service and help customers as well.
- Assurance is the courtesy and knowledge of personnel and their capability to build confidence and inspire trust.
- Empathy refers to the organization's caring and personalized prompt response to its customers.

3.4.1.2. Empirical study on service quality in the hotel sector

The literature has identified the direct impact of service quality on customer satisfaction as a critical factor in business performance (Al Khattab and Aldehayyat, 2011). Many scholars addressed functional quality characteristics described earlier (Amin et al., 2013; Iqbal et al., 2017). Some service quality factor constructs have been derived from these studies (Dedeoglu & Demirer, 2015; Mei et al., 1999). Saleh and Ryan's (1991) five service quality dimensions consist of avoiding sarcasm, conviviality, assurance, tangibles, and empathy.

Furthermore, the three main dimensions of service quality in the hotel industry in Australia were described by Mei et al. (1999) as employees, tangibility, and reliability. In the Turkish hospitality industry, Akan (1995) discussed the seven dimensions of service quality: courtesy and competence, tangibles, knowledge and understanding, communication and transactions, solutions to problems, precision in hotel reservations, and finally, accuracy and pace of service provision. Table 3.2 summarizes the empirical studies on service quality in the hotel sector.

Table 3.2. Summary of empirical studies on service quality in the hotel industry

Study	Dimension	Sample	Country
Knutson, Stevens, Wullaert, Patton, and Yokoyama (1990)	Five dimensions: Reliability, Assurance, Responsiveness, Tangibles, and Empathy	200 adults	USA
Oberoi and Hales (1990)	Two dimensions: Functional attributes and Technical attributes	133 hotel conference users	UK
Saleh and Ryan (1991)	Four dimensions (Guests): Tangibles & reliability, Responsiveness, Assurance, and Empathy. Five dimensions (Staff): Tangibles, Reliability, Responsiveness, Assurance, and Empathy	200 hotel guests 17 management staff	Canada
Akan (1995)	Seven dimensions: Courtesy and competence of the personnel, Communication & transactions, Tangibles, Knowing and understanding the customer, Accuracy and speed of service, Solutions to problems, and Accuracy of hotel reservations	228 Guests	Turkey
Ekinci et al. (1998)	Two dimensions: Tangibles and Intangibles	112 resorts service guests	Turkey
Mei et al. (1999)	Three dimensions: Employees, Tangibles, and Reliability	155 guests	Australia
Getty and Getty (2003)	Five dimensions: Tangibility, Reliability, Responsiveness, Confidence, and Communication	222 and 229 frequent traveler business owners for studies 1 and 2	USA
Juwaheer (2004)	Nine dimensions: Reliability, Assurance, Extra room amenities, Staff communication & additional amenities sought, Room attractiveness & decor, Empathy, Staff outlook & accuracy, Food & service related factors, and Hotel surrounding & environment	410 international tourists	Mauritius

Table 3.2. Summary of empirical studies on service quality in the hotel industry

Nadiri and Hussain (2005)	Two dimensions: Tangibles and Intangibles	285 guests	Cyprus
Akbaba (2006)	Five dimensions: Tangibles, Adequacy in service supply, Understanding & caring, Assurance and Convenience	234 business guests	Turkey
Albacete-Saez et al. (2007)	Five dimensions: Personal response, Complementary offer, Tourist relations, Tangible elements, and Empathy	172 rural accommodation service users	Spain
Ladhari (2012)	Five dimensions: Tangibility, Reliability, Responsiveness, Confidence and Communication	200 respondents	Canada
Ali (2015)	Five dimensions: Hotel ambience and staff courtesy, Food & beverage product & service quality, Staff presentation & knowledge, Reservation services, and Overall value for the money	425 respondents	Malaysia
Tahir Albayrak, Meltem Caber & Ebru Kadriye Öz (2017)	Three dimensions: 'Tangibility,' 'Competence & Courtesy,' and 'Credibility & Safety,'	143 respondents	Turkey
Wen-Hwa Lee, Ching-Chan Cheng, 2018	Six dimensions: Tangibility, Reliability, Responsiveness, Assurance. Empathy and Conveyance of environmental	379 guests	Taiwan
Müjdat ERTÜRK,2019	Five dimensions: Tangibility, Reliability, Responsiveness, Assurance. Empathy	408 respondents	Cyprus

Tangibility

Tangibles are described as appealing and attractive physical signs, including the appearance of cleanliness, physical facilities, and decoration (Glaveli et al., 2006). They are further referred to as staff appearances such as personal presence and dress codes (Nickson, Warhurst, and Dutton, 2005). Tangibles are defined as aspects of a service that can be felt without actually purchasing it. They are always the apparent features of the service used by businesses to improve customer satisfaction.

McDougall and Snetsinger (1990) differentiated between intangibility and tangibility by defining them as the degree to which a service or product portrays its precise concrete image and the lack of physical evidence, respectively. Hence, tangibilizing services act as an essential success path in hotel sectors (Reddy, Buskirk, and Kaicker, 1993). Ironically, intangibility is a critical feature that defines services, whereas tangibility is recognized as a crucial element of service quality. According to Choi and Chu (2000), tangibility is the most significant parameter of hotel service quality. The availability of modern-looking equipment, neat appearance of staff, visually appealing physical facilities, visually appealing service-associated materials, availability of room temperature control and comfortable beds, free internet access services for customers, easily accessible reservation, and health care facilities affect the consumer behavior of the hotel, improving their level satisfaction.

According to Lockyer (2002), the tangible dimension is a criterion that should be considered while choosing accommodation. Specific features such as shower and bathroom conditions or the softness of pillow and mattress can be considered when selecting a residing place for customers with special status and gender. Nonetheless, cleanliness was reported as the most significant parameter affecting a person's choice of accommodation. Further, the shift from a conventional to a more modern attitude produced a positive reaction in this regard (Antony, Jiju Antony, and Ghosh, 2004). The finding of Presbury (2009) in the Sydney hotel sector revealed that the expectations with regards to tangible attributes, such as the range of facilities being offered, were considered to be necessary to customers overall, and cleanliness, quiet, and privacy were essential to a lesser extent than managers had anticipated. The findings of another study reconfirmed that physical evidence is essential, and the inability to maintain flawless physical

facilities and employees' appearances could lead to an image of below-average service satisfaction image in customers' minds, similar to the case of North Cyprus Hotels (Nadiri and Hussain, 2005)

Furthermore, according to Koteler (1973), design environments are the stimuli that influence a customer's decision to use a service. According to this model, buyers' perceptions of physical space quality are influenced by the sensory qualities of the space surrounding a purchased object. He tested his approach in various businesses, including hotels, and discovered that interior design, architecture, and window dressing are all essential aspects of a customer's perceived quality and ability to meet their expectations. Markovic and Raspor (2010) maintained that tangibility is one of the key factors that best explained customer satisfaction in Croatia hotels. Additionally, the likelihood of tolerating heterogeneity on the tangible dimension is more considerable among hotel customers (Yilmaz, 2009).

In in this regard, the following hypothesis is proposed:

$H1_{A1}$: Tangibility has a positive effect on customer satisfaction.

Location

Pakurár et al. (2019) stated that location means the ease and convenience with which guests can use hotels' services. Research has shown that more accessible access to services increases customer satisfaction (Lima Santos et al., 2021). This factor is even more essential for large cities such as Sydney, a widely scattered city and covers a large geographic area. Main attractions and hotels are spread across a few main spots around the central business district (CBD) and the harbor district in the inner-city suburbs (i.e., areas the city council refers to as villages).

According to tourism and tourism geography studies, a hotel's location significantly impacts tourist movements due to the law of distance decay (Dredge, 1999). According to Arbel and Pizam (1977), most hotel visitors preferred to stay in hotels close to crucial city attractions. According to Markovic and Raspor (2010), hotel location is one of the most critical determinants of service quality and customer satisfaction in the hotel sector. Their research also found that traveling visitation is a spatially selective activity, but prominent tourist destinations attract diverse visitors regardless of the hotel's location. Almeida et al. (2019) indicated that location is an essential factor to be explored with hotel travelers. Convenient location, like near airports or city

centers, can be a vital factor for travelers' satisfaction by paying higher hotel rates. Zhou et al. (2017) indicated that easy access to the hotel is vital to increasing customer satisfaction.

In line with this, the following hypothesis is proposed:

H1$_{A2}$*:* Location has a positive effect on customer satisfaction.

Responsiveness

Responsiveness is explained as informing customers of their service delivery (Kang et al., 2002) and is an act of immediately performing services and being accessible when customers need help (Edvardsson, 1998). Liu et al. (2008) found that negligence while dealing with customers' inquiries results in discontent. Thus, the company's representatives should be empowered with the required knowledge to efficiently respond to customers' inquiries and fulfill their needs as soon as possible.

Understanding consumer behavior includes the scientific evaluation of why people buy products and services and how they apply them. Responsiveness entails a willingness to assist customers and provide prompt services (Parasuraman et al., 1988). More precisely, this is related to the ability of the service supplier to provide services promptly, which is an essential parameter of service quality for guests. Customers permanently expect prompt services and quick processing of their needs and are informed about the lack of meeting their needs. Responsiveness is defined as the enthusiasm of the personnel to assist the clients and provide prompt services for them (Parasuraman et al., 1985). According to Kotler (2015), the satisfaction of hotel customers mainly originates from service staff's high levels of responsiveness toward hotel customers during service delivery, and it encapsulates the expectations of customers on promptness in service providing.

Researchers have reported that customers expect service providers to respond and provide their needs patiently and enthusiastically (Lymperopoulos, Chaniotakis, and Soureli, 2006). It was found that service providers' lack of attending to customers' needs was one of the needs' weaknesses and accompanying the staff's efficiency in responding to these needs (Sohail et al., 2007). Bhatta and Durgapal (2016) added that customers must see service providers ready and willing to perform their desired service. This vital dimension of service quality deals with customers' requests and being accountable regarding their complaints and questions attentively

and promptly (Chen, Chen, and Lee, 2013). According to Nadiri and Hussain (2005), responsiveness is one of the most critical predictors of service quality which explains customer satisfaction in Northern Cyprus hotels as this dimension can impact customers' future intentions and their decisions to repurchase the service.

In pursuing this objective, the following hypothesis is presented:

H1$_{A3}$: Responsiveness has a positive effect on customer satisfaction.

Reliability

Reliability is defined as the capacity to appropriately and reliably fulfill the promised service. More precisely, it is a precise indicator of overall service quality since it is related to the proper fulfillment of a promised task, the extended continuity of courtesy, and the provision of good service (Juwaheer, 2004). Reliability is the ability of a service provider to deliver the promised services consistently and honestly (Apte and Martin, 1994).

The significance of reliability is perceived when coping with conflicts. Based on the finding of a study, retailers should respond timely to customers' requests and be error-free in this regard (Keating, Rugimbana, and Quazi, 2003). Problem management is an essential driver for assessing a service. Thus, possessing a well-managed complaint system and good recovery is critical for an organization regarding providing quality services. Hotel customers seek services on which they can rely. Consequently, reliability is an essential factor considered while gauging service quality in the hotel sector (Mei et al., 1999).

Reliability is a widely employed variable in almost all service quality measurement methods, demonstrating its link to customer satisfaction. Ibáez et al. (2006) investigated the relationship between this crucial aspect of service quality and customer satisfaction, finding a substantial link between customer contentment and reliability in the hotel industry. Their studies have further acknowledged that reliability items included items that customers would typically expect. For example, the ability to perform the promised service accurately and dependably. For instance: "It is highly crucial that when hotel employees say they will do something by a specific time, they should always follow through. " Many researchers pointed out this dimension of service quality as one of the most critical factors contributing to customer satisfaction. Service reliability

in the hotel industry can be divided into sub-dimensions such as hotel security, personnel specialization, and correct account information management (Chang et al., 2014). Presbury (2009) found that the ability of service providers to provide services in a timely way is the essential criterion in evaluating service quality in three-four-and five-star hotels in Sydney.

According to Apte and Martin (1994), reliability is recognized as a necessity, while Chowdhary and Prakash (2007) considered it more applicable to intangible services. Based on the study findings, managers reported a lack of socialization ability because young employees were not frequently successful service providers. (Presbury, Fitzgerald, and Chapman, 2005). In another study, it was found that customers would tend to tolerate mistakes or delays if they were satisfied with the personnel's values and personal skills. They claimed that reliability problems could be corrected if service providers are truthful, exhibit a willingness to provide help and assure the customer that they are never too busy to attend to their requests (Jabnoun & Khalifa, 2005).

According to some studies, reliability is a crucial driver for improving customer satisfaction (April & Pather, 2008; Kumar et al., 2010). Their studies indicated that this aspect of service quality directly influenced by staff behavior was the most critical factor. Customers expected that the employee would perform a promised service accurately, dependably, and promptly. It is defined as human capital. To obtain a positive level of customer satisfaction, employees should deal with, anticipate, and resolve hotel guests' problems. Ling et al. (2012) indicated that reliability is the most crucial factor in determining customer satisfaction in the Malaysian Hotel industry.

To address this issue, the following hypothesis is formulated:

$H1_{A4}$: Reliability has a positive effect on customer satisfaction.

Assurance

Assurance is "knowledge and courtesy of the staff and their ability to inspire confidence and trust" (Parasuraman et al., 1988). These items were captured by asking customers questions such as: "The hotel staff must always be courteous to guests" and "The employees of these hotels must always have in-depth knowledge of the hotel and its services." (Jabnoun & Khalifa, 2005). It

is thought that if hotel employees perform in a trustworthy manner, customer satisfaction will rise dramatically. It may also inspire hotel guests to stay longer or return (Ndubisi, 2006).

Hotel guests seek methods to ensure a high level of service quality to maximize their satisfaction with the recovery of service disappointments and service experiences. Many researchers (Bhat & Qadir, 2013; Karunaratne et al., 2010) who empirically investigated customer satisfaction related to service quality in the hotel sector verified the importance of the assurance variable in customer satisfaction. Staff actions (i.e., assurance) exert a more significant effect on customer satisfaction compared to physical characteristics (Ekinci et al., 2008), which corroborates the findings of another research (Sanchez-Hernandez et al., 2009). Based on the result of another study, assurance was considered the most crucial determinant in other sectors (Siddiqui & Sharma, 2010) when the appropriate staff served hotel customers. According to Presbury, Fitzgerald, and Chapman's (2005) qualitative research, customers regarded the assurance factor, as related to the conduct, attitude, and knowledge of hotel employees, as a vital part of service quality. According to the conclusions of this study, Sydney hotels are underperforming in these critical areas. In another study, Ling et al. (2012) confirmed and strengthened the existing body of knowledge, highlighting the importance of assurance in improving customer satisfaction in Malaysia's hotel services. Hossain (2012) also indicated that assurance positively impacts customer satisfaction in the hotel industry.

In in this regard, the following hypothesis is proposed:

$H1_{A5}$: Assurance has a positive effect on customer satisfaction.

Empathy

Empathy is the "caring, individualized attention the firm provides its customers" (Parasuraman et al. 1988). It refers to the ability to share and understand other people's feelings. Staff empathy helps create an enjoyable guest experience and impact consumer behavior (Munhurrun. et al., 2010). The other definition of empathy is from a consumer behavior stand. Consumer behavior is the behavior that consumers display in searching for products and services that they expect will satisfy their needs. Empathy is one of the vital service quality dimensions that can impact consumer decision-making processes and influence their future purchases. (Schiffman et al., 2013). Presbury's (2009) finding in the Sydney hotel sector displayed that this dimension

rated very high in importance to customers who stayed in Sydney hotels. However, the performance of Sydney hotel staff on this crucial dimension was low. Consequently, the evidence of this study suggested that hotel managers understand what customers expect in terms of empathy. Moreover, empathy may refer to personalization that gives customers individualized attention regarding improving corporate values (Nusair & Kandampully, 2008). Empathy was the weak point of Mauritius hotels, representing that the hotelier's understanding of customers' expectations is an essential parameter in the quality service (Juwaheer, 2004)

Empathy has long been recognized as the most crucial factor for satisfying customer needs (Simon, 2013). This significant factor made hotel customers happy and functioned as a vital predictor in improving the hotel's future economic success. The empathic approach towards the customer instills a sense of importance in the consumer, leading to a desire to return and a propensity to promote the hotel to others. In the research done by Minh et al. (2015), empathy was the most critical factor leading to customer satisfaction. It is noteworthy that hotel customers are not likely to tolerate discrepancy when it comes to empathy regarding hotel services, thus seriously affecting customer satisfaction (Yilmaz, 2009). According to previous evidence, employees will encounter negative research gaps if they do not practice empathy effectively (Munhurrun. et al., 2010). Markovic and Raspor (2010) also reported that the primary service quality variable in the Croatian hotels was empathy.

Accordingly, the following hypothesis is proposed:

$H1_{A6}$: Empathy has a positive effect on customer satisfaction.

3.4.2 Personality factors

Personality is described as a set of psychological characteristics that contribute to a person's long-term and distinctive patterns of emotion, thinking, and behavior (Jani & Han, 2013). Personality is defined as the psychological qualities such as feelings, thinking, and behavior that tend to be unique and permanent (Sohn, 2017).

3.4.2.1. Dimensions of personality factors

The five-factor model has been accepted as a meaningful and valuable taxonomy for understanding and organizing personality factors. The five-factor model represents that personality has five dimensions of individual differences:

- *Neuroticism:* Being angry, worried, embarrassed, anxious, depressed, insecure, and emotional.
- *Extroversion:* Active, assertive, sociable, talkative, and gregarious.
- *Agreeableness:* Being tolerant, good-natured, flexible, soft-hearted, cooperative, forgiving, trusting, and courteous.
- *Conscientiousness:* Being responsible, persevering, achievement-oriented, careful, and hardworking.
- *Openness to experience:* Holding unconventional values, needing variety, being imaginative, curious, broad-minded, intelligent, original, aesthetic sensitivity, and cultured (McCrae & John, 1992)

The source of negative affectivity has been recognized as neuroticism (Watson & Hubbard, 1996). Individuals with high neuroticism experience more distress than others due to their essentially negative personality (George, 1992); as a result, they may experience greater levels of emotional and mental exhaustion. While neuroticism is linked to negative experiences in life, extroverts are more motivated to feel good (Costa & McCrae, 1992).

Extroversion is the fundamental source of positive individual affectivity. Extroverts tend to be optimistic, meaning that they believe things will work out better. That is why they are expected to experience emotional exhaustion at the lower levels. Agreeable individuals have a higher motivation to achieve interpersonal intimacy, leading to happiness (McCrae & Costa, 1991). Conscientious individuals are usually dependable, competent, efficient, ambitious, and hardworking (Block, 1961). People who are open to experience tend to experience both adverse and pleasant events more intensely (Costa & McCrae, 1991).

No two people (i.e., customers) are precisely the same since the features that make up an individual's personality are a unique blend of internal and external factors. Despite this, many people are similar in a particular personality trait. Many customers, for example, might be classified as extroverted or "high" in sociability (indicating their level of interest in group or social

activities), whereas others can be classified as introverted or "low" in sociability. Furthermore, two customers may have similar levels of innovativeness but different levels of self-monitoring. Personality is a crucial term in consumer behavior since it divides people into different groups based on a single or limited range of personality traits. If each customer were unique in every way, segmenting them would be nearly impossible, and there would be no purpose in building standardized services based on personality (Schiffman et al., 2013).

Previous studies differ in incorporating personality traits, especially the Big Five factors. For example, looking at hotel sector studies, Lin and Worthley (2012) solely employed extraversion and openness to experience, arguing that agreeableness, conscientiousness, and neuroticism applied to individual, social, and sickness-related attributes, respectively and thus not related to the consumption sector. In addition, Mooradian, T. A. (1997) employed only neuroticism and extraversion to examine the evocation of feelings when viewing advertising because these two comprehensive personality traits were more universal than the other parts of the personality. Other researchers (e.g., Orth, Trzesniewski, and Robins, 2010) correlated brand attachment to outcomes using all personality factors, implying that all traits had a substantial impact. Employing fear and joy as aspects of neuroticism and extraversion, respectively, Faullant, Matzler, and Mooradian (2011) noted that joy positively impacted overall customer satisfaction, while the fear exerted a negative impact on overall customer satisfaction.

Marketers are interested in learning how personality influences consumption behavior because it allows them to understand better consumer demands and segments and target customers who are more likely to respond positively to their service and product offerings. (Schiffman et al., 2013). Customer satisfaction is a prominent research variable since it has a long-term impact on customer behaviors such as repurchasing and sharing pleasant experiences with prospective new customers. As a result, only a few studies have looked at the impact of personal factors like personality traits on customer satisfaction (Gountas & Gountas, 2007). The results of a few studies which investigated the relationship between personality factors and customer satisfaction are not converging (Vazquez-Carrasco & Foxall, 2006). Utilizing personality types of material, intuitive, feeling, and thinking as items influencing customer satisfaction, Gountas and Gountas (2007) noted a significant relationship. As a result of the lack of evidence on the impact of the Big Five personality traits on customer satisfaction, the current study investigated their relationships.

3.4.2.2. Empirical study of personality factors in the hotel sector

Jani & Han (2014) tested the relationship between the Big Five personality factors and hotel customers' satisfaction in South Korea. The results indicated that neuroticism, conscientiousness, and extroversion were significantly related to hotel customers' satisfaction. To examine the relationship between the Big Five personality factors and reuse intention, Yaou Hu and Hyun Jeong Kim (2018) found that agreeableness and conscientiousness affect hotel customers' reuse intentions in the USA. Tang and Lam (2017) observed that extraversion and agreeableness are positively associated with the satisfaction of reuse intention of customers of green hotels in China. Lin and Worthley (2012) suggested that extraversion dramatically and explicitly contributed to enjoyment, substantially impacting satisfaction. The same result was confirmed by Oppong and Boasiako (2017). Their study indicated that extraversion affected customer satisfaction in the hotel sector. Table 3.3 summarizes empirical studies on personality factors in the hotel industry.

Table 3.3. Summary of empirical studies on personality factors in the hotel industry

Study	Dimension	Sample	Country
Dev Jani, Heesup Han(2012)	Five dimensions: Neuroticism, Conscientiousness, Extroversion, Agreeableness and Openness.	583 Hotel Guests	South Korea
Ingrid Y.Lina,∗, ReginaldWorthleyb(2012)	Extroversion, and Openness.	263 Hotel Guests	USA
Dev Jani, Heesup Han(2014)	Five dimensions: Neuroticism, Conscientiousness, Extroversion, Agreeableness and Openness.	529 Hotel Guests	South Korea
Tang, C.M.F. and Lam, D. (2017)	Two dimensions: Extroversion, Agreeableness	406 Hotel Guests	China
Elizabeth Oppong(2017)	Three dimensions: Neuroticism, Extroversion, Agreeableness	400 Hotel Guests	Ghana
Yaou Hu, Hyun Jeong Kim(2018)	Five dimensions: Neuroticism, Conscientiousness, Extroversion, Agreeableness and Openness.	496 Hotel Guests	USA

Empirical studies of personality factors in the hotel industry evidenced that extraversion, agreeableness, openness, and neuroticism were four essential factors leading to customer satisfaction in the hotel sectors worldwide. Personality factors indicated in customer behavior and marketing studies have influenced consumers' affective responses (Orth, Trzesniewski and Robins, 2010) and customer satisfaction (Faullant, Matzler, and Mooradian, 2011; Lin). Although none of these studies have integrated personality factors with customer satisfaction and service quality in a single study to ascertain their relationships in the hotel sector as Han & Ryu (2009) and Jani & Han (2014) are calling for further studies on the influence of personality traits in the hospitality industry. This study attempts to answer the calls of the above and many other researchers by examining the extent to which personality factors influence customer satisfaction in the hotel industry in Sydney.

Using the hotel as the study sector, Lin and Worthley (2012) discovered that personality on customers' emotions and satisfaction consequently influenced their reusing behavior. Using these models, some researchers have sought to analyze the association among service quality, customer satisfaction, and reuse intentions in various sectors and countries. However, there is a lack of well-researched studies regarding the role of service quality and personality factors, along with their impact on customer satisfaction and reuse intentions, especially in the hotel and hospitality sectors (Oppong & Boasiako, 2017; Siddiqui & Sharma, 2010).

The current study includes some theory-based implications concerning the research drivers of customer satisfaction in the hotel sector. Based on the literature, this is one of the few empirical studies on personality factors, service quality, reuse intentions, and customer satisfaction, thus paving the way for researchers to understand the relationships between the variables mentioned above. It is noteworthy that this study mainly provides further support for conceptualizing customer satisfaction as different concepts (Hicks et al., 2015; Oliver, 1997; Rust & Oliver, 1994; Westbrook & Oliver, 1991). In filling the perceived knowledge gap, the current study was triggered to develop a model of reusing intentions involving five personality factors (openness to experience, agreeableness, neuroticism, conscientiousness, and extraversion) to identify the relative importance of personality factors in generating customer satisfaction.

Extraversion

The extroverted personality is stated to be sociable, outgoing, energetic, and passionate. Extraversion is a personality trait that has a solid link to positive affectivity. Extroverts are sociable people who like human connection, and as a result, they are more likely to support others' behavior. As a result, they are more vulnerable and sympathetic to others' suffering and distress. Findings by Mroz and Kaleta (2016) suggest that perspective-taking may be a side effect of extraversion.

Extraverts are more open to product/service advertisements and have a higher purchase intention. As a result, this energetic, outgoing, and enthusiastic personality trait can positively impact customer satisfaction and the intent to return. This means that an extroverted individual is more likely to form connections and form relationships than someone introverted. (Oppong and Boasiako, 2017). Extraverts' vulnerability to interactions means that well-executed emotional engagement moments throughout the value chain have a more significant impact on them, resulting in more repeat patronage and higher customer satisfaction. In addition, extraversion refers to how outgoing people are, and it indicates how at ease they are when engaging with others. Extraverts feel better when interacting with others and prefer it over working alone because of these characteristics; they are also more trusting. Lin and Worthley (2012) stated that extraversion dramatically and explicitly contributed to enjoyment, substantially impacting satisfaction. The same result was confirmed by Oppong and Boasiako (2017).

In keeping with this line of argument, the following hypothesis is proposed:

$H2_{A1}$: Extraversion has a positive effect on customer satisfaction.

Agreeableness

An agreeable individual is warm, passionate, and forgiving while not stubborn or demanding. People who are trusting, cooperative, and likable have a high level of agreeableness. People with high agreeableness tend to be straightforward and helpful, which makes them good in social situations. (Matzler & Renzl, 2007). They tend to be sympathetic and eager to help other people (Jani & Han, 2014). Individuals with high scores on this trait are more likely to be trustworthy and adaptable. These traits help people interact well with others and establish personal relationships.

Because of their softness and trustworthiness, people with a high degree of agreeableness are more easily persuaded by emotional engagement moments, changing their relative attitudes and resulting in more vital customer satisfaction. (Jani & Han, 2014). Tan et al. (2004) reported that showing positive emotions was strongly associated with customer agreeableness, and these emotions positively impacted satisfaction with service providers. Furthermore, a study on utility companies revealed that the agreeable personality factor was a positive driver of customer satisfaction (Matzler & Renzl, 2007). Likewise, Jani and Han (2014) found that agreeable guests were usually satisfied with the hotel industry's services because of their specific and helpful characteristics.

In keeping with this line of argument, the following hypothesis is proposed:

$H2_{A2}$: Agreeableness has a positive effect on customer satisfaction.

Neuroticism

Neuroticism describes a temperamental, tense, and touchy individual who lacks self-confidence. Such emotionally unstable behavior is typically characterized in light of its negative effect on consumption-type behaviors (Volodina, Lindner, and Retelsdorf, 2019). Individuals with high neuroticism experience more distress than others due to their essentially negative personality (George, 1992); as a result, they may experience greater levels of emotional and mental exhaustion. Neuroticism which is the tendency to experience adverse effects such as fear, embarrassment, and sadness, has been found to have a negative association with customer satisfaction (Matzler & Renzl, 2007) and negatively correlated with satisfaction in terms of training and vocational education (Volodina, Lindner and Retelsdorf, 2019).

Because of their primarily negative nature, individuals with high neuroticism experience more distress than others. These people expect the best level of service every time. This personality trait is linked to emotional instability and anxiety. Individuals with a high score on this personality factor have an anxious and turbulent attitude. As a result of this attitude, there would be a general lack of trust in others, resulting in a lower level of satisfaction. (Tang and Lam, 2017). People with high levels of neuroticism are prone to being unreasonable, temperamental, and incapable of coping with others. They are also known to be unstable and quickly agitated. Neuroticism is considered the polar opposite of emotional stability. This personality trait has been linked to being

emotionally unstable, easily angry, and having many insecurities. Their highly unstable and anxious traits mean that they are likely to feel discomfort in physical moments within the value chain, decreasing the level of satisfaction.

In keeping with this line of argument, the following hypothesis is proposed:

H2_{A3}: Neuroticism has a negative effect on customer satisfaction.

Openness

Openness to experience suggests that individuals are unconventional, curious, and visionary and have various interest levels. Open-minded individuals tend to have various interests (Chung & Park, 2017). Openness is a person's level of curiosity, creativity, imagination, and originality (Jani & Han, 2013). Briefly, openness to experience refers to the pro-activity of individuals in finding and appreciating novel situations. People with a high level of openness are more open to trying new things, new ideas, and new experiences. They are open-minded and curious about new things, and seek novelty. They are drawn to new experiences, adventures, and creative undertakings. Open people have a higher level of intrinsic motivation to learn for the sake of learning.

Openness to experience is frequently used to measure people's willingness to be open to new ideas and is associated with a level of curiosity rather than caution. People who have a high openness to experience attribute are also shown to be more trustworthy. Because of their trustworthiness, they are more vulnerable to emotional moments along the value chain, which can alter their personality trait and increase their satisfaction with a company or brand. Individuals with a high level of "openness to experience" will be amenable to new associations and concepts and thereby more receptive to change. Consequently, such individuals may be more willing to join new associations and ventures. Such an inclination may also increase their level of satisfaction because they have various interest levels. Further, Lin (2010) reported that the openness personality factor had an essentially positive effect on affective customer loyalty, which is assumed to be a consequence of customer satisfaction. Therefore, it seems that the openness personality trait can contribute to satisfaction in different contexts and circumstances.

In in this regard, the following hypothesis is proposed:

H2_{A4}: Openness has a positive effect on customer satisfaction.

Conscientiousness

Conscientiousness is evident in some traits, such as meticulousness and thoroughness, while not impulsive or idle. Accordingly, it is a constructive human characteristic that is supposed to affect purchasing results positively. In other words, higher levels of customer conscientiousness are expected to contribute to more significant purchases and thus lead to higher levels of satisfaction.

People high in trait conscientiousness suffer more from negative deviations from their trait level than those with low in trait conscientiousness, leading to less satisfaction. Although this trait is supposed to be beneficial for well-being, it may decrease the level of satisfaction, implying that more conscientious individuals represent less satisfaction. (Boyce et al., 2010).

Conversely, Organ and Lingl (1995) discussed that the relationship between conscientiousness and satisfaction is not permanently evident and demonstrated that conscientiousness negatively predicted co-worker satisfaction. Regarding the leader-follower relationship, Harris et al. (2019) concluded that conscientious leaders usually are more rigid (i.e., less adaptable), thus drawing less satisfaction from followers. The amount of goal-directed behavior and perseverance a person possesses is measured by conscientiousness. People who have a high score on this trait are likely to be dependable, structured, and consistent. Compared to people who have different attributes, they are also reported to be more tidy and responsible. Conscientiousness is considered the polar opposite of a lack of direction.

Boyce et al. (2010) found that conscientiousness has a dark side. People that score high on conscientiousness are believed to be more dependable than others. The reason is that they are well-organized and consistent, making them more dependable. This personality trait is associated with making people more sensitive to physical sensations, which impacts repeat patronage since conscientious people rely on consistency, which influences customer satisfaction.

In keeping with this line of argument, the following hypothesis is proposed:

H2$_{A5}$: Conscientiousness has a negative effect on customer satisfaction.

3.5 Reuse intentions

Marketing investigation revealed that keeping customers loyal is more beneficial than the attraction of new ones as this has repercussions for marketing costs, customers' willingness to pay more, and hence for profits. Consequently, businesses in general and service providers, in particular, like to keep their customers. The behavioral purpose indicates whether a customer will stay loyal to or switch to another service provider.

Ithnan and Ariffin (2020) showed that customer experience is associated with reuse intentions, i.e., the more favorable the customer experience, the more likely his/her desire to use the service again. Oliver (1997) defined reuse intentions as engagement in certain behaviors such as willingness to revisit and WOM recommendations. These intentions can predict the future consumption behavior of the customer and his WOM recipients. Yee et al. (2009) argued that customers' behavioral reaction results from their product/service cognitive appraisal and the love they have experienced while doing so. However, it is to be remembered that people instead catch the intentions of the customer rather than the actual actions in the case of reuse intentions. Nevertheless, some researchers concluded that reuse intentions are strong indicators of potential expected actions; therefore, they measured intentions to revisit, suggest, and be loyal. (Boulding et al., 2013; Balikcioglu & Kucukergin, 2015; Sharma & Nayak, 2018).

A favorable relation between customer satisfaction and reuse intentions in the hotel and hospitality sector is crucial due to the positive effect such a relationship has on profitability (Han et al., 2010; Ryu et al., 2010; Han & Back, 2008). Repeat company is an excellent example in this case. Next, Edwin and Sheryl (2013) concluded that by assessing their degree of satisfaction, understanding customer behaviors gives the service provider a greater chance of affecting the user's behavior. Yee et al. (2009) reported that customer satisfaction is paramount, leading to customer satisfaction. Siddiqi (2011) showed that quality of service characteristics is positively linked to customer satisfaction which is positively linked to customer loyalty.

A satisfied hotel customer employs his word of mouth to suggest the hotel to others. These widely add to profitability by returning to stay in the same hotel and those impacted by the hotel (Petzer & Mackay, 2014). Next, Chang et al. (2014) assessed tourists' reuse intentions of staying overnight in green hotels, revealing a positive relationship between reuse intentions and customer satisfaction. Zeithaml, Berry, and Parasuraman (1996) reported that reuse intentions reflect

whether customers will stay with the organization or leave. These reuse intentions are either desired or undesired. Good word of mouth, paying a price premium, staying loyal, and spending more with the service provider are favorable.

The undesired involve quitting the service provider, poor word of mouth, lower company spending, and legal action (Ali & Amin, 2014; Lima Santos et al., 2021). Similarly, Oliver (1997) defined reuse intentions as a stated likelihood to engage in the behavior. Reuse intentions involve revisit and word-of-mouth intentions in this sense (Jani & Han, 2011). As such, consumers' prior interactions with a product or service lead to an attitude towards the supplier closely correlated with consumer intentions to buy and suggest (Han & Kim, 2009).

Many researchers have stressed the value of integrating consumers' reuse intentions because they predict customers' actual actions (Ali & Amin, 2014). Hotels can achieve consumer loyalty and gain a competitive advantage by delivering quality services (Gunarathne, 2014). Rao and Sahu (2013) reported that hotel operators are also concentrating more on preserving quality standards as this has the apparent benefit of satisfying customers' essential requests and demands. Competition is intense among hotels to attract and keep customers loyal. Hence, customers will be less likely to reuse a hotel if they do not fulfill their service quality standards (Rauch et al., 2015), no matter the price they pay for. Therefore, customer satisfaction is crucial to hotel operators since it can directly affect customer loyalty and retention due to service quality.

3.5.1 Customer satisfaction and reuse intentions

An organization requires offering products and services accommodating particular levels of customers' perceived values to fulfill customer satisfaction. For instance, customers are well-pleased when their understanding of service quality aligns with their expectations. They feel satisfied when the offered service values are compared to the price paid for that service (Lu et al., 2015; Wicks & Roethlein, 2009). Hotel managers should know about customers' needs and evaluations of the hotel service quality to efficiently run a hotel to offer customers a satisfying experience (Olorunniwo et al., 2006).

A positive relationship between customer satisfaction and reuse intentions in the hotel and hospitality sector is of great importance due to its positive effect on profitability (Han et al., 2010; Ryu et al., 2010; Han & Back, 2008). Repeat business is a fine example in this regard. Similarly, Edwin and Sheryl (2013) found that service providers can take more significant opportunities to

affect customer behaviors by understanding customers' viewpoints and evaluating their satisfaction levels. Furthermore, Yee et al. (2009) reported that customer satisfaction is highly significant since it can contribute to customer loyalty. Likewise, Siddiqi (2011) indicated that service quality attributes are positively associated with customer satisfaction and loyalty.

A content hotel customer typically uses word of mouth to suggest the hotel to others. These issues play a role in profitability in various ways, such as referring back to the hotel recommended by those who have already experienced staying in the same hotel (Petzer & Mackay, 2014). Additionally, Chang et al. (2014) studied tourists' reuse intentions for those residing in green hotels overnight and demonstrated a positive association between customer satisfaction and reuse intentions. Moreover, Berezina et al. (2012) concluded that contentment, revisit intentions, and word of mouth significantly contributed to customers' perceptions of service quality. The rationale mentioned above resulted in developing the following hypothesis:

H3: Customer satisfaction has a positive effect on the reuse intentions of hotel customers.

To sum up, this chapter presented the proposed theoretical framework of this study. It further indicated the theoretical arguments for the relationship between each variable and its definitions and then presented the explanations and arguments leading to the proposed hypotheses of the study. Finally, Table 3.4 represents a summary of all 12 hypotheses of this study.

Table 3.4. Summary of hypotheses

H	Statement of hypothesis
$H1_{A1}$	Tangibility has a positive effect on customer satisfaction.
$H1_{A2}$	Location has a positive effect on customer satisfaction.
$H1_{A3}$	Responsiveness has a positive effect on customer satisfaction.
$H1_{A4}$	Reliability has a positive effect on customer satisfaction.
$H1_{A5}$	Assurance has a positive effect on customer satisfaction.
$H1_{A6}$	Empathy has a positive effect on customer satisfaction.
$H2_{A1}$	Extraversion has a positive effect on customer satisfaction.
$H2_{A2}$	Agreeableness has a positive effect on customer satisfaction.
$H2_{A3}$	Neuroticism has a negative effect on customer satisfaction.
$H2_{A4}$	Openness has a positive effect on customer satisfaction.
$H2_{A5}$	Conscientiousness has a negative effect on customer satisfaction.
$H3$	Customer satisfaction has a positive effect on behavioral intentions of hotels' customers.

CHAPTER 4
METHODOLOGY

4.1 Introduction

The previous chapter presented the conceptual framework and hypotheses of the study. In this chapter, it is essential to operationalize the theoretical constructs to provide a basis for developing the measurement scales and testing the proposed model. The final part of this chapter provides an overview of the data analysis.

4.2 SERVQUAL versus SERVPERF

To recognize the challenges and complex features of service quality and its significant relationship with customer satisfaction and reuse intentions, it is essential to understand the associated features and find valid and appropriate instruments for measurement.

Several scholars proposed various instruments for measuring service quality, with SERVPERF and SERVQUAL being identified as the two most prominent scales, forming the foundation for service quality assessment in various service sectors. (e.g., Parasuraman et al., 1988; Sanjay & Gupta, 2004; Riadh, 2009). The SERVQUAL model has its opponents and proponents. The proponents claim that this model is a famous instrument for measuring service quality. Its diagnostic ability is well appreciated. In addition, its validity and reliability are acceptable, and it is recommended for service quality research. Opponents criticize SERVQUAL, indicating that its construct and face validity is questionable, and this model has several operational and theoretical drawbacks. (Francosis et al., 2007).

Several studies using SERVQUAL or SERVPERF scales in diverse service settings have demonstrated that the standardized scales are not generic (i.e., inapplicable in multiple service contexts) and fail to capture industry/sector-specific aspects underlying quality perceptions (e.g., Dabholkar et al., 2000; Negi, 2010). As a result, based on the specific qualities of the given services, the antecedents and measures of service quality may vary in different service contexts (e.g., hotels and similar). Because of the multiple criticisms of SERVQUAL, the SERVPERF scale was adopted for this investigation.

4.3 Measurement of constructs

The measurement of constructs is analytical in scientific inquiry since they should be related to observable data if the researcher is to accomplish empirical testing. Further, the measurement process is a straightforward sequence. First, the researchers conceptualize a variable and then operationalize it. Eventually, they apply the indicators in the empirical world. The conceptualization of a construct refers to taking and refining it by giving it a conceptual definition. Furthermore, the operationalization of this construct is the process of moving from the conceptual definition of this construct to a set of specific measures or activities that allow researchers to observe it empirically (Neuman, 2000).

4.3.1 Service quality

There are numerous definitions for service quality. The conceptualization of quality that has gained the most significant acceptance represents that quality is the customers' evaluation regarding the excellence of the product/service of a company and the performance of its critical characteristics compared with the service or product of rival companies and its characteristics (Wirtz & Bateson, 1999). Han and Hyun (2017) conceptualized quality as the tourists' evaluation of excellence in a specific tourism product and its results against those provided by competing products. The quality of the physical environment, service (or interaction), and food (or result) is the essential quality components of many theoretical/empirical studies in hospitality. The following section presents the measurement of different dimensions of service quality.

4.3.1.1. Tangibility

Kotler (2015) indicated that various service quality dimensions are the totality of characteristics and features of services bearing on their ability to imply or satisfy a need. According to him, the appearance of an organization's equipment, physical facilities, and staff are tangible parameters. Halil and Kashif (2005) added that customers look for quality communication, equipment, and physical facilities to provide prompt services. The SERVQUAL scale initially consisted of ten dimensions concerning desirable characteristics of services, and tangibility is one of those essential dimensions of service quality. It was later (1988) categorized into five dimensions. By applying SERVPERF, Halil and Kashif (2005) assessed customers' viewpoints of

service quality in North Cyprus hotels and recognized tangible and intangible factors as the ones affecting service quality. Perran (1995) examined hotel service quality in Istanbul (Turkey) and listed several influential factors in service quality, including tangibility as a vital part of the service quality of the hotel industry.

Table 4.1. Indicators of tangibility

CODE	ITEMS	SOURCE
Q8R1	The Hotel had modern bedrooms, bathrooms and living areas	SERVQUAL(Tangibles)then customized for hotel context
Q8R2	The employees of this Hotel always were neat in appearance	SERVQUAL (Tangibles)
Q8R3	The hotel had a range of facilities	Tsaur & Tzeng 1995 (Hotel facilities)
Q8R4	This Hotel had public areas which were visually appealing, and comfortable	SERVQUAL(Tangibles)wording customized for hotel context

4.3.1.2. Responsiveness

According to Kotler (as cited in Ngo & Nguyen, 2016; Zeithaml et al., 2018), responsiveness is the staff's willingness to provide appropriate services and help the customers. Bhatta and Durgapal (2016) asserted that customers must perceive that service providers are ready and willing to perform their desired services. This vital dimension of service quality attentively and promptly focuses on customers' requests and accountability regarding their complaints and questions (Chen, Chen, and Lee, 2013). Theodorakis and Alexandris (2008) also identified responsiveness as a vital part of service quality, customer satisfaction, and reuse intentions.

Table 4.2. Indicators of responsiveness

CODE	ITEMS	SOURCE
Q9R1	The employees of Hotel solved any problems guests might have	Saleh & Ryan (1991) (Responsiveness)
Q9R2	The employees of the Hotel give good service to customers	SERVQUAL (Responsiveness)
Q9R3	The employees of the Hotel were always willing to help customers with their queries or requests	SERVQUAL (Responsiveness)
Q9R4	The employees of this Hotel attended to guests promptly when they arrived	Saleh & Ryan (1991) (Responsiveness)

4.3.1.3. Location

Service providers directly influence customer satisfaction by service and product quality. Given that the worldwide market saturation and competition change the growing service sector, service quality plays a vital role in retaining and attracting customers (Syuhailah et al., 2020). The research about service quality has directed various basics to assist all tourism industries in increasing the number of satisfied customers. According to Parasuraman et al. (1985), location is one of the service quality dimensions, and Pakurár et al. (2019) define it as the ease and convenience with which guests can use the offering services by the hotels. Research has demonstrated that more accessible access to services increases customer satisfaction (Lima Santos et al., 2021). As one of the service quality dimensions, the location may influence a hotel customer.

Table 4.3. Indicators of location

CODE	ITEMS	SOURCE
Q10R1	The Hotel was within close proximity to the central business district	SERVQUAL (Location)
Q10R2	The Hotel was within walking distance to major attractions	SERVQUAL (Location)
Q10R3	The Hotel was conveniently located to public transport	SERVQUAL (Location)
Q10R4	The location of the Hotel was convenient and meet customer needs.	SERVQUAL (Location)

4.3.1.4. Reliability

As indicated by Kotler (as cited in Kondasani & Panda, 2016; Zeithaml et al., 2018), reliability signifies the aptitude to accomplish the promised service accurately and unvaryingly. Bhatta and Durgapal (2016) further declared that customers always want a performance to be dependable and consistent. Moreover, Zeithaml et al. (2018) maintained that this service quality dimension is critical since customers fancy deals with an organization capable of keeping its promises and showing good communication. Mathew et al. (2019) mentioned that considering reputation about reliability, customers' past experiences are concerned with service quality reliability (Chen, Chen, and Lee, 2013), and reliability is a vital part of service quality and customer satisfaction in the hotel industry.

Table 4.4. Indicators of reliability

CODE	ITEMS	SOURCE
Q11R1	The Hotel delivered services promptly, once promised	Saleh & Ryan (1991) (Reliability)
Q11R2	When the Hotel staff promised to do something by a certain time, they did so	SERVQUAL (Reliability)
Q11R3	When Hotel customers had a problem, this Hotel showed a sincere interest in solving that issue	SERVQUAL (Reliability)
Q11R4	This Hotel performed the service right the first time	SERVQUAL (Reliability)
Q11R5	The employees of this Hotel insisted on error free records	SERVQUAL (Reliability) All wording customized for hotel context

4.3.1.5. Assurance

As expressed by Kotler (as cited in Paulus, 2020), assurance means the comprehensive knowledge of personnel to convey confidence and trust. Additionally, Parasuraman et al. (1988) defined assurance as to the qualified courteousness of personnel and the skill of arousing confidence and trust in them. According to Zeithaml et al. (2018), assurance guarantees the link through the employee with the customer to the company by confidence and trust. Drawing insight from their study on customer perception toward service quality and its impacts on Greek the reuse

intentions of Greek hotels, Konstantinos et al. (2002) further identified empathy and assurance as influential factors in customers' purchase intentions and satisfaction.

Table 4.5. Indicators of assurance

CODE	ITEMS	SOURCE
Q12R1	The employees of the Hotel had in-depth knowledge of the Hotel and its services	SERVQUAL(Assurance)
Q12R2	The Hotel provided acceptable solutions to customers' problems	SERVQUAL(Assurance) Customized for the hotel context
Q12R3	The Hotel ensured the security and safety of their customers	SERVQUAL(Assurance) Customized for the hotel context
Q12R4	The Hotel had knowledgeable staff to answer questions about local attractions, shopping and major events	Saleh & Ryan (1991) (Assurance)

4.3.1.6. Empathy

According to Kotler (as cited in Parvez, 2019; Zeithaml et al., 2018), empathy conveys caring, individualized attention to the customer. Parasuraman et al. (1988) and Zeithaml et al. (2018) mentioned that empathy is the providers' personalized attention to customers and giving them appropriate assistance and prompt care. This vital dimension of service quality is more appropriate to organizations demanding to create a significant connection with customers than transaction marketing.

Brady et al. (2011) confirmed the positive effects of service quality on customer satisfaction and reuse intentions, and customer satisfaction directly affected the reuse intentions in America and Latin America. Relying on insight from their study on customer perception toward service quality and its impacts on reuse intentions in Greek hotels, Konstantinos et al. (2002) identified empathy as the influential factor on customers' purchase intentions.

Table 4.6. Indicators of empathy

CODE	ITEMS	SOURCE
Q13R1	The Employees of this Hotel anticipated their customers' needs	Saleh & Ryan (1991) (Empathy)
Q13R2	The Employees of this Hotel showed genuine care and concern when giving customers personal attention	SERVQUAL (Empathy)
Q13R3	The Employees of this Hotel had the interests of their customers at heart	SERVQUAL (Empathy)
Q13R4	The Employees of this Hotel understood customers' specific needs	Saleh & Ryan (1991) (Empathy)
Q13R5	This Hotel had convenient business hours	Saleh & Ryan (1991) (Empathy)

4.3.2 Personality factors

According to Hilgard, personality is defined as the patterns of behavior and thinking ways that will indicate how a person adapts himself to the environment. However, others set an association between a person's stable characteristics and personality and describe it as specific properties with stability, probably leading to the prediction of the individual behavior. Personality involves the attributes and characteristics that reflect a person's actions, including emotions, thoughts, self-image beliefs, thoughts, thinking processes, and many behaviors (Volodina, Lindner, and Retelsdorf, 2019).

Experts have presented alternative meanings for personality in psychology and personality. The term personality is initially rooted in the Latin word "persona" based on its etymology, implying the mask placed on their face by the theater actors in Ancient Greek and Roman. This perception suggests that every individual's personality is a mask on his face as the distinguishing attribute from the others (Bujisic et al., 2015). The following section provides the measurement of different dimensions of personality factors.

4.3.2.1. Extraversion

Extraversion is the degree to which a person is outgoing or sociable (McCrae & Costa, 1999) and covers irritability, inclination to build relationships with others, being garrulous,

confident, and emotional (Baron & Kenny, 1986). Extraversion factors show the amount and degree of interpersonal contact in individuals (Jani & Han, 2014).

Likewise, extraversion is an essential factor leading to hotel customer satisfaction (Jani & Han, 2014). Analyzing the influence of personality traits on satisfaction in a fictional bar and hotel setting, Lin and Worthley (2012) concluded that extraversion dramatically and explicitly contributes to enjoyment and thus has a substantial impact on satisfaction. Kocabulut and Albayrak (2019) reported the positive and negative impacts of customer personality on their satisfaction and loyalty to products or services.

Table 4.7. Indicators of extraversion

CODE	ITEMS	SOURCE
Q14R1	I talk to a lot of different people at parties	Tang, C.M.F. and Lam, D. (2017)
Q14R2	I feel comfortable around people	Tang, C.M.F. and Lam, D. (2017)
Q14R3	I start conversations	Tang, C.M.F. and Lam, D. (2017)
Q14R4	I make friends easily	Oppong & Boasiako (2017)

4.3.2.2. Agreeableness

It is the degree to which a person is helpful and kind and has general feelings toward other people (Smith, 2020). Jani and Han (2013) claimed that agreeableness, extraversion, and neuroticism were the central stimulants of customer satisfaction in the hotel industry. This aspect comprises trust, selflessness, affection, love, and other valuable behaviors, including being considerate (Baron & Kenny, 1986). Similarly, extraversion and agreeableness, as two indicators of personality, were already determined in customer satisfaction (Jani & Han, 2014). Agreeableness is the other important factor leading to hotel customer satisfaction (Jani & Han, 2014).

Table 4.8. Indicators of agreeableness

CODE	ITEMS	SOURCE
Q15R1	I trust what people say to me	Oppong & Boasiako (2017)
Q15R2	I sympathize with others' feelings	Tang, C.M.F. and Lam, D. (2017)
Q15R3	I am concerned about others	Oppong & Boasiako (2017)
Q15R4	I respect others	Oppong & Boasiako (2017)

4.3.2.3. Neuroticism

Individuals concerned and occupied with this trait cannot control their feelings and are distressed, reserved, and depressed accordingly (McCrae & Costa, 1991). Oppong and Boasiako (2017) described neuroticism as the steadiness of a person's general emotional makeup and excessive urges or cravings. One who rates high in neuroticism is a temperamental, tense, and touchy individual who lacks self-confidence. Such emotionally unstable behavior is typically characterized in light of its negative effect on consumption-type behaviors (Jani & Han, 2014; Matzler & Renzl, 2007; Matzler et al., 2005; Volodina, Lindner and Retelsdorf, 2019).

Table 4.9. Indicators of neuroticism

CODE	ITEMS	SOURCE
Q16R1	I worry about things	Oppong & Boasiako (2017)
Q16R2	I get stressed out easily	Oppong & Boasiako (2017)
Q16R3	I am filled with doubt	Oppong & Boasiako (2017)
Q16R4	I panic easily	Oppong & Boasiako (2017)

4.3.2.4. Openness

Open-minded individuals tend to have various interests (Chung & Park, 2017). Openness is a person's level of curiosity, creativity, originality, and imagination (Jani & Han, 2013). Briefly, openness to experience refers to the pro-activity of individuals in finding and appreciating novel situations. For example, Jani and Han (2014) used openness in experience and extraversion factors in hotels. They found that conscientiousness, agreeability, and neuroticism were associated with individual social achievements and sickness-related characteristics, respectively, and thus irrelevant to contextual factors. Matzler et al. (2005) also considered openness to account for consumption experience.

Table 4.10. Indicators of openness

CODE	ITEMS	SOURCE
Q17R1	I enjoy looking for a deeper meaning	Siddiqui, K. (2012)
Q17R2	I get excited by new ideas	Siddiqui, K. (2012)
Q17R3	I enjoy thinking about things	Siddiqui, K. (2012)
Q17R4	I have a vivid imagination	Siddiqui, K. (2012)

4.3.2.5. Conscientiousness

Conscientiousness manifests in some traits, such as meticulousness and thoroughness, while not impulsive or idle. Accordingly, it is a constructive human characteristic that is supposed to affect purchasing results positively. In other words, higher levels of customer conscientiousness are expected to contribute to more significant purchases and thus lead to higher levels of satisfaction.

The standard features of this dimension include reflection with control over overreactions and intended behaviors. Coping with an organization and concerning details is slick for a dominant person with this feature (Baron & Kenny, 1986). Conscientiousness is the degree to which a person is precise, well organized, and orderly (Jani & Han, 2013). In addition, conscientiousness represents the tendency of people to accomplish (Jani & Han, 2014).

Table 4.11. Indicators of conscientiousness

CODE	ITEMS	SOURCE
Q18R1	I am exact in my work	Siddiqui, K. (2012)
Q18R2	I carry out my plans	Siddiqui, K. (2012)
Q18R3	I make plans and stick to them	Siddiqui, K. (2012)
Q18R4	I pay attention to detail	Siddiqui, K. (2012)

4.3.3 Customer satisfaction

Different researchers defined customer satisfaction in various paths. Gogoi (2015) suggested that satisfaction is the favorableness of peoples' subject assessment of several results and experiences related to its purchase or use. In another instance, Hill and Alexander (2017) defined satisfaction as a divergence between preceding expectation and following satisfaction occurring after consumer's usage and evaluation. Similarly, Kotler (2015) defined satisfaction as assessment in two phases of post-purchase of a product or service and pre-purchase expectation. Liu and Yen (2015) posited that customer satisfaction occurs when customers get more benefits than their cost. In a more recent study, Lu et al. (2016) defined customer satisfaction as the feeling of delight due to comparing service or product quality concerning one's expectations.

The key to generating lasting profit is to provide high-quality services that ultimately result in satisfied customers. Based on the pertinent literature, customer satisfaction stems from the customers' understanding of service quality (Calisir et al., 2014) relative to expectations (Zeithaml et al., 2018). In their study, Cronin et al. (2001) indicated better measures regarding the impact of service quality on satisfaction. Sweeney and Soutar (2001) also worked on customer satisfaction, while Mano and Oliver (1993) also used another version of these scales.

Al-Sabbahy et al. (2004) mentioned that higher quality leads to higher satisfaction. Considering that this debate could lead to doubts on the findings, it was decided to separately measure overall customer satisfaction and overall service quality, abandoning the idea that factors

representing the model would themselves predict service quality. Accordingly, these questions were used, demonstrating the measurement of different drivers of customer satisfaction.

Table 4.12. Indicators of customer satisfaction

CODE	ITEMS	SOURCE
Q19R1	This hotel is very good value for money	Al-Sabbahy, Ekinci and Riley (2004)
Q19R2	The price of accommodation at this hotel is very acceptable	Al-Sabbahy, Ekinci and Riley (2004)
Q19R3	I value this hotel as it met my needs at a reasonable price	Al-Sabbahy, Ekinci and Riley (2004)
Q19R4	I feel I received good value for money I spent	Al-Sabbahy, Ekinci and Riley (2004)
Q20R1	I would say this hotel provides superior service	Brady, Cronin and Taylor (2002)
Q20R2	I believe that this hotel offers excellent service	Brady, Cronin and Taylor (2002)
Q20R3	Overall, the service quality at this hotel has been excellent	Brady, Cronin and Taylor (2002)
Q20R4	This hotel ranks highly in terms of service quality	Brady, Cronin and Taylor (2002)
Q21R1	This is one of the best hotels I have stayed in	All items are from Mano & Oliver (1993) (General Satisfaction) customized wording for hotels
Q21R2	I am satisfied with my decision to stay at this hotel.	All items are from Mano & Oliver (1993) (General Satisfaction) customized wording for hotels
Q21R3	My choice to stay at this hotel was a wise one.	All items are from Mano & Oliver (1993) (General Satisfaction) customized wording for hotels
Q21R4	I have truly enjoyed this hotel.	All items are from Mano & Oliver (1993) (General Satisfaction) customized wording for hotels

4.3.4 Reuse intentions

Reuse intention refers to the motivational elements which influence a given behavior where the stronger desire to perform the behavior increases the likelihood of behavior performance (Lima Santos et al., 2021). Oliver (1997) defined reuse intentions as engagement in a particular behavior, such as a willingness to revisit. Furthermore, Zeithaml et al. (1996) reported that reuse intentions show whether customers will stay with the organization or defect.

These reuse intentions are either desired or undesired. The favorable ones include expressing good word of mouth, paying a price premium, staying loyal, and spending more with the service provider. On the other hand, the undesired ones involve quitting the service provider, expressing a poor word of mouth, spending lower by the company, and taking legal action (Ali &

Amin, 2014; Lima Santos et al., 2021). Reuse intentions are known to involve revisit and word-of-mouth intentions in this sense (Jani & Han, 2011). The following questions were applied, demonstrating the measurement of reuse intentions scales.

Table 4.13. Indicators of reuse intentions

CODE	ITEMS	SOURCE
Q22R1	The possibility that I would use this Hotel again is very high	Brady, Cronin & Brand (2002) Customized wording for hotels
Q22R2	I would be quite happy to stay in this Hotel again	Brady, Cronin & Brand (2002) Customized wording for hotels
Q22R3	The next time I need to stay at a Hotel in this area, I would stay at this Hotel	Brady, Cronin & Brand (2002) Customized wording for hotels
Q22R4	This Hotel would be one of my first choices to stay in	Brady, Cronin & Brand (2002) Customized wording for hotels

4.4 Data collection

4.4.1 Questionnaire

This study aimed to explore the drivers of customer satisfaction in the hotel sector. Moreover, it was intended to evaluate how well Sydney hotels are delivering the required service levels. Thus, it was most appropriate to use a survey questionnaire deployed to hotel customers. According to some marketing researchers (e.g., Burns & Bush, 1995; Zikmund, 2003; Solomon, 2017), survey methods allow collecting a significant amount of data economically and efficiently. Additionally, survey methods take on standardization because questions are preset and organized, and the administration of questionnaires is relatively simple. In addition, data can tap into the questions of what, why, and how, and tabulation and statistical analysis allow the emergence of patterns and common themes. Furthermore, it is easy to divide samples into demographic groups and compare them (Zikmund, 2003).

The questionnaire contained questions regarding all the measurement scales of the relevant constructs and demographic variables. All scale items were measured on a seven- and five-point Likert-type scale except for the demographic questions and consisted of five parts (Appendix 1). The first part of the questionnaire involves some items about background information and the decision process. The second section of the questionnaire addresses the performance of hotel services through 26 items about service quality and asks about all mentioned issues in the measurement of constructs. The third part deals with the characteristics of individual hotel guests through 20 items about the Big Five personality traits and searches for all the mentioned issues in the measurement of constructs. The fourth section has 12 and 4 items about customer satisfaction and reuse intentions. The last part of the questionnaire seeks demographic information of hotel customers.

4.4.2 Data collection procedure

Due to the COVID-19 pandemic, data collection through paper questionnaires was challenging, especially in the hotel sector. Thus, an online questionnaire was developed, and all data was collected through the TEG Insights market research agency using a consumer panel. Using a consumer panel has some advantages and disadvantages. The cost of performing this kind of research is very low. In addition, research projects can be completed quickly, allowing organizations to react swiftly to the findings. Response rates tend to be high as respondents have opted to participate in the research.

TEG Insights is an ISO-accredited online research and insight business agency, providing access to consumers for market segmentation, insight generation, and behavioral data. It has different steps for achieving a sample of the target population. The sample was drawn based on the research requirements using the information collected from panel members. For this study, the sample was drawn based on specific survey screeners (they were all over 18 years old and stayed in Sydney hotels in the last eight months) using the collected information from panel members. Members qualified for online research were selected for participation. The collection process took around one month. Then, the collected data were checked for completeness. Finally, 509 completed questionnaires were found usable and considered eligible for the final data analysis.

4.5 Sampling

4.5.1 Population of the study

Considering gathering information through an online survey for the examination, recognizing the population of interest became vital to ensure that the survey was designed so that only unsuitable respondents were filtered out and the same cases were not repeatedly invited to participate in the study. In this study, the target population consists of all over-18-year-old people who have stayed in Sydney hotels in the last eight months. The respondents could be international and local visitors. Although Australia has thousands of visitors every month, this research does not cover adequate resources to have such a high number of total visitors within every state. The COVID-19 pandemic in Australia is part of an ongoing and unexpected worldwide incident. The first confirmed case in Australia was identified on 25 January, 2020. Accordingly, Australian borders were closed to all non-residents on 20 March, 2020. Thus, this survey covered international and local visitors who stayed at three-, four-, and five-star hotels in Sydney in the last eight months (i.e., from July 2019 to March 2020) before the Australian border restrictions were imposed. That's why the survey was conducted over 8 months to cover the COVID-19 pandemic timeline and have an adequate sample size as well. The international visitors sample was sourced by TEG from their international consumer panel.

4.5.2 Sample selection

Irrespective of the implemented sampling technique, this study substantiates the adopted technique. Baker (2017) argued that the execution of probability sampling could most often be difficult, complex, time-consuming, and expensive, and applying techniques associated with non-probability sampling might be more facilitative. The travel industry and hospitality sector are multifaceted and extensive (e.g., vacationers might come up with various experiences as they keep visiting a location, convenience, transportation means, attractions, and eateries). Thus, it seems crucially essential to characterize the study setting. All hotels in Sydney were divided into three groups of three-, four-, and five-star hotels. The sample was chosen based on the non-probability sampling technique in this study.

4.5.3 Overview of the hotel sector in Sydney

According to Tourism Research Australia (TRA, 2021), there were more than 1804 hotels in 2017 in Sydney, and it was estimated to be more than 21,000 hotel rooms, with 1,600 rooms to

be added by the end of the year. The increase equals the total added rooms to the Sydney hotel market over the last eight years and shows 8% of the current supply. Local and overseas visits to Sydney in terms of expenditures, the number of visitors, and the duration of their stay in nights demonstrated that Sydney had visitors from other countries (95%), national overnight visitors (29%), and local day-trip visitors to New South Wales (36%). Over 8.5 million international visitors from 195 countries worldwide paid a visit to Australia in 2018. However, based on quota sampling, the researcher initially considered that most countries had the highest rates of visits in the last eight months in Sydney.

A convenience sampling method has been applied as well. Hotel customers in Sydney are asked to complete the survey through a data collection agency. For this study, the researcher chose the TEG Insights agency, one of Australia's global scope data collection agencies, and manages online permission-based panels in New Zealand and Australia, connecting various universities and businesses with customers for market research. Data collection through paper questionnaires was challenging owing to the COVID-19 pandemic, especially in the hotel sector. Accordingly, the researcher designed an online questionnaire, and the TEG Insights data collection agency collected all data. According to the Australian Bureau of Statistics (2021), the currently six top countries whose people visit Australia in 2020 are China, New Zealand, the USA, the UK, Japan, and Singapore. Hence, in this study, the majority of allocation by the country of origin of international hotel customers is based on the top countries whose people visited Australia in 2020.

Table 4.14. International arrivals to Australia

Source: ABS (2020)
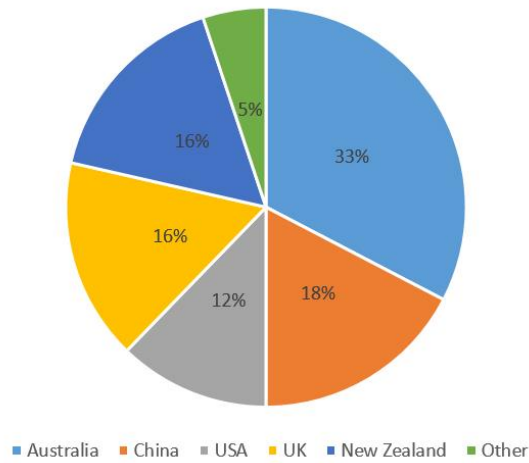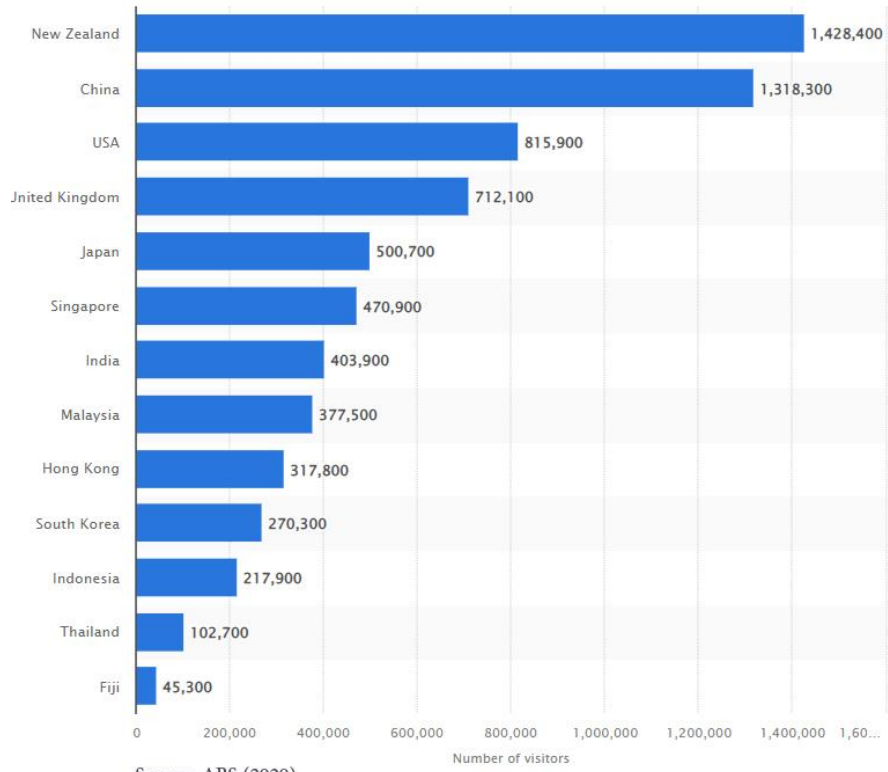
Figure 4.1. Allocation by the country of origin of hotel customers in percentage

4.5.4 Sample size

The population size (N) is more than 100,000. This study needs more than 500 respondents as the sample size (S) to acquire a 99% level of confidence based on the calculation. Therefore, the samples of more than 500 international and local visitors, who have stayed in Sydney hotels in the last eight months, were chosen for the online questionnaire. According to Hill and Alexander (2012), this sample size is large enough for structural equation modeling (SEM). In addition, as SEM matures and additional research is undertaken on crucial research design concerns, larger samples produce more stable solutions, mainly when data or measurement problems are present. Thus, a minimum sample size of 500 is needed to produce reliable results (Hair et al., 2018).

4.6 Method of data analysis

The current research utilized descriptive and inferential statistics. The gathered data were examined using SPSS 24 and Analysis of Moment Structures 24.0 (AMOS). Data analyses included reporting descriptive statistics, confirmatory factor analysis (CFA), and SEM. The next chapter describes the method of data analysis in detail.

4.7 Summary of the chapter

This chapter expounded on the methodology adopted in this thesis. The research design was re-examined while precisely focusing on explaining the survey. Then, the improvement of the questionnaire was evaluated, highlighting the selection of scales. The chapter operationalized the theoretical constructs to provide a basis for developing the measurement scales. It also explained how the constructs comprising the model are operationalized and measured, followed by an overview of the data analysis.

CHAPTER 5

ASSESSMENT AND REFINEMENT OF MEASUREMENT SCALES

5.1 Introduction

The previous chapter outlined the research design, the operational definitions of constructs, and measurement scales in this research. This chapter, relying on 509 cases, elaborates on the review and refinement of the scales. The first section explains the main characteristics of the sample. The chapter then provides information about exploratory factor analysis (EFA) and reliability tests, respectively. The final part describes the method and outcomes of scale validation using confirmatory factor analysis (CFA).

5.2 Sample demographics and data screening

Personal characteristics of the sample represent vast differences. A respondent's profile is studied as a data assessment using a self-administered questionnaire. Highman (1955) indicated that response error is an issue since its completion is uncontrollable. Data screening methods are reviewed in this section, including treating missing data, presenting descriptive statistics, and identifying outlier cases. In addition, sample usability was evaluated, and the final sample included 509 available and valuable cases. Based on Table 5.1, the sample had 67% international and 33% domestic visitors. Approximately 89.8% of the respondents were in the age range of 26-56 years and above.

Further, a high percentage of hotel service users had an annual income of $37,000-130,000 dollars. Moreover, 40.5% of the respondents (206) had a university degree. Based on the obtained data (Table 5.1), 31.6% and 30.6% of the respondents were managers and had a professional occupation.

Table 5.1. Personal characteristics of the sample

Nationality	Frequency	Percent
Australia	167	32.8
China	88	17.3
New Zealand	85	16.7
England	81	15.9
United States	63	12.4
Other	25	4.9
Gender		
Male	260	51.1
Female	249	48.9
Age		
18-25	52	10.2
26-40	175	34.4
41-55	145	28.5
56+	137	26.9
Annual Gross Income		
(£/$) 0–18,000	11	2.2
(£/$) 18,001–37,000	52	10.2
(£/$) 37,001–70,000	113	22.2
(£/$) 70,001–100,000	124	24.4
(£/$) 100,001–130,000	77	15.1
(£/$) 130,001–180,000	53	10.4
(£/$) 180,001 and over	47	9.2
prefer not to say	32	6.3
Level of Education		
Primary School	4	0.8
Secondary	74	14.5
Diploma	94	18.5
University Degree	206	40.5
Postgraduate Degree	116	22.8
Other	15	2.9
Occupation		
Manager	161	31.6
Professional	156	30.6
Technician or Trades Worker	20	3.9
Community or Personal Service Worker	12	2.4
Clerical or Administrative Worker	40	7.9
Sales Worker	18	3.5
Machinery Operator or Driver	11	2.2
Laborer	6	1.2
Stay-at-home mum/dad	11	2.2
Not currently working	38	7.5
Other	36	7.1

According to the results, 55.2% of the respondents visited a paid attraction in Sydney, while 57% visited a free attraction. Most customers (57.6%) selected four-star hotels. Most respondents (23%) had stayed in a hotel in the past 6–8 months in Sydney. Based on the findings, most respondents (57%) had been to Sydney 1-2 times. The most common reason for the last trip to Sydney was business/work trips (29. 1%).

In addition, most respondents (42%) stayed in the corresponding hotels for 3–4 days. All participants experienced different services at least for a day before the assessment. Nevertheless, their average stays days in hotels indicate 3.7 days as the average customer stays in Sydney's hotels. Based on the data, a one-person stay with the respondent demonstrated the highest percentage (36.1%), followed by two-person (24.8%) and three-person (14.3%) stays, respectively. The findings revealed the respondents' high satisfaction since 4, and 5 out of 5 had the highest percentages. The related results are listed in Table 5.2.

Table 5.2. The last hotel stay and the quality of the hotel comparison

Activities performed in the last eight months during their stay		Frequency	Percent
Visited a paid attraction in Sydney	yes	281	55.2
	no	228	44.8
Visited a free attraction in Sydney	yes	290	57.0
	no	219	43.0
Stayed in Sydney hotel	yes	509	100
	no	0	0
Eaten in a Sydney restaurant	yes	389	76.4
	no	120	23.6
The quality of the hotel in the last stay	5 star	152	29.9
	4 star	293	57.6
	3 star	64	12.6
Last time hotel stay in Sydney	Last week	8	1.6
	1 week - 2 weeks ago	16	3.1
	2 weeks - 4 weeks ago	38	7.5
	1 month - 2 months ago	47	9.2
	2 months - 3 months ago	56	11.0
	3 months - 4 months ago	65	12.8
	4 months - 5 months ago	63	12.4
	5 months - 6 months ago	99	19.4
	More than 6 months ago	117	23.0
Number of Hotel stays	None	43	8.4
	1-2 times	290	57.0
	3-4 times	97	19.1
	5-6 times	40	7.9
	7+	39	7.7
Main trip type for your last stay	Business/Work Trip	148	29.1
	Couple's trip	134	26.3
	Trip with family	133	26.1
	Trip with friends	56	11.0
	Solo Trip	38	7.5
Number of days in the last hotel	1-2 Days	149	29.3
	3-4 Days	214	42.0
	5-6 Days	98	19.3
	7 +	48	9.4
Number of persons who stayed in the hotel	0	58	11.4
	1	184	36.1
	2	126	24.8
	3	73	14.3
	4	38	7.5
	5	18	3.5
	6+	12	2.4
Star points to the last hotel stay	1 Star	2	0.4
	2 Star	2	0.4
	3 Star	85	16.7
	4 Star	257	50.5
	5 Star	163	32.0

5.3 Assessment background of measurement scales

5.3.1 Unidimensionality, reliability, and validity

Scale reliability is defined as the stability of the scale's scores (Parasuraman, 1991). Three standard methods are available for assessing the reliability of a scale, including test-retest, alternate-forms, and internal consistency. However, according to the current research, practicality and rationality factors make the test-retest (or the consistency of stability) and alternative-form approaches less practical, whereas internal consistency is more frequently employed to determine the reliability of the scales.

The Cronbach's alpha is the most widely used approach for this strategy and would be substantial if a positive link exists between the aspects of the scale (Hair et al., 2018). Likewise, the unidimensionality test on a measurement scale is another analysis that must be performed before the reliability test and involves a construct that underlies a series of items (Garver & Mentzer, 1999). More precisely, it is the extent to which a series of elements represent one particular latent construct. Before conducting reliability checks, the unidimensional scale testing is essential since reliability (e.g., Cronbach's alpha) does not guarantee unidimensionality (Hair et al., 2018). Unidimensional estimation is a critical task in theoretical testing and development. A sufficient condition for making construct estimations more meaningful is that the constituting metrics, which are posited as the alternative markers of each construct, must be adequately unidimensional (Hair et al., 1998). Thus, researchers are recommended to conduct the unidimensionality test on all multidimensional constructs before the reliability test (Anderson & Gerbing, 1988). It is also crucial to ensure that unidimensionality is accomplished by each series of parameters intended to reflect a particular construct. The value of a measurement scale is the degree to which all construct dimensions are entirely captured by the scale (Parasuraman, 1991). Generally, the validity of a measurement scale depends on its measures and whether they measure the planned construct.

Three types of validation approaches seem to be more common in the literature, including content validity, convergent validity, and discriminant validity. Content validity is characterized as the degree to which the content of a measurement scale addresses all the related aspects of the construct to be measured (Parasuraman, 1991) and refers to the extent of meaning coverage for the construct by its indicators (Garver & Mentzer, 1999). In addition, content validity is generally a

subjective consensus among the involved practitioners (Parasuraman, 1991). Convergent validity is a type of construct validity that shows the degree to which the same result is obtained by multiple evaluators (Campbell & Fiske, 1959) and tackles whether all the items measuring a particular correlate with each other (Garver & Mentzer, 1999). This type of validity is measured by the degree to which the latent construct corresponds to its relevant items. Contrarily, discriminant validity is a type of construct validity and reflects the distinctiveness of the items representing particular constructs (Campbell & Fiske, 1959). In other words, discriminant validity differentiates items representing two different constructs (Garver & Mentzer, 1999). Construct validity is defined by the combination of convergent and discriminant validity.

5.3.2 Exploratory and confirmatory factor analyses

EFA and CFA are two extensively used fundamental methods for determining and optimizing measurement scales concerning their unidimensionality, reliability, and validity. (Hurley et al., 1997). Organizational researchers have a debate regarding employing which form of factor analysis (i.e., EFA or CFA) in particular contexts (Hurley et al., 1997). CFA advocators typically agree that researchers need to provide a clear justification for their measurement scale before data analysis (Hurley et al., 1997). CFA is also used to analyze the predicted causal among the variables in data analysis. EFA proponents agree that CFA is over-used in unacceptable circumstances. They further claim that EFA is frequently considered more suitable in the early stages of scale preparation since CFA fails to demonstrate the item load concerning the non-hypothesized variables (Kelloway, 1995).

Despite contradictory perspectives, nearly most researchers confirm the suitability of EFA and CFA methods for scale development and validation purposes, respectively: Brannick (as cited in Hurley et al., 1997) claims that EFA aids in the development of scales that accurately capture internal consistency while minimizing overlap with other measures. Furthermore, there is nothing preventing one from employing CFA in scale development to see if newly written items correspond to the scale architect's postulated structure.

> "Where measurement models have a well-developed underpinning theory for hypothesized patterns of loadings, EFA may be useful for scale building, but CFA would be desirable."

A line of research would begin with experiments including EFA, with subsequent work demonstrating what can be confirmed" (Hurley et al., 1997).

5.4 Assessment of measurement scales through EFA

5.4.1 Procedure

In in the present study, EFA was implemented by SPSS24. Two fundamental methods mainly extract EFA factors, including standard factor analysis and principal component factor analysis. Although the primary component factor analysis is employed primarily for item reduction, the latent dimensions of the main variables are extracted through typical factor analysis (Conway & Huffcutt, 2003). Thus, in this study, typical factor analysis (principal axis factoring) was used, considering eigenvalue ≥ 1 as a criterion to identify the number of extracted factors. The main reason for selecting these criteria was to extract the dimensions of the original variables in the constructs.

The EFA was performed for all constructs (Conway & Huffcutt, 2003). This step confirmed the unidimensional (the first-order construct) or multidimensional (the second-order construct) nature of the construct scales. The factor analysis must merely lead to one factor for a scale to be empirically unidimensional. This is important since all the underlying constructs of the theoretical model tend to be unidimensional. Items with low factor loadings (< 0.50) are excluded due to their less alignment with the latent constructs they were intended to measure (Hair et al., 2018).

Then, reliability analysis (Cronbach's alpha) was implemented to each set of indicators (i.e., each scale) to analyze and optimize the measurement items, followed by excluding items with low coefficients of an item-to-total correlation (<0.50). Further, the scale of each construct should at least attain an alpha of 0.70, which is a requirement for this preliminary evaluation (Hair et al., 2018). Furthermore, a more reliable estimation of reliability is calculated later in the case of using CFA for measurement scales (Hair et al., 1998). Regarding Podsakoff's suggestion (2012), to disrupt unwanted response patterns, it is critical to modify the scale types and anchor labels and invert the phrasing of some of the items. In this study, all items have been recorded to be in the same direction after data collection.

5.4.2 EFA results

5.4.2.1. EFA for individual scales

Following the above-described procedure and criteria, the EFA outcomes demonstrated that four scales were immediately acceptable out of the total scales while nine scales needed some refinements. Table 5.16 provides the scales that did not require refinements, including tangibility (4 items), location (4 items), extraversion (4 items), openness (4 items), conscientiousness (4 items), and reuse intentions (4 items). Only one factor was identified for each scale based on the latent root or eigenvalue >1. The extracted factor variance was estimated to be from 61.824% to 78.783%, and the factor loadings were all found to be more than 0.50. Accordingly, as mentioned earlier, all four scales seem to be unidimensional in this stage. The reliability of the composite score was calculated after determining the unidimensional nature of the scales. Based on the obtained data in Table 5.16, all scales represent a Cronbach's alpha of above 0.70 (ranging from 0.788 to 0.910). The item-total correlation values, which range from 0.542 to 0.822, are also above the threshold of 0.50. So, all items containing these nine scales were maintained for further analysis.

Table 5.3. EFA and reliability test results

Construct/Items	Factor Loading	% Extracted Variance	Eigenvalue	Item-Total Correlation	Cronbach's Alpha
Tangibility		73.438	2.938		0.879
Q8r1	0.861			0.745	
Q8r2	0.794			0.653	
Q8r3	0.889			0.788	
Q8r4	0.881			0.775	
Location		61.824	2.473		0.788
Q10r1	0.804			0.651	
Q10r2	0.818			0.672	
Q10r3	0.772			0.564	
Q10r4	0.749			0.542	
Extraversion		76.562	3.062		0.897
Q14r1	0.885			0.788	
Q14r2	0.868			0.762	
Q14r3	0.868			0.763	
Q14r4	0.879			0.779	
Reuse intentions		78.783	3.151		0.910
QSEC4r14	0.890			0.799	
QSEC4r15	0.883			0.788	
QSEC4r16	0.904			0.822	
QSEC4r17	0.873			0.775	

Table 5.4 presents scales with required modifications. These scales produced only one factor, with variances varying between 63.254% and 87.396%. The Cronbach's alpha was estimated to be in the range of 0.798-0.949. Nevertheless, in these four scales, the factor loading coefficients and item-total correlations of nine items were calculated to be lower than the appropriate thresholds.

Table 5.4. Results of unidimensionality and reliability test – Refined scales

Construct / Items	Original scale		Refined scale	
	Factor loading	Item-Total Correlation	Factor loading	Item-Total Correlation
Responsiveness				
Q9r1.r	0.924	0.788	0.928	0.838
Q9r2.r	0.946	0.827	0.951	0.885
Q9r3.r	0.918	0.768	0.925	0.832
Q9r4	0.301	0.194	eliminated	eliminated
% Variance Extracted		67.018		87.396
Eigenvalue		2.681		2.622
Cronbach's Alpha		0.809		0.927
Reliability				
Q11r1	0.854	0.704	0.843	0.672
Q11r2	0.840	0.666	0.842	0.665
Q11r3	0.733	0.528	0.771	0.595
Q11r4.r	0.547	0.366	eliminated	eliminated
Q11r5	0.686	0.486	0.718	0.534
% Variance Extracted		54.835		63.254
Eigenvalue		2.742		2.530
Cronbach's Alpha		0.755		0.798
Assurance				
Q12r1	0.858	0.630	0.878	0.721
Q12r2.r	0.526	0.347	eliminated	eliminated
Q12r3	0.866	0.651	0.880	0.725
Q12r4	0.855	0.635	0.872	0.709
% Variance Extracted		62.321		76.875
Eigenvalue		2.493		2.306
Cronbach's Alpha		0.731		0.850
Empathy				
Q13r1	0.811	0.653	0.831	0.702
Q13r2	0.898	0.775	0.911	0.825
Q13r3	0.899	0.777	0.911	0.823
Q13r4.r	0.590	0.450	eliminated	eliminated
Q13r5	0.803	0.669	0.803	0.664
% Variance Extracted		65.290		74.872
Eigenvalue		3.265		2.995
Cronbach's Alpha		0.831		0.886
Agreeableness				
Q15r1	0.544	0.357	eliminated	eliminated
Q15r2	0.858	0.680	0.866	0.692
Q15r3	0.864	0.676	0.883	0.721
Q15r4	0.803	0.590	0.835	0.641
% Variance Extracted		60.621		74.232
Eigenvalue		2.425		2.227
Cronbach's Alpha		0.765		0.826
Openness				
Q17r1	0.851	0.672	0.873	0.705
Q17r2	0.831	0.651	0.847	0.662
Q17r3	0.854	0.682	0.875	0.710
Q17r4	0.568	0.379	eliminated	eliminated
% Variance Extracted		61.670		74.873
Eigenvalue		2.467		2.246
Cronbach's Alpha		0.783		0.830
Conscientiousness				
Q18r1	0.903	0.784	0.927	0.831
Q18r2	0.899	0.789	0.900	0.779
Q18r3	0.591	0.423	eliminated	eliminated
Q18r4	0.891	0.763	0.917	0.810
% Variance Extracted		69.152		83.721
Eigenvalue		2.766		2.512
Cronbach's Alpha		0.847		0.903
Customer Satisfaction				
QSEC4r2	0.776	0.734	0.749	0.694
QSEC4r3	0.693	0.640	eliminated	eliminated
QSEC4r4	0.801	0.756	0.792	0.743
QSEC4r5.r	0.440	0.386	eliminated	eliminated
QSEC4r6	0.857	0.804	0.873	0.839
QSEC4r7	0.872	0.831	0.882	0.848
QSEC4r8	0.860	0.827	0.864	0.824
QSEC4r9	0.862	0.817	0.871	0.836
QSEC4r10	0.767	0.698	0.782	0.731
QSEC4r11	0.834	0.793	0.834	0.789
QSEC4r12	0.804	0.754	0.808	0.756
QSEC4r13	0.852	0.806	0.862	0.824
% Variance Extracted		62.949		69.367
Eigenvalue		7.554		6.937
Cronbach's Alpha		0.935		0.949

Responsiveness

Item Q9r4 (The hotel employees attended to guests promptly when they arrived) showed low factor loadings (0.301) and low item-total correlations (0.194), and therefore, did not produce congruent results with other items. Thus, the item-total correlation for this item was below the threshold of 0.50 and was excluded accordingly.

Reliability

In item Q11r4.r, the factor loading coefficient and item-total correlation (This hotel did not perform the service right the first time) were calculated to be 0.547 and 0.366, respectively, which did not reach threshold levels. This item was therefore excluded in later data analysis. Based on the findings (Table 5.17), EFA and Cronbach's alpha analysis were conducted for the modified three-item scale, and the results showed values more than the threshold.

Assurance

For item Q12r2.r (The hotel did not provide acceptable solutions to customers' problems), factor loading and item-total correlation were weak (0.526 and 0.347, respectively), leading to the exclusion of this item. The remaining items were reanalyzed through EFA and reliability tests. According to Table 5.17, the three items of the modified scale enjoyed appropriate factor loading and item-total correlation.

Empathy

For item Q13r4.r (The employees of this hotel did not understand customers' specific needs), item-total correlations (0.450) were found to be weak, and the item-total correlation ranked below the threshold of 0.50. Thus, item Q13r4.r was eliminated from the analysis. According to data (Table 5.17), this elimination led to acceptable factor loading and item-total correlation for the modified scale.

Agreeableness

In in the case of item Q15r1 (I trust what people say to me), item-total correlation (0.357) was also estimated to be low. Therefore, this item was excluded from the analysis. Then, EFA and reliability analyses were run for the remaining items. According to the obtained data (Table 5.17), the modified scale showed acceptable factor loading and item-total correlation.

Openness

As regards item Q17r4 (I have a vivid imagination), the item-total correlation (0.379) was also computed to be low, and thus this item was removed from the analysis. Then, EFA and reliability analysis were performed for the remaining items. According to Table 5.17, the modified scale demonstrated acceptable factor loading and item-total correlation.

Conscientiousness

For item Q18r3 (I make plans and stick to them), factor loading (0.591) and item-total correlations (0.423) were found to be weak, and the item-total correlation ranked below the threshold of 0.50. Thus, this question was eliminated from the analysis. Based on data in Table 5.17, this elimination led to acceptable factor loading and item-total correlations for the modified scale.

Neuroticism

Item Q16r1.r (I do not worry about things) represented low item-total correlations (0.077) and low factor loadings (-0.493). In addition, the item-total correlation for this item ranked below the threshold of 0.50, and thus, the item was excluded from the analysis. Item Q16r4.r (I do not panic easily) also showed a weak total correlation (-0.123, Table 5.5). As a result, Q16r4.r was removed, leading to proper factor loading and item-total correlation.

Table 5.5. Results of unidimensionality and reliability test for neuroticism

Construct / Items	Original scale		Refined scale		Refined scale	
	Factor loading	Item-Total Correlation	Factor loading	Item-Total Correlation	Factor loading	Item-Total Correlation
Neuroticism						
Q16r1.r	*-0.493*	*0.077*	*eliminated*	*eliminated*	*eliminated*	*eliminated*
Q16r2	*0.830*	*0.362*	*0.920*	*0.565*	*0.936*	*0.752*
Q16r3	*0.848*	*0.341*	*0.930*	*0.528*	*0.936*	*0.752*
Q16r4.r	*-0.489*	*0.085*	*-0.273*	*-0.123*	*eliminated*	*eliminated*
% Variance Extracted	*47.233*		*59.525*		*87.578*	
Eigenvalue	*1.889*		*1.786*		*1.752*	
Cronbach's Alpha	*0.393*		*0.451*		*0.858*	

Customer satisfaction

Item QSEC4r5.r (I did not get good value for the money I spent.) demonstrated low factor loadings (0.440) and item-total correlations (0.386) and produced incongruent results with the other items of the scale. Additionally, the item-total correlation of this item was estimated to be below the threshold of 0.50. Similarly, item QSEC4r2 (The hotel was an excellent value for money) indicated low factor loadings (0.693). Thus, QSEC4r5.r and QSEC4r2 were deleted from the analysis.

In general, 11 items were eliminated (i.e., Q9r4, Q11r4.r, Q12r2.r, Q13r4.r, Q15r1, Q16r1.r, Q16r4.r Q17r4, Q18r3, QSEC4r3, & QSEC4r5.r,) while retaining the remaining 51 items for all scales, which are now acceptable.

Table 5.6. Summary table based on EFA results

Construct	Items	Construct	Items
Tangibility	Q8r1	Agreeableness	Q15r1(eliminated)
Tangibility	Q8r2	Agreeableness	Q15r2
Tangibility	Q8r3	Agreeableness	Q15r3
Tangibility	Q8r4	Agreeableness	Q15r4
Location	Q10r1	Openness	Q17r1
Location	Q10r2	Openness	Q17r2
Location	Q10r3	Openness	Q17r3
Location	Q10r4	Openness	Q17r4(eliminated)
Extraversion	Q14r1	Conscientiousness	Q18r1
Extraversion	Q14r2	Conscientiousness	Q18r2
Extraversion	Q14r3	Conscientiousness	Q18r3(eliminated)
Extraversion	Q14r4	Conscientiousness	Q18r4
Reuse intentions	QSEC4r14	Customer Satisfaction	QSEC4r2
Reuse intentions	QSEC4r15	Customer Satisfaction	QSEC4r3(eliminated)
Reuse intentions	QSEC4r16	Customer Satisfaction	QSEC4r4
Reuse intentions	QSEC4r17	Customer Satisfaction	QSEC4r5.r(eliminated)
Responsiveness	Q9r1.r	Customer Satisfaction	QSEC4r6
Responsiveness	Q9r2.r	Customer Satisfaction	QSEC4r7
Responsiveness	Q9r3.r	Customer Satisfaction	QSEC4r8
Responsiveness	Q9r4(eliminated)	Customer Satisfaction	QSEC4r9
Reliability	Q11r1	Customer Satisfaction	QSEC4r10
Reliability	Q11r2	Customer Satisfaction	QSEC4r11
Reliability	Q11r3	Customer Satisfaction	QSEC4r12
Reliability	Q11r4.r(eliminated)	Customer Satisfaction	QSEC4r13
Reliability	Q11r5	Neuroticism	Q16r1.r(eliminated)
Assurance	Q12r1	Neuroticism	Q16r2
Assurance	Q12r2.r(eliminated)	Neuroticism	Q16r3
Assurance	Q12r3	Neuroticism	Q16r4.r(eliminated)
Assurance	Q12r4		
Empathy	Q13r1		
Empathy	Q13r2		
Empathy	Q13r3		
Empathy	Q13r4.r(eliminated)		
Empathy	Q13r5		

Note. EFA: Exploratory factor analysis.

5.5 Assessment of measurement scales using CFA

5.5.1 Introduction

To evaluate and improve measurement scales, conventional methods such as Cronbach's alpha and EFA are used as the primary methods (Hair et al., 2018). CFA is more effective in this regard (Garver & Mentzer, 1999). According to Hurley et al. (1997), EFA provides critical diagnostics that should be evaluated with CFA results when judging a scale and its items. The reason is that CFA offers an evaluative hypothesis concerning the population factor structure, drawing evidence from the sample, including the interactions of the construct with its measures. On the other hand, EFA attempts to explain, simplify, or minimize data to facilitate comprehension (Hurley et al., 1997).

In a reflective model, the indicators are evoked by the underlying construct and have positive high intercorrelations, whereas they can theoretically possess no intercorrelation or low or high intercorrelation in a formative model. Moreover, the latent construct exists in the reflective model while formed in the formative model. In the reflective model, causality between items and latent constructs is from the construct to items while from items to the construct in a formative model (Coltman et al., 2008).

According to the following results, the studied indices show a high internal correlation in each structure, representing the reflective model. The latent variables of this study were reflective because the interchangeability of each of the indicators enables the researcher to measure the construct by sampling some relevant indicators underlying the domain of the construct. Reflective indicators can be viewed as a sample of all the possibilities available factors within the conceptual domain of the construct. Consequently, these indicators of a given construct are expected to move together, meaning that changes in one indicator are associated with proportional changes in the other indicators (Hair et al., 2018). The following section explains the use of CFA for validating the main measurement characteristics, including unidimensionality, reliability, convergent and discriminant validity, and confirmative validation (Hair et al., 2018).

5.5.2 Test of unidimensionality, reliability, and validity using CFA

The unidimensionality of a scale is characterized as the presence of a single latent trait that underlies the data (Anderson & Gerbing, 1988; Hair et al., 2018). In the CFA method, the unidimensionality is evaluated by aligning a scale with its construct and relevant items (Garver & Mentzer, 1999; Steenkamp & Van Trijp, 1991). The type of applied reliability in CFA is considered composite reliability, which is more appropriate than Cronbach's alpha as the assumption of equal item reliability is omitted in this method (Hair et al., 1998). The composite reliability of a scale is estimated through the following equation (Hair et al., 1998):

Composite reliability = ($\sum$standardized loading)2 / (($\sum$standardized loading)2 + $\sum$εj)

Where standardized loadings are explicitly derived from the program output, and εj represents the measurement error of each indicator. Further, 1.0 minus the square of the indicator's standardized loading equals the measurement error. In examining the convergent validity of a measure, the evaluations of several constructs are consistent (Hair et al., 1998). There are two conditions for convergent validity. There should be an acceptable fitting level and statistically significant regression coefficients (factor loadings) for all indicators, higher than twice its standard error (Dunn et al., 1994; Anderson & Gerbing, 1988). Steenkamp and Van Trijp (1991) suggested that a statistically relevant coefficient on a specific item is an insufficient criterion for convergent validity. Instead, a high factor regression coefficient acts as a more powerful condition sensitive to items with significant but trivial effects (Hurley et al., 1997; Brannik, 1997).

An acceptable level of the significant coefficient for an indicator has a convergent validity of 0.70 (Kline, 1998; Hair et al., 2018; GarverandMentzer, 1999). Discriminant validity is interpreted as "the degree to which the measures of different concepts are distinct" (Bagozzi, 1994). The literature identifies two types of discriminant validity, including within- and across-construct validity. However, due to the unidimensional nature of the variable in the present study, the across-construct validity seemed more appropriate. It is believed that in CFA, there should not be loading or close convergence of items in a scale with those on a different scale (Garver & Mentzer, 1999). An acceptable fitting level of a model typically indicates its across-construct discriminant validity, and unity is not obtained through a 95% confidence interval of the correlation (Anderson & Gerbing, 1988; Bagozziand, 1994).

5.5.3 Estimation methods and overall model fit measures

The maximum likelihood (ML) is the most widely used method among the techniques for calculating SEM/CFA (Anderson & Gerbing, 1988; Kline, 1998) because it has many significant characteristics such as being asymptomatically impartial, reliable, transparent, and scale-independent (Bollen, 1989). There are two troublesome problems in the usage of ML. It is focused on the premise that the distribution of the measured variables is usually multivariate and requires a large sample size (Byrne, 1989). However, previous research has shown that ML is the preferred approach where the data have a mild to moderate divergence from multinormality (e.g., Joreskog & Sorbom, 1996; Bollen, 1989).

In terms of the overall model fit, there are "dozens of fit indices described in the SEM literature that is more than any single model-fitting program reports" (Kline, 1998). However, "there was little consistency in the choice of fit indices or criteria for their evaluation" (MacCallum, Browne, and Sugawara, 1996). The primary measure of the overall fit is Chi-square statistics for such indices (Hair et al., 1998). A low Chi-square value implies no difference between the real and expected input matrices. In this case, the researcher is searching for a non-significant difference (i.e., $p > 0.05$) since the test is between the real and expected matrices (Hair et al., 2018).

This metric's downside is that it has no upper bound in principle, and its lower bound is typically equal to zero. Therefore, the concepts are incomprehensible in a structured fashion (Kline, 1998). Furthermore, the Chi-square value highly relies on the sample size. A meaningful Chi-square ($p<0.05$) for any given model is likely to be observed when the sample size appears to be sufficiently large (>200). On the other hand, acceptable fit, according to Hair et al. (2018), can be accomplished where there is a limited sample size (<100).

Experts divide the value by the number of degrees of freedom (Chi-square/df) to minimize the Chi-square value's dependence on the sample size. In terms of this relative index, there is still no straightforward clarification about the critical value. In an appropriate fit model, the upper bound value ranges from 2 to 5 (Arbuckle & Wothke, 1999; Byrne, 2016; Kline, 1998; Marsh & Hocevar, 1985; Wheaton et al., 1977; Carmines & McIver, 1981). Other fit indices need to be tested to address the limitations of the Chi-square statistic. The specification of adequate fit indices should be based on three requirements: no sensitivity to r sample size, precision and quality for the measurement of various models, and ease of analysis assisted by a well-structured spectrum or

pre-set range (Marsh et al., 1988). Considering these requirements, Garver and Mentzer (1999) recommended the comparative fit indexes (CFI), the Tucker-Lewis index/non-normed fit index (TLI or NNFI), and the root mean square approximation of error (RMSEA) for this purpose. This recommendation is generally compatible with Kline (1998), indicating that Chi-square, df, and the p-value should be included in the minimal range of indices. In addition, an index should represent the total proportion of the explained variance (i.e., CFI, GFI, or NFI), and an index is required to change the proportion of the explained variance in model sophistication (i.e., TLI).

Finally, an index should center on the defined residuals (i.e., SRMR). Therefore, in the present study, the following indices and thresholds were used alongside Chi-square and its relevant values, including dF, p, and Chi-square/df:

- The TLI contrasts the fit of a given model to a normalized baseline or a null model (NNFI-). Furthermore, TLI tests parsimony by measuring the degree of freedom of the proposed model compared to the null model. TLI also tends to be immune to sample size differences (Marsh et al. cited in Garver & Mentzer, 1999). Its value typically varies from 0 to 1, but this range is exclusive (Hair et al., 2018; Arbuckle & Wothke, 1999). TLI ≥ 0.92 indicates an acceptable fit (Hair et al., 2018).

- CFI is focused on the relation of the predicted model to the null model, and the sample size is less effective (Kline, 1998). Values for CFI range from 0 to 1, and CFI is often higher than 0.92 to obtain a good model fit (Hair et al., 2018).

- RMSEA measures the difference between the observed and predicted covariance matrices per degree of freedom in the population rather than the sample (Hair et al., 2018). This index is described as one of the most informative criteria in covariance structure modeling and is adaptive to the number of calculated parameters in the model, including model sophistication (Byrne, 2016). More specifically, the RMSEA of less than 0.06, 0.06-0.08, 0.08-0.10, and more than 0.10 represents a good, an acceptable, a mediocre fit, and a weak fit, respectively (Arbuckle & Wothke, 1999; Hu & Bentler, 1999; MacCallum, Browne and Sugawara, 1996). Likewise, the RMSEA of less than 0.06 indicates a good fit (Hair et al., 2018).

Table 5.7. Characteristics of different Fit Indices demonstrating goodness-of-fit

No. of Stat. vars. (m)	N < 250			N > 250		
	m ≤ 12	12 < m < 30	m ≥ 30	m < 12	12 < m < 30	m ≥ 30
χ^2	Insignificant p-values expected	Significant p-values even with good fit	Significant p-values expected	Insignificant p-values even with good fit	Significant p-values expected	Significant p-values expected
CFI or TLI	.99 or better	.97 or better	Above .93	.96 or better	Above .94	Above .92
RNI	May not diagnose misspecification well	.97 or better	Above .93	.96 or better, not used with N > 1,000	Above .94, not used with N > 1,000	Above .92, not used with N > 1,000
SRMR	Biased upward, use other indices	.08 or less (with CFI of .95 or higher)	Less than .09 (with CFI above .93)	Biased upward; use other indices	.08 or less (with CFI above .94)	.08 or less (with CFI above .92)
RMSEA	Values < .08 with CFI of = .99 or higher	Values < .08 with CFI of .97 or higher	Values < .08 with CFI above .93	Values < .07 with CFI of .96 or higher	Values < .07 with CFI of .94 or higher	Values < .07 with CFI of .92 or higher

Note: m = number of observed variables; N applies to number of observations per group when applying CFA to multiple groups at the same time.

SOURCE: (Hair et al,2018)

5.6 Results of CFA for individual scales

Based on the protocol mentioned above and parameters, this section describes the findings CFA on the applied all scales in this report. The findings demonstrated that no further improvements are required for 7 of the 13 measurement scales. However, three scales are just-identified versions within these seven scales.

5.6.1 CFA results - Satisfactory scales

5.6.1.1. Satisfactory scales with over-identified models

Empathy (4 items), extraversion (4 items), and reuse intentions are the three scales found to be over-identified and required no change or improvement (4 items). Due to the unidimensionality of each scale, all items had a regression coefficient of above 0.70 (from 0.712 to 0.900). It can also be inferred that convergent validity was obtained for both scales. The findings also revealed that the composite reliability of these eight scales ranged between 0.891 and 0.910 and was higher than 0.70.0, indicating that all scales achieve an acceptable reliability range.

Table 5.8. CFA results of models not requiring any modification

Construct / Items	Regression coefficient		Standard Error	p	χ2 (p)	dF	χ2/dF	TLI	CFI	RMSEA	Composite Reliability
	Unstandardized	Standardized									
SCALES WITH OVER-IDENTIFIED MODELS											
Empathy					1.634	2	0.817	1.001	1.000	0.000	0.891
Q13r1	1	0.755	Na		(0.442)						
Q13r2	1.082	0.900	0.052	***							
Q13r3	1.109	0.898	0.053	***							
Q13r5	0.834	0.712	0.052	***							
Extraversion					2.123	2	1.062	1.000	1.000	0.011	0.898
Q14r1	1	0.848	Na		(0.346)						
Q14r2	0.856	0.815	0.04	***							
Q14r3	0.904	0.817	0.042	***							
Q14r4	0.917	0.837	0.041	***							
Reuse intentions					8.103	2	4.052	0.986	0.995	0.078	0.910
QSEC4r14	1.000	0.855			(0.017)						
QSEC4r15	0.954	0.833	0.042	***							
QSEC4r16	1.000	0.881	0.039	***							
QSEC4r17	0.989	0.817	0.044	***							
SCALES WITH JUST-IDENTIFIED MODELS											
Responsiveness					0.093	1	0.093	1.002	1.000	0.000	0.929
Q9r1.r	1	0.884	Na		(0.760)						
Q9r2.r	1.033	0.948	0.031	***							
Q9r3.r	1.03	0.873	0.037	***							
Assurance					0.000	1	0.000	1.004	1.000	0.000	0.854
Q12r1	1	0.862	Na		(0.996)						
Q12r3	0.921	0.799	0.045	***							
Q12r4	0.883	0.778	0.044	***							
Agreeableness					0.002	1	0.002	1.005	1.000	0.000	0.828
Q15r2	1	0.789	Na		(0.966)						
Q15r3	1.102	0.846	0.060	***							
Q15r4	0.822	0.716	0.051	***							
Neuroticism					0.000	1	0.000	1.002	1.000	0.000	0.860
Q16r3	1	0.823	Na		(0.996)						
Q16r2	1.165	0.913	0.045	***							
Openness					0.169	1	0.169	1.004	1.000	0.000	0.832
Q17r1	1	0.814	Na		(0.681)						
Q17r2	0.791	0.743	0.05	***							
Q17r3	0.874	0.808	0.047	***							
Conscientiousness					2.714	1	2.714	0.995	0.998	0.058	0.899
Q18r1	1	0.91			0.099						
Q18r2	0.898	0.807	0.038	***							
Q18r4	0.951	0.875	0.038	***							

Note. CFA: Confirmatory factor analysis.

5.6.1.2. Satisfactory scales with the just-identified model

Of all the exposed scales to CFA, five-item scales and one two-item scale are just-identified versions (models), called responsiveness, assurance, agreeableness, openness, conscientiousness, and neuroticism (i.e., df = 0). A just-identified model offers enough detail to measure all parameters, while the Chi-square test still suggests a decent fit (Bagozzi & Heatherton, 1994). The just-identified paradigm is also not technically compelling as it has no independence and may not be knocked off (Byrne, 2016).

A variety of methods are available to address the issue of just-identified models. The first solution of Bagozzi and Heatherton (1994) is to assess how the single-factor method matches the data as constraining the three factors loadings, or the selected subsets, to be equal. This renders a Chi-square df = 2 (df = 1 in case a pair of loadings is restricted to be identical). For coping with a single indicator construct, the second model is based on the solution suggested by Gerbing and Anderson (1988). Another restriction is applied by this method on the model. For the error variance of an index, the applied constraint may be a value (e.g., set error variance = 0.1 indicator variance). The third model uses the approach of Mentzer and Garver (1999). In this model, the two three-item scales in a single model are measured together, and the two structures are constrained to be associated.

This will contribute to the over-identified two-construct model with six indices, 13 parameters, and df = 8. The new analysis adopts the first method in which two indicators equal the unstandardized factor loadings (Bagozzi & Heatherton, 1994). This model is desired compared to other strategies since the second model is rather traditional (Anderson & Gerbing, 1988). The third model does not consider a single-factor model (the fit indices are related to the two-factor model instead of the single-factor). CFA was employed for the two single-factor models of three elements each via this chosen strategy. All the suit indices suggested a good fit (the second part of Table 5.21). In comparison, the normalized regression coefficients of all items are above 0.70, showing unidimensionality and convergent validity. Finally, the composite reliability of the two scales is above 0.70, guaranteeing consistency.

5.6.2 CFA results - Scales needing refinement

Six scales sought further changes among the 13 CFA-related scales, including reliability, tangibility, openness, conscientiousness, location, and customer satisfaction.

5.6.2.1. Tangibility

The standardized regression coefficients of the Q8r2 are not above 0.70. Therefore, this item was removed to enhance the model fit.

5.6.2.2. Location

Based on data in Table 5.21, the measuring model does not attain a proper fit (for this construct) since RMSEA = 0.377, which is over the 0.08 threshold. The modification index (MI) is applied for optimizing the model suit. MI reflects the predicted decrease in the Chi-square value provided that a stable factor in the model is to be freely calculated in a subsequent calculation (Byrne, 2016). An essential value of MI is 7.88, which would lead to a significant model change if implemented (Joreskog & Sorbom, 1996). Two indicators, Q10r3 and Q10r4, have a low regression coefficient of 0.515 and 0.424, below the critical value of 0.70.

The low regression coefficient of an index (Q10r4) is 0.694, which is less than the critical 0.70 value. It is shown that the Q10r4 index's error term (the location of this hotel was convenient and met my needs.) greatly covaries with the Q10r3 error term (the hotel was conveniently located for public transport) and the Q10r1 indicator's error term (the hotel was within proximity to the CBD). The values of MI are 120.673 and 20.419, respectively. Q10r3 and Q10r4 were omitted to enhance the fit of the model. The applied CFA yielded a Chi-square of 0.000 (p = 0.561) and a Chi-square/dF of 0.339 for the revised scale. Furthermore, TLI = 1.002, CFI = 1.000, and RMSEA = 0.000 ensure that the modified model has improved the overall fit significantly. The five remaining indicators all have standardized regression coefficients above 0.70. These results demonstrate the modified scale's convergent validity and unidimensionality. This scale's composite reliability is 0.830, significantly higher than the critical value of 0.70.

5.6.2.3. Reliability

The standardized regression coefficients of Q11r3 and Q11r5 items are not above 0.70. Thus they were eliminated to improve the model fit.

5.6.2.4. Customer satisfaction

It was revealed that the error term (the indicator QSEC4r2 (The hotel was an excellent value for money) highly covaries with the error term of QSEC4r4 (I valued the hotel as it met my needs at a reasonable price). The MI value is 64.125. QSEC4r2 was removed to improve the model

fit. The applied CFA for the refined scale led to a Chi-square of 173.811 (p = 0.000) and Chi-square/dF of 6.437. In addition, TLI = 0.950, CFI = 0.962, and RMSEA = 0.103 indicated that the refined model did not achieve significant improvements in the overall fit. For refinement, it was revealed that the error term of indicator QSEC4r11 (I was satisfied with my decisions to stay at this hotel) extremely covaries with the error term of QSEC4r12 (My choice to stay at this hotel was a good one.), and the error term of indicator QSEC4r4 (I valued the hotel as it met my needs at a reasonable price).

The MI values were 37.898 and 24.083, respectively. QSEC4r11 was eliminated to improve the model fit. The applied CFA for the refined scale resulted in a Chi-square of 90.106 (p = 0.000) and Chi-square/dF of 4.505. Moreover, TLI = 0.971, CFI = 0.979, and RMSEA = 0.083 represented that the refined model did not achieve significant improvements in the overall fit. Regarding refinement, it was found that the error term of indicator QSEC4r12 (My choice to stay at this hotel was a good one) considerably covaries with the error term of QSEC4r4 (I valued the hotel as it met my needs at a reasonable price) and the error term of indicator QSEC4r6 (I would say that this hotel provided superior services), and the MI values were 19.683 and 15.767, respectively. Thus, QSEC4r12 was removed to enhance the model fit. The employed CFA for the refined scale led to a Chi-square of 29.292 (p = 0.000) and a Chi-square/dF of 2.092. Likewise, TLI = 0.992, CFI = 0.995, and RMSEA = 0.046 showed that the refined model achieves a meaningful improvement in the overall fit.

Table 5.9. Results of CFA for individual scales – Refined scales

Construct / Items	Regression coefficient		Standard Error	p	χ2 (p)	dF	χ2/dF	TLI	CFI	RMSEA	Composite Reliability
	Unstandardized	Standardized									
Tangibility					0.164 (0.921)	2	0.082	1.005	1.000	0.000	-
Q8r1	1	0.805	Na								
Q8r2	0.812	0.696	0.049	***							
Q8r3	1.145	0.866	0.054	***							
Q8r4	1.11	0.847	0.053	***							
Tangibility(Refined scale)					0.000 (0. 991)	1	0.000	1.004	1.000	0.000	0.877
Q8r1	1	0.803	Na								
Q8r2(eliminated)	-	-	-								
Q8r3	1.151	0.868	0.056	***							
Q8r4	1.113	0.846	0.053	***							
Location					146.53 (0.000)	2	73.265	0.422	0.807	0.377	-
Q10r1	1	0.821	Na								
Q10r2	0.977	0.843	0.054	***							
Q10r3	0.515	0.553	0.045	***							
Q10r4	0.424	0.525	0.04	***							
Location(Refined scale)					0.339 (0.561)	1	0.339	1.002	1.000	0.000	0.830
Q10r1	1	0.865	Na								
Q10r2	0.904	0.819	0.04	***							
Q10r3(eliminated)	-	-	-								
Q10r4(eliminated)	-	-	-								
Reliability					28.924 (0.000)	2	14.462	0.884	0.961	0.163	0.807
Q11r1	1	0.829	Na								
Q11r2	1.055	0.831	0.058	***							
Q11r3	0.869	0.623	0.065	***							
Q11r5	0.814	0.553	0.068	***							
Reliability(Refined scale)					0.000 (0. 998)	1	0.000	1.003	1.000	0.000	0.841
Q11r1	1	0.96	Na								
Q11r2	0.803	0.733	0.036	***							
Q11r3(eliminated)	-	-	-								
Q11r5(eliminated)	-	-	-								
Customer Satisfaction					258.607 0.000	35	7.389	0.933	0.948	0.112	-
QSEC4r2	1	0.703	Na								
QSEC4r4	1.005	0.749	0.061	***							
QSEC4r6	1.27	0.869	0.068	***							
QSEC4r7	1.168	0.877	0.061	***							
QSEC4r8	1.157	0.855	0.063	***							
QSEC4r9	1.205	0.862	0.064	***							
QSEC4r10	1.245	0.762	0.075	***							
QSEC4r11	0.988	0.802	0.056	***							
QSEC4r12	1.017	0.776	0.06	***							
QSEC4r13	1.189	0.848	0.065	***							
Customer Satisfaction (Refined scale)					29.292 0.010	14	2.092	0.992	0.995	0.046	0.941
QSEC4r2(eliminated)	-	-	-								
QSEC4r4	1	0.713	Na								
QSEC4r6	1.362	0.892	0.069	***							
QSEC4r7	1.218	0.876	0.063	***							
QSEC4r8	1.2	0.849	0.064	***							
QSEC4r9	1.265	0.867	0.066	***							
QSEC4r10	1.335	0.783	0.078	***							
QSEC4r11(eliminated)	-	-	-								
QSEC4r12(eliminated)	-	-	-								
QSEC4r13	1.241	0.847	0.066	***							

Note. CFA: Confirmatory factor analysis.

5.6.3 Summary of CFA for the individual scales

The scales of all constructs were tested and optimized by applying CFA to this point. To ensure that these scales reach acceptable degrees of reliability, uni-dimensionality, and convergent validity, eight more items (i.e., Q8r2, Q10r3, Q10r4, Q11r3, Q11r5, QSEC4r2, QSEC4r11, & QSEC4r12) were removed through this process. Tables 5.21 and 5.22 summarize the statistics for all scales and 43 indicators. As mentioned in the next part, they can evaluate the across-construct discriminant validity.

5.7 Results of CFA for selected scales

Confirmatory Factor Analysis is required to validate the distinction of these constructs. This is especially important for the constructs of identical and theoretically connected categories. Therefore, two constructs components were checked for discriminant validity in this phase. Both models were made of the latent constructs studied in these CFAs, their respective observed markers, and the freely calculated association. The related results are provided in Tables 5.10 and 5.11.

Consequently, the two models have strong fit indices. Compared with those measured in the models of individual scales, the loading coefficients of indices are constant (Tables 5.8 and 5.9). Among the correlation values of the 15 and 10 construct pairs, all correlation values indicated a discriminant significance (Table 5.10 and 5.11) since their 95% confidence intervals did not include 1.0.0. To sum things up, the outcome reinforces the unequal validity of certain constructs that initially appeared to be associated theoretically (i.e., service quality and the Big five personality factors).

Table 5.10. Assessment of discriminant validity for the selected pairs of constructs in service quality

Parameter	Estimate	SE	Lower	Upper	P	χ2	p	dF	χ2/dF	TLI	CFI	RMSEA
Responsiveness ↔ Location	0.315	0.048	0.227	0.411	0.001	187.433	0.000	104	1.802	0.984	0.987	0.04
Responsiveness ↔ Reliability	0.554	0.046	0.458	0.641	0.001							
Responsiveness ↔ Assurance	0.508	0.039	0.433	0.583	0.001							
Responsiveness ↔ Empathy	0.497	0.04	0.419	0.574	0.001							
Responsiveness ↔ Tangibility	0.409	0.047	0.315	0.501	0.001							
Location ↔ Reliability	0.706	0.04	0.625	0.783	0.001							
Location ↔ Assurance	0.696	0.036	0.622	0.764	0.001							
Location ↔ Empathy	0.69	0.033	0.623	0.753	0.001							
Location ↔ Tangibility	0.697	0.039	0.621	0.771	0.001							
Reliability ↔ Assurance	0.904	0.026	0.852	0.953	0.001							
Reliability ↔ Empathy	0.905	0.025	0.854	0.95	0.001							
Reliability ↔ Tangibility	0.764	0.047	0.662	0.845	0.001							
Assurance ↔ Empathy	0.968	0.016	0.934	0.998	0.001							
Assurance ↔ Tangibility	0.794	0.034	0.721	0.854	0.001							
Empathy ↔ Tangibility	0.761	0.042	0.679	0.837	0.001							

Table 5.11. Assessment of discriminant validity for the selected pairs of constructs in personality factors

Parameter	Estimate	SE	Lower	Upper	P	χ	p	dF	χ2/dF	TLI	CFI	RMSEA
Agreeableness ↔ Neuroticism	0.348	0.052	0.241	0.448	0.001	124	0.001	80	1.55	0.987	0.99	0.033
Agreeableness ↔ Openness	0.522	0.047	0.424	0.617	0.001							
Agreeableness ↔ Conscientiousness	0.564	0.045	0.472	0.648	0.001							
Agreeableness ↔ Extraversion	0.578	0.043	0.484	0.657	0.001							
Neuroticism ↔ Openness	0.336	0.048	0.242	0.428	0.001							
Neuroticism ↔ Conscientiousness	0.423	0.041	0.343	0.503	0.001							
Neuroticism ↔ Extraversion	0.43	0.044	0.34	0.514	0.001							
Openness ↔ Conscientiousness	0.507	0.049	0.409	0.598	0.001							
Openness ↔ Extraversion	0.585	0.042	0.497	0.664	0.001							
Conscientiousness ↔ Extraversion	0.507	0.042	0.421	0.582	0.001							

5.8 CFA for the full measurement model

Thirteen constructs and 78 associations exist to be measured in the complete measurement model using the detail from the 43 observed indicators. The free parameters to be calculated, provided the sample size of 509, are 164, suitable. Their matrices for covariance and correlation (Table 5.26) explain the resulting scales for all constructs. The distribution of these 43 indices indicates that they all have kurtosis values within the range of -1.36 to +0.38, and their values of skewness are -1.117 to +2.446. All indices should thus be treated to be generally distributed since the values are lower than 3.0 for skewness and 10.0 for kurtosis (Kline, 1998). The maximum likelihood method is suitable for estimation. The CFA rendered normalized correlation values between 78 pairs of generated constructs by all the intended constructs (Table 5.25). The resulting fit indices show that the full measurement model achieves an appropriate fit with the data. (Chi-square = 1534.138, dF = 782, p < 0.001, $\chi 2/dF$ = 1.962, TLI = 0.951, CFI = 0.957, RMSEA = 0.044). In addition, the HOETLER index has a value of 281, which is above the threshold value of 200, representing that the sample size of 509 is satisfactorily large enough for the analysis (Byrne, 2016). According to Table 5.12, all 78 estimations of correlations between the pairs of constructs had values ranging from 0.23 to 0.967. All of the indicated relationships' %95 confidence intervals do not contain 1.0.

Table 5.12. Standardized correlations between the constructs with a 95% confidence interval

Parameter	Estimate	Lower	Upper	P		Parameter	Estimate	Lower	Upper	P
Responsiveness↔ Location	0.315	0.227	0.412	0.001		Assurance↔ Extraversion	0.586	0.509	0.649	0.001
Responsiveness↔ Reliability	0.554	0.458	0.641	0.001		Assurance↔ Reuse intentions	0.738	0.669	0.804	0.001
Responsiveness↔ Assurance	0.508	0.432	0.582	0.001		Assurance↔ Customer satisfaction	0.839	0.786	0.882	0.001
Responsiveness↔ Empathy	0.497	0.419	0.573	0.001		Empathy↔ Tangibility	0.761	0.677	0.838	0.001
Responsiveness↔ Tangibility	0.41	0.315	0.501	0.001		Empathy↔ Agreeableness	0.573	0.479	0.655	0.001
Responsiveness↔ Agreeableness	0.374	0.274	0.471	0.001		Empathy↔ Neuroticism	0.462	0.389	0.529	0.001
Responsiveness↔ Neuroticism	0.244	0.164	0.323	0.001		Empathy↔ Openness	0.532	0.448	0.602	0.001
Responsiveness↔ Openness	0.28	0.184	0.369	0.001		Empathy↔ Conscientiousness	0.565	0.485	0.638	0.001
Responsiveness↔ Conscientiousness	0.339	0.251	0.422	0.001		Empathy↔ Extraversion	0.604	0.536	0.662	0.001
Responsiveness↔ Extraversion	0.23	0.136	0.324	0.001		Empathy↔ Reuse intentions	0.741	0.665	0.809	0.001
Responsiveness↔ Reuse intentions	0.445	0.358	0.533	0.001		Empathy↔ Customer satisfaction	0.86	0.819	0.897	0.001
Responsiveness↔ Customer satisfaction	0.499	0.415	0.581	0.001		Tangibility↔ Agreeableness	0.536	0.427	0.63	0.001
Location↔ Reliability	0.706	0.624	0.781	0.001		Tangibility↔ Neuroticism	0.472	0.393	0.542	0.001
Location↔ Assurance	0.696	0.623	0.765	0.001		Tangibility↔ Openness	0.456	0.362	0.541	0.001
Location↔ Empathy	0.69	0.624	0.752	0.001		Tangibility↔ Conscientiousness	0.546	0.461	0.624	0.001
Location↔ Tangibility	0.696	0.621	0.771	0.001		Tangibility↔ Extraversion	0.576	0.495	0.646	0.001
Location↔ Agreeableness	0.413	0.3	0.52	0.001		Tangibility↔ Reuse intentions	0.727	0.643	0.797	0.001
Location↔ Neuroticism	0.4	0.311	0.485	0.001		Tangibility↔ Customer satisfaction	0.806	0.744	0.861	0.001
Location↔ Openness	0.39	0.289	0.49	0.001		Agreeableness↔ Neuroticism	0.34	0.229	0.442	0.001
Location↔ Conscientiousness	0.458	0.366	0.546	0.001		Agreeableness↔ Openness	0.523	0.425	0.616	0.001
Location↔ Extraversion	0.47	0.376	0.564	0.001		Agreeableness↔ Conscientiousness	0.565	0.472	0.649	0.001
Location↔ Reuse intentions	0.589	0.502	0.675	0.001		Agreeableness↔ Extraversion	0.578	0.483	0.657	0.001
Location↔ Customer satisfaction	0.722	0.656	0.78	0.001		Agreeableness↔ Reuse intentions	0.54	0.45	0.628	0.001
Reliability↔ Assurance	0.903	0.85	0.952	0.001		Agreeableness↔ Customer satisfaction	0.619	0.537	0.692	0.001
Reliability↔ Empathy	0.904	0.854	0.95	0.001		Neuroticism↔ Openness	0.334	0.243	0.425	0.001
Reliability↔ Tangibility	0.764	0.662	0.844	0.001		Neuroticism↔ Conscientiousness	0.415	0.329	0.495	0.001
Reliability↔ Agreeableness	0.586	0.487	0.675	0.001		Neuroticism↔ Extraversion	0.421	0.331	0.509	0.001
Reliability↔ Neuroticism	0.472	0.397	0.552	0.001		Neuroticism↔ Reuse intentions	0.475	0.411	0.544	0.001
Reliability↔ Openness	0.589	0.513	0.664	0.001		Neuroticism↔ Customer satisfaction	0.515	0.45	0.578	0.001
Reliability↔ Conscientiousness	0.587	0.498	0.67	0.001		Openness↔ Conscientiousness	0.508	0.412	0.599	0.001
Reliability↔ Extraversion	0.6	0.528	0.662	0.001		Openness↔ Extraversion	0.586	0.501	0.665	0.001
Reliability↔ Reuse intentions	0.745	0.636	0.827	0.001		Openness↔ Reuse intentions	0.539	0.455	0.608	0.001
Reliability↔ Customer satisfaction	0.869	0.821	0.912	0.001		Openness↔ Customer satisfaction	0.59	0.52	0.65	0.001
Assurance↔ Empathy	0.967	0.932	0.997	0.001		Conscientiousness↔ Extraversion	0.507	0.42	0.582	0.001
Assurance↔ Tangibility	0.795	0.722	0.855	0.001		Conscientiousness↔ Reuse intentions	0.533	0.449	0.608	0.001
Assurance↔ Agreeableness	0.552	0.454	0.64	0.001		Conscientiousness↔ Customer satisfaction	0.587	0.512	0.654	0.001
Assurance↔ Neuroticism	0.436	0.351	0.511	0.001		Extraversion↔ Reuse intentions	0.574	0.503	0.637	0.001
Assurance↔ Openness	0.53	0.447	0.602	0.001		Extraversion↔ Customer satisfaction	0.655	0.595	0.707	0.001
Assurance↔ Conscientiousness	0.577	0.498	0.647	0.001		Reuse intentions ↔ Customer satisfaction	0.884	0.823	0.929	0.001

5.9 Discriminant validity

The criterion is to assess discriminant validity using the Fornell-Lacker criterion. This method compares the correlation of latent constructs with the square root of the average variance extracted (AVE). The variance of a latent construct's indicator should be better explained than the variance of other latent constructs. As a result, the square root of each construct's AVE should have a higher value than its correlations with other latent constructs.

Table 5.13. The square root of AVE and correlations between the constructs

	AVE	1	2	3	4	5	6	7	8	9	10	11	12	13
1) Agreeableness	0.62	**0.78**												
2) Assurance	0.65	0.45	**0.80**											
3) Reuse intentions	0.67	0.47	0.65	**0.81**										
4) Conscientiousness	0.76	0.49	0.51	0.49	**0.87**									
5) Customer Satisfaction	0.63	0.55	0.74	0.73	0.55	**0.79**								
6) Empathy	0.68	0.49	0.74	0.68	0.51	0.79	**0.82**							
7) Extraversion	0.69	0.50	0.51	0.52	0.46	0.61	0.55	**0.82**						
8) Location	0.72	0.34	0.59	0.52	0.40	0.64	0.59	0.42	**0.84**					
9) Neuroticism	0.76	0.31	0.37	0.42	0.38	0.47	0.40	0.38	0.34	**0.87**				
10) Openness	0.62	0.44	0.44	0.47	0.44	0.53	0.47	0.51	0.33	0.28	**0.79**			
11) Reliability	0.71	0.49	0.75	0.65	0.51	0.76	0.78	0.52	0.59	0.40	0.49	**0.84**		
12) Responsiveness	0.81	0.34	0.45	0.41	0.31	0.45	0.45	0.21	0.28	0.20	0.24	0.48	**0.90**	
13) Tangibility	0.71	0.47	0.69	0.66	0.50	0.73	0.68	0.51	0.59	0.42	0.39	0.66	0.37	**0.83**

Note. AVE: Average variance extracted.

The AVE is between 0.62 to 0.81. The discriminant validity was determined by comparing the square root of each AVE in the diagonal with the correlation coefficients for each construct in the relevant columns and rows, as described by Fornel and Larcker (1981).

5.10 Common method variance (CMV)

Bagozzi et al. (1991) described how to assess the influence of CMV using latent variable correlations and highlighted the implications of CMV on the constructs' discriminant validity. Pavlou et al. (2007) used this method in an internet commerce study to investigate the correlation matrix between all research constructs.

Common method bias is evident when a significantly high correlation ($r > 0.9$) develops across principal constructs. However, CMV is not a concern in any study if the correlation between the constructs is less than 0.9. (Bagozzi et al., 1991; Tehseen, Ramayah, and Sajilan, 2017). The correlation between all of the constructs was less than 0.9. (Table 5.26). As a result, CMV was not an issue in this research.

5.11 Summary

This section explains the features of the sample. To test and optimize the scales for measuring the 13 constructs comprising the measurement method, it demonstrates the EFA and CFA processes and effects. Further, EFA and reliability analysis were added to evaluate and optimize the 13 initial scales. From the initial 62 items, 11 cases were removed via this process. The use of the CFA consists of three additional phases. First, CFA was added to each of the 13 scales to approve the convergent validity and unidimensionality. Based on their factor loadings, the composite reliability of every scale was determined as well. Hence, eight more elements were removed from further measurements.

A sufficient degree of unidimensionality, convergent validity, and reliability were obtained on the 13 scales consisting of the 43 remaining items. Additionally, discriminant validity was assessed between two correlated elements of the constructs. The findings demonstrated the examined validity of essential constructs. Finally, CFA was extended to the complete measurement method. All possible associations were freely calculated between the 13 pairs of constructs in this model. The CFA resulted in a substantial change of unity between the associations of each pair of constructs. Thus, the data collection confirmed different validity values of the 13 scales in the calculation model. Therefore, the data approved the reliability, discriminant validity, unidimensionality, and convergent validity of the 13 scales. A description of the properties of the 13 scales is provided in Table 5.14.

Table 5.14. Summary of the properties of the 13 scales

	No of Indicators		Reliability		Validity (unidimensional, convergent & discriminant)	
	original	refine	Cronbach	Composite	ave	result
Tangibility	4	3	0.877	0.878	0.705	Satisfied
Responsiveness	4	3	0.927	0.928	0.812	Satisfied
Location	4	2	0.835	0.837	0.720	Satisfied
Reliability	5	2	0.826	0.827	0.705631	Satisfied
Assurance	4	3	0.850	0.848	0.650	Satisfied
Empathy	5	4	0.886	0.892	0.676	Satisfied
Extraversion	4	4	0.897	0.898	0.688	Satisfied
Agreeableness	4	3	0.826	0.828	0.617	Satisfied
Neuroticism	4	2	0.858	0.867	0.767	Satisfied
Openness	4	3	0.830	0.833	0.625	Satisfied
Conscientiousness	4	3	0.903	0.904	0.758	Satisfied
Reuse intentions	4	4	0.910	0.911	0.718	Satisfied
Customer Satisfaction	12	7	0.939	0.941	0.697	Satisfied

CHAPTER 6
TESTING THE THEORETICAL MODEL AND HYPOTHESES

6.1 Introduction

This chapter aims at testing the theoretical model and hypotheses of the study. After some refinements, all evaluated constructs are acceptable. In structural equation modeling (SEM), the first step is represented in a two-stage model (Hair et al., 2018; Baumgarner & Hamburg, 1996). The second stage in this chapter includes applying AMOS/SEM to estimate the structural model. This chapter reports the assessment and statistical estimation of the structural model. The next part describes the model modification then presents the results of the tests of hypotheses in the next section. The last section discusses the empirical results of the study. The proposed theoretical model, as presented in Chapter 3, is shown as follows:

6.2 Assessment of the theoretical model

6.2.1 Structural equation modeling (SEM) and the two-step approach

SEM is commonly applied in numerous fields of a wide range of disciplines (Garver & Mentzer, 1999). It is one of the most common, advanced models employed in marketing investigations (Steenkamp & Baumgarner, 2000). A two-step model is used in this research. In the first stage, the measurement model is estimated and tested using confirmatory factor analysis (CFA), and then the structural model is computed using the variables from the previous stage.

6.2.2 The theoretical model: Estimation and assessment

As stated in the previous chapter, ML is based on the premise that the observed variables are regularly distributed, which the data supports. Furthermore, the kurtosis and skewness values for all 43 indicators range from -0.794 to +2.102 and -1.457 to +0.596, respectively (Appendix 3). Because all of the values for skewness and kurtosis are less than 3.0 and 10.0, all indicators can be considered normally distributed (Kline, 1998). Another requirement for ML is the need for a large sample size (Byrne, 2016). This criterion has been fulfilled as well. The model and regression coefficients for the hypothesized directions among constructs are given in Figure 6.1 and also Table 6.1.
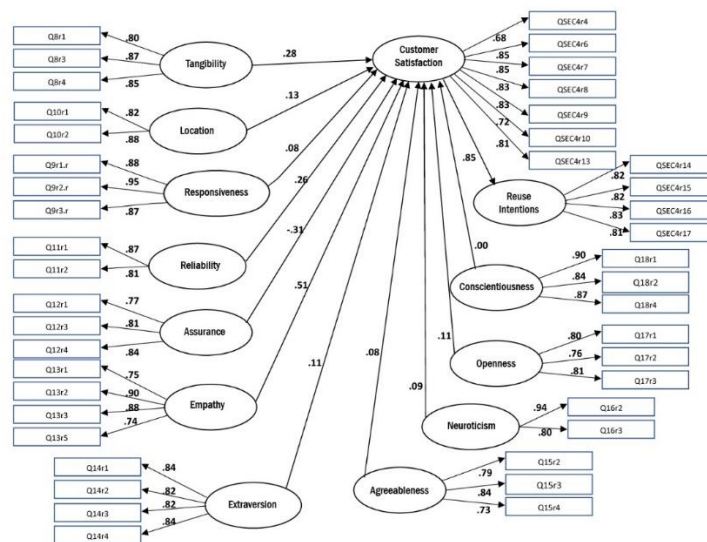
Figure 6.1. SEM results for the theoretical model

Note. SEM: Structural equation model.

According to the results, all paths are significant at the level of 0.05 except for two paths, including conscientiousness to customer satisfaction and assurance to customer satisfaction.

Table 6.1. Hypothesis testing results for the theoretical model

			standardized	unstandardized	S.E.	C.R.	P
Customer satisfaction	<---	Tangibility	0.277	0.248	0.058	4.247	***
Customer satisfaction	<---	Location	0.129	0.078	0.03	2.591	0.01
Customer satisfaction	<---	Responsiveness	0.079	0.038	0.017	2.191	0.028
Customer satisfaction	<---	Reliability	0.261	0.192	0.086	2.247	0.025
Customer satisfaction	<---	Assurance	-0.306	-0.261	0.241	-1.083	0.279
Customer satisfaction	<---	Empathy	0.509	0.415	0.21	1.978	0.048
Customer satisfaction	<---	Extraversion	0.114	0.08	0.029	2.771	0.006
Customer satisfaction	<---	Agreeableness	0.083	0.08	0.039	2.032	0.042
Customer satisfaction	<---	Neuroticism	0.089	0.043	0.015	2.82	0.005
Customer satisfaction	<---	Openness	0.106	0.081	0.03	2.666	0.008
Customer satisfaction	<---	Conscientiousness	0.001	0.001	0.028	0.034	0.973
Reuse intentions	<---	Customer satisfaction	0.85	1.067	0.061	17.455	***

The results related to the fit indices of the theoretical model are presented in Table 6.2.

Table 6.2. Fit indices for the theoretical model

Fit Indexes	Estimates	Critical Value
Chi-square ($\chi 2$)	1959.928	
dF	823	
P	0.000	significant p-value expected
Chi-square/dF	2.381	< 3
TLI	0.929	≥0.92
CFI	0.936	≥0.92
RMSEA	0.052	<0.07
HOELTER	231	≥200

As previously mentioned (based on Hair et al., 2018), the desired values of fit indices are listed in Table 6.2 according to the sample size (509 people) and the number of observed variables (43 items).

The areas of a misfit in the model should be detected in addition to the overall fit (Byrne, 2016). Thus, the analysis of moment structures (AMOS) gives modification indices the benefit of detecting the model misspecification. Modification indexes (MI) show the appropriateness of the model. For every fixed parameter in the model, AMOS gives a value of MI, manifesting the expected reduction in the overall value of Chi-square if the parameters were freely measured in the following run (Byrne, 2016). A considerable value of MI is 7.88, which will provide a meaningful improvement of the model if adopted (Sorbom & Joreskog, 1993).

Table 6.3 provides more parameters with MI values of >7.88. These are the covariance of relationship e38 and e40 (MI = 17.157), as well as relationship e44 and e48 (MI = 14.192). Thus, model modification is required to improve its fit.

Table 6.3. Modification indices for the theoretical model

Covariances:			M.I.	Par Change	Covariances:			M.I.	Par Change
e21	<-->	e39	31.051	0.125	e1	<-->	e44	10.55	-0.084
e42	<-->	e52	24.719	0.108	e15	<-->	e44	10.298	0.053
e21	<-->	e48	23.026	-0.143	e8	<-->	e24	10.267	0.071
e44	<-->	e52	20.359	-0.077	e11	<-->	e21	9.751	0.069
e39	<-->	e48	18.988	-0.123	e41	<-->	e46	9.55	-0.064
e38	<-->	e40	**17.157**	**0.084**	e40	<-->	e52	9.386	0.053
e39	<-->	e46	16.439	0.078	e7	<-->	e41	9.381	-0.066
e13	<-->	e48	15.868	0.132	e24	<-->	e39	9.294	0.061
e21	<-->	e24	15.724	0.083	e18	<-->	e50	9.167	0.057
e24	<-->	e48	14.975	-0.102	e16	<-->	e22	9.1	0.059
e29	<-->	e40	14.849	0.083	e28	<-->	e34	9	0.076
e7	<-->	e45	14.832	0.066	e10	<-->	e46	8.773	0.06
e44	<-->	e48	**14.192**	**0.099**	e8	<-->	e23	8.756	-0.067
e40	<-->	e42	12.879	0.086	e23	<-->	e46	8.575	0.054
e16	<-->	e52	12.535	0.063	e15	<-->	e23	8.337	0.049
e40	<-->	e44	11.402	-0.065	e13	<-->	e41	8.101	0.076
e38	<-->	e44	11.344	-0.067	e35	<-->	e46	8.092	0.056
e29	<-->	e44	11.252	-0.069	e48	<-->	e50	8.029	0.077
e29	<-->	e34	10.696	-0.08	e2	<-->	e46	7.981	0.059
e5	<-->	e16	10.576	-0.086	e27	<-->	e46	7.753	-0.065

After modifying the model, the fit indices changed as follows:

Table 6.4. Fit indices for the modified model

Fit Indexes	Estimates	Critical Value
Chi-square ($\chi 2$)	1922.378	
dF	821	
P	0.000	significant p-value expected
Chi-square/dF	2.342	< 3
TLI	0.931	≥0.92
CFI	0.938	≥0.92
RMSEA	0.051	<0.07
HOELTER	235	≥200

Thus, the index χ^2/df changed from 2.381 to 2.342. The comparative fit index (CFI) and the TLI index improved from 0.936 to 0.938 and 0.929 to 0.931, respectively, while the RMSEA index decreased from 0.052 to 0.051. R square was 0.798 and 0.753 for customer satisfaction and reuse intentions, respectively. Hypothesis testing results for the modified model are shown in Table 6.5.

Table 6.5. Hypothesis testing results for the modified model

			Standardized	Unstandardized	S.E.	C.R.	P
Customer satisfaction	<---	Tangibility	0.270	0.242	0.058	4.171	***
Customer satisfaction	<---	Location	0.123	0.074	0.03	2.484	0.013
Customer satisfaction	<---	Responsiveness	0.084	0.041	0.017	2.343	0.019
Customer satisfaction	<---	Reliability	0.253	0.187	0.085	2.198	0.028
Customer satisfaction	<---	Assurance	-0.28	-0.24	0.239	-1.003	0.316
Customer satisfaction	<---	Empathy	0.504	0.412	0.208	1.977	0.048
Customer satisfaction	<---	Extraversion	0.112	0.079	0.029	2.736	0.006
Customer satisfaction	<---	Agreeableness	0.083	0.08	0.039	2.033	0.042
Customer satisfaction	<---	Neuroticism	0.088	0.042	0.015	2.779	0.005
Customer satisfaction	<---	Openness	0.104	0.08	0.03	2.623	0.009
Customer satisfaction	<---	Conscientiousness	0.003	0.002	0.028	0.082	0.935
Reuse intentions	<---	Customer satisfaction	0.868	1.049	0.061	17.143	***

6.3 Tests of hypotheses

In this part, the regression coefficients resulting from the updated model are used to set out in Chapter 3. In general, ten out of 12 hypotheses receive support (Table 6.5). The test outcomes for the 12 hypotheses are described as follows:

Hypothesis 1$_{A1}$: Tangibility has a positive effect on customer satisfaction.

Based on Table 6.5, the standardized coefficient related to the path from tangibility to customer satisfaction is significantly different from zero (β = 0.270, p < 0.001), showing that tangibility has a positive and significant effect on customer satisfaction. In other words, the amount of customer satisfaction increases by increasing tangibility. Accordingly, H1A1 is supported by the empirical data. Thus, tangibility affects customer satisfaction in hotels.

Other studies have already confirmed the impact of tangibility on customer satisfaction in the hotel sector. For instance, Choi and Chu (2000) indicated that room quality and physical factors (including room temperature control and comfortable beds) could affect Western travelers' accommodation satisfaction. The findings of another study reconfirmed that physical evidence is essential, and the inability to maintain excellent physical facilities and employees' appearances could lead to an image of below-average service satisfaction in customers' minds, which is similar to the case of North Cyprus Hotels (Nadiri and Hussain, 2005).

According to Lockyer (2002), the tangible dimension is a criterion that should be considered while choosing accommodation. Relying on status and gender, certain features such as shower and bathroom conditions or the softness of pillow and mattress could be considered when selecting a residing place. Nonetheless, cleanliness was reported as the most significant parameter affecting a person's choice of accommodation. Further, the shift from a conventional to a more modern view produced a positive reaction in this regard (Antony, Jiju Antony, and Ghosh, 2004). Moreover, Markovic and Raspor (2010) confirmed that tangibility is one of the key factors that best explained customer satisfaction in Croatia hotels. Additionally, the likelihood of tolerating heterogeneity on the tangible dimension is more considerable among hotel customers (Yilmaz, 2009). Thus, this dimension of service quality can increase customer satisfaction in hotels.

Hypothesis 1$_{A2}$: Location has a positive effect on customer satisfaction.

According to the obtained results (Table 6.5), the standardized coefficient of the path from location to customer satisfaction is noticeably different from zero (β = 0.123, p = 0.013), and this effect is direct and significant. The amount of customer satisfaction demonstrates an increase by increasing the value of the location. Therefore, H1A2 is accepted, relying on the empirical data. Hence, location contributes to customer satisfaction in the hotel sector.

Previous research investigated the effect of location on customer satisfaction in the hotel sector and reported that more accessible access to services results in increased customer satisfaction (e.g., Lima Santos et al., 2021). The current study indicated that location plays a role in customer satisfaction in the hotel sector. Zhou et al. (2017) also concluded that easy access to the hotel is a critical location aspect that can increase customer satisfaction. In addition, Pakurar and Haddad (2019) found that location positively influences customer satisfaction. Furthermore,

Almeida et al. (2019) demonstrated that location is essential in exploring with hotel travelers. Convenient location (e.g., near airports or city center) can make the location vital for travelers' satisfaction who pay higher hotel rates. As a result, similar to the dimension of service quality, location can impact customer satisfaction in the hotel sector.

Hypothesis 1_{A3}: Responsiveness has a positive effect on customer satisfaction.

Based on previous findings (Table 6.5), the standardized coefficient related to the path from responsiveness to customer satisfaction significantly differs from zero ($\beta = 0.084$, $p = 0.019$), and such effect is considered direct and meaningful. Accordingly, H1A3 is confirmed based on the empirical data, emphasizing the influence of responsiveness on customer satisfaction in this study.

The impact of responsiveness on customer satisfaction has so far received extensive attention. According to Erturk (2019), responsiveness is one of the most critical predictors of service quality, which explains customer satisfaction in Northern Cyprus hotels. Bhatta and Durgapal (2016) asserted that customers must see service providers ready and willing to perform their desired service. This vital dimension of service quality deals with customers' requests and being accountable regarding their complaints and questions attentively and promptly (Chen, Chen, and Lee, 2013). It was also found that service providers' lack of thoughtfulness of customers' needs was one of the weaknesses of the needs and accompanying the staff's efficiency in responding to these needs (Sohail et al., 2007). In line with the finding of this study, Minh et al. (2015) indicated that responsiveness positively affects customer satisfaction in the hotel industry.

Hypothesis 1_{A4}: Reliability has a positive effect on customer satisfaction.

According to the SEM statistics (Table 6.5), the standardized regression coefficient related to this service quality dimension was 0.253 ($p = 0.028$), representing a direct and significant effect. As a result, H1A4 is accepted by employing the empirical data.

Other studies have already confirmed the impact of reliability on customer satisfaction in the hotel sector. Based on Keating, Rugimbana, and Quazi's (2003) findings, retailers should timely respond to customers' requests and be error-free in this regard. Problem management is an

essential driver for assessing a service. Thus, possessing a well-managed complaint system and good recovery is critical for an organization regarding providing quality services. (Johnston, 2004). Another study revealed that customers tend to tolerate mistakes or delays if they are satisfied with the personnel's values and personal skills. They claimed that reliability problems could be corrected if service providers are truthful and represent a willingness to provide help and assure the customer that they are never too busy to attend to their requests (Jabnoun & Khalifa, 2005).

According to some studies, reliability is a crucial driver for improving customer satisfaction (e.g., April and Directioner, 2008; Kumar et al., 2010). Reliability is defined as human capital. Employees should be concerned, anticipate, and correct hotel guests' problems to obtain a positive customer satisfaction level. Additionally, Ling et al. (2012) demonstrated that reliability is the most critical factor in determining customer satisfaction in the Malaysian hotel industry. This study also confirmed that reliability is essential in measuring customer satisfaction in the Sydney hotel sector.

Hypothesis 1$_{A5}$: Assurance has a positive effect on customer satisfaction.

Based on previous results (Table 6.5), the standardized coefficient of the path from assurance to customer satisfaction is not significantly different from zero ($\beta = -0.28$, $p = 0.316$). Unlike previous hypotheses, H1A5 is not supported by the empirical data.

There are different findings regarding the impact of assurance as a dimension of service quality on customer satisfaction. Ling et al. (2012) confirmed and strengthened the existing knowledge highlighting the importance of assurance in improving customer satisfaction in Malaysia's hotel services. Hossain (2012) also indicated that assurance positively impacts customer satisfaction in the hotel industry. Staff actions, including assurance, exert a more significant effect on customer satisfaction than physical characteristics (Ekinci et al., 2008), which corroborates with the findings of another research (Sanchez-Hernandez et al., 2009). Based on the result of another study, assurance was considered the most critical determinant in other sectors (Siddiqui & Sharma, 2010).

However, some previous studies reported that assurance does not significantly affect customer satisfaction. Fida et al. (2020) concluded that responsiveness and empathy are the only two service quality variables and can have a role in customer satisfaction, which does not match the findings of other previous studies. In addition, Ibrahim et al. (2015) found that assurance does not significantly influence customer satisfaction in the Maldives Hotel sector. The current study results also represented that assurance does not have a significant effect on customer satisfaction in the hotel industry in Sydney.

Hypothesis 1$_{A6}$: Empathy has a positive effect on customer satisfaction.

The standardized coefficient of the path from empathy to customer satisfaction is substantially different from zero (= 0.504, p 0.048), according to data in Table 6.5. In other words, the effect of empathy on customer satisfaction is direct and significant, and customer satisfaction increases by an increase in empathy. Therefore, H1A6 is supported based on the empirical data.

Many previous studies have so far evaluated the impact of empathy on customer satisfaction. Empathy was the shortcoming of Mauritius Hotels, representing that the hotelier's understanding of customers' expectations is an essential parameter in the quality service (Juwaheer, 2004). Empathy has long been the most crucial factor for satisfying customer needs, especially in the hotel sector. It should be noted that with a high level of empathy, hotel managers can make sure that customers feel welcome and treated from the minute they arrive in the country (Ohri, 2013). Additionally, Markovic and Raspor's (2010) findings revealed that empathy was the primary service quality variable in Croatian hotels. It is noteworthy that hotels' customers are not likely to tolerate discrepancy when it comes to empathy regarding hotel services, thus seriously affecting customer satisfaction (Yilmaz, 2009). The current study results also confirmed that empathy has a positive effect on customer satisfaction.

Hypothesis 2$_{A1}$: Extraversion has a positive impact on customer satisfaction.

Based on previous results (Table 6.5), the standardized coefficient of the path from extraversion to customer satisfaction significantly differs from zero ($\beta = 0.112$, p = 0.006), and this path is positive and meaningful. Thus, the empirical evidence supported H2A1.

Many researchers tested the relationship between the Big Five personality factors and hotel customers' satisfaction in different countries. According to Jani and Han (2014), extroversion among the guests was positively related to their satisfaction with hotel sectors, which conforms to the results of Mroz and Kaleta (2016) and Dev Jani (2012) in Korea. Lin and Worthley (2012) stated that extraversion dramatically and explicitly contributes to enjoyment, substantially affecting satisfaction. The same result was confirmed by Oppong and Boasiako (2017). The findings of this study indicated that extraversion impacts guest satisfaction, which conforms with those of previous studies (e.g., Mooradian, T. A., 1997; Matzler et al., 2005; Faullant, Matzler, and Mooradian, 2011).

Hypothesis 2A2: Agreeableness has a positive effect on customer satisfaction.

Based on data in Table 6.5, the standardized coefficient of the path from agreeableness to customer satisfaction is significantly different from zero ($\beta = 0.083$, $p = 0.042$). The effect of agreeableness on customer satisfaction is significant. More precisely, customer satisfaction increases by an increase in agreeableness. Thus, H2A2 is confirmed.

Tan et al. (2004) reported that showing positive emotions was strongly associated with customer agreeableness, and these emotions positively influenced satisfaction. Furthermore, the results of a study revealed that agreeableness was a positive satisfaction driver (Matzler & Renzl, 2007), which is similar to the findings of Jani and Han (2014) and those of Tang & Lam (2017) about green hotels in China.

Hypothesis 2A3: Neuroticism has a negative effect on customer satisfaction.

According to previous data (Table 6.5), the standardized coefficient of the path from neuroticism to customer satisfaction significantly differs from zero ($\beta = 0.088$, $p = 0.005$). Accordingly, the estimated coefficient is positive, which contradicts the hypothesis, and the analytical evidence does not support H2A3.

Customer satisfaction has been found to be negatively related to neuroticism (Matzler & Renzl, 2007), as well as satisfaction with vocational education and training (Volodina, Lindner and Retelsdorf, 2019). Furthermore, Oppong and Boasiako (2017) found a negative association between neuroticism and customer satisfaction in Ghana's hotel sector, which is consistent with Jani and Han's (2014) findings in Korea.

However, the result of this study contradicts those of previous studies. This unexpected result might be because the number of items after the refinement process was not enough to cover all the aspects of this personality trait and yield the desired result.

Hypothesis 2$_{A4}$: Openness has a positive effect on customer satisfaction.

According to previous data (Table 6.5), the standardized coefficient of the path from openness to experience to customer satisfaction significantly differs from zero (0.104, p = 0.009). The effect of openness to experience on customer satisfaction is significant. More precisely, customer satisfaction increases by an increase in openness to experience. Thus, H2A4 is confirmed.

Oppong and Boasiako (2017) demonstrated that customers with openness to experience would be more satisfied in the hotel sector, mostly when living in a hotel with luxury and extraordinary facilities. Lounsbury et al. (2007) found that customer contentment and staff job satisfaction were positively correlated with the personality trait of openness to experience. Similarly, Lin (2010) reported that openness played a nearly positive effect on affective customer loyalty, which is a consequence of customer satisfaction. Therefore, it seems that openness can contribute to satisfaction in different contexts and circumstances. Finally, Tang et al. (2017) indicated that openness to experience is positively associated with satisfaction of customers' reuse intention in Chinese hotel sectors and can increase customer satisfaction.

Hypothesis 2$_{A5}$: Conscientiousness has a negative effect on customer satisfaction.

Based on data in Table 6.5, the standardized coefficient of the path from conscientiousness to customer satisfaction is not significantly different from zero ($\beta = 0.003$, p = 0.935). Thus, the empirical data do not confirm H2A5.

Many researchers reported not a significant relation between conscientiousness and customer satisfaction. For example, in the context of leader-follower relationships, Harris et al. (2019) found that conscientious managers are usually more rigid and less adaptable, leading to less customer satisfaction. Likewise, Boyce et al. (2010) demonstrated that conscientiousness has a dark side. More precisely, although this trait is supposed to be beneficial for well-being, it may decrease the level of satisfaction, implying that more conscientious individuals represent less satisfaction. They further indicated that conscientiousness is not always favorable for well-being. Conscientious individuals can simultaneously obtain more throughout their lives.

Conversely, Organ and Lingl (1995) discussed that the relationship between conscientiousness and satisfaction is not permanently evident. They demonstrated that conscientiousness negatively predicted co-worker satisfaction. Regarding the leader-follower relationship, Harris et al. (2019) concluded that conscientious leaders are usually more rigid (i.e., less adaptable), thus drawing less satisfaction from followers.

The findings from previous studies are consistent with the result of this study. However, some studies also confirmed this significant relationship, showing that the findings have so far been contradictory. The lack of a significant effect of conscientiousness on hotel customer satisfaction may be due to the nature of hedonic hotel services rather than utilitarianism (Jiang & Wang, 2006), which can be due to hotel guests' hedonic motivations that affect their responses. As a result, it makes the effect of conscientiousness on the hotel guest's satisfaction insignificant.

Hypothesis H3: Customer satisfaction has a positive effect on the reuse intentions.

The standardized coefficient of the path from customer satisfaction to reuse intentions is significantly different from zero ($\beta = 0.868$, $p < 0.001$), whereas statistical evidence supports this hypothesis.

Accordingly, customers' satisfaction affects their reuse intentions in the hotel industry. A positive relationship between customer satisfaction and reuse intentions in the hotel and hospitality sector is of great importance due to its positive effect on profitability (Han et al., 2010; Ryu et al., 2010; Han & Back, 2008). Repeat business is a fine example in this regard. Similarly, Edwin and Sheryl (2013) found that service providers can acquire more significant opportunities for affecting customer behaviors through understanding customers' viewpoints by evaluating their level of

satisfaction. Olorunniwo et al. (2006) confirmed that hotel managers should know about customers' needs and evaluate the hotel's service quality to offer customers a satisfying experience effectively. Additionally, Chang et al. (2014) studied tourists' reuse intentions against those residing in green hotels overnight and demonstrated a positive association between customer satisfaction and reuse intentions. The same results were reported by Yee et al. (2009) and Berezina et al. (2012). Table 6.6 presents a summary of the hypothesis test statistics of this study.

Table 6.6. Summary of hypothesis test statistics

H	Structural path relationship	Effect	Standardized	P	Hypothesis test
1_A1	Tangibility"-->"customer satisfaction	Positive	0.270	***	Supported
1_A2	Location"-->"customer satisfaction	Positive	0.123	0.013	Supported
1_A3	Responsiveness"-->"customer satisfaction	Positive	0.084	0.019	Supported
1_A4	Reliability"-->"customer satisfaction	Positive	0.253	0.028	Supported
1_A5	Assurance"-->"customer satisfaction	Positive	-0.280	0.316	Not Supported
1_A6	Empathy"-->"customer satisfaction	Positive	0.504	0.048	Supported
2_A1	Extraversion"-->"customer satisfaction	Positive	0.112	0.006	Supported
2_A2	Agreeableness"-->"customer satisfaction	Positive	0.083	0.042	Supported
2_A3	Neuroticism"-->"customer satisfaction	Negative	0.088	0.005	Not Supported
2_A4	Openness"-->"customer satisfaction	Positive	0.104	0.009	Supported
2_A5	Conscientiousness"-->"customer satisfaction	Negative	0.003	0.935	Not Supported
3	Customer satisfaction"-->" reuse intentions	Positive	0.868	***	Supported

This study found a significant correlation between service quality and customer satisfaction, and service quality was the critical indicator of customer satisfaction in Sydney's hotel sector. This finding is consistent with the findings of Choi and Chu (2000), Amissah (2013), Clemens et al. (2011), and Amin et al. (2013), demonstrating that service quality is pivotal for obtaining customer satisfaction in hotel settings. Based on the obtained data, the most significant aspects of service quality were empathy, tangibility, and reliability, respectively, while responsiveness and location were the least contributing dimensions.

Data analysis results revealed that empathy was a key determinant of customer satisfaction and had the highest impact on customer satisfaction in this study. Empathy defines customers' demands and is considered a prerequisite for developing a service strategy. Moreover, it refers to understanding customers' specific needs, providing attention and healthful menus, and having

positive attitudes when receiving customer feedback. This suggests that hotels can considerably increase customer satisfaction if their staff better demonstrate their empathy. Similar to the present study's finding, Markovic and Raspor (2010) reported empathy as an essential service quality variable in Croatian Hotels having the highest impact on customers' satisfaction levels. In addition, empathy has long been indicated as the most crucial factor for satisfying customer needs (Simon, 2013).

Tangibility is the second most critical indicator of customer satisfaction and includes cleanliness, modern areas, and the hotel employees' appearance as significant factors. Reliability is the third crucial factor when assessing customer satisfaction. Choi (2000) investigated room quality and physical factors (including room temperature control and comfortable beds) and reported the effect of these factors on Western travelers' accommodation satisfaction, which conforms to the current study results. The findings of another study reconfirmed that physical evidence is essential, and the inability to maintain flawless employees' appearances and physical facilities could lead to less than an average level of service satisfaction in customers' minds, which conforms with the case of Hotels of North Cyprus (Nadiri and Hussain, 2005).

In addition, the reliability dimension is the other substantial impact variable and contains attributes related to performing services accurately and timely, keeping records confidentially, and solving problems sincerely. This finding is in line with that of Hossain (2012). Additionally, Knutson et al. (1990) highlighted this finding by pointing out that consistently high expectations of the customer for on-time and consistent services have trained employees to quickly correct problems, customers' comfortable feelings, and knowledgeable hotel staff.

Further, the current study results demonstrated that assurance does not significantly affect customer satisfaction in the hotel industry in Sydney. There exist some possibilities in this regard. The customers may feel that the hotels have provided enough confidence and safety during their stay. Most visitors started to take it for granted that there was no safety problem during their stay in the hotel.

In addition, the present study's findings confirmed the significance of customer personality traits as one of the fundamental antecedents of satisfaction by highlighting that personality factors directly contribute to satisfaction. According to the obtained data regarding the relationship model, three of the Big Five traits (i.e., extroversion, openness, and agreeableness) significantly affected customer satisfaction.

According to some studies, extroverted individuals are friendly, socially adept, cheerful, and lively (John & Srivastava, 1999) and, therefore, are more pleased with the hotel services (Dormann & Kaiser, 2002). Furthermore, according to the findings of a study on utility firms, agreeableness was a positive driver of satisfaction (Matzler & Renzl, 2007). Similarly, Jani and Han (2014) discovered that pleasant guests were generally satisfied with the services provided by the hotel business. Moreover, Tang and Lam (2017) stated that agreeableness is positively associated with customers' satisfaction of reuse intentions in green hotels in China.

This study reconfirms that extroversion has a significant relationship with hotel customers' satisfaction, which conforms with the findings of Lin and Worthley (2012), revealing that extraversion dramatically and explicitly contributes to the enjoyment and substantially influences satisfaction. Similarly, Oppong and Boasiako (2017) concluded that extraversion affects customer satisfaction in the hotel sector.

In addition, the obtained data indicated that openness to experience has a positive effect on customer satisfaction in the hotel sector in Sydney, which is similar to the findings of Tang and Lam (2017), indicating that openness to experience is positively associated with customer satisfaction and reuse intentions in Chinese hotel sectors and can increase the level of customer satisfaction. Additionally, Lin (2010) found that openness played an essentially positive effect on affective customer loyalty, which is a consequence of customer satisfaction.

The findings of this study regarding neuroticism do not match those of previous studies. This might be because the number of items (only two) after the refinement process was insufficient to cover all the aspects of this personality trait and yield the desired result.

In addition, the lack of a significant effect of conscientiousness on hotel customer satisfaction may be due to the nature of hedonic hotel services rather than utilitarianism (Jiang & Wang, 2006), which can be due to hotel guests' hedonic motivations affecting their responses. That being the case, it makes the effect of conscientiousness on the hotel guest's satisfaction insignificant.

Various studies confirmed Oliver's (1997) reuse intention dimension by evaluating the model and extending assessment scales (e.g., Harris & Goode, 2014; Tsaur, Lin, and Wu, 2005). Moreover, this study introduced an informed delineation regarding developing reuse intentions.

Customer satisfaction was significantly influenced by reuse intentions, implying that growing customer satisfaction is critical and can affect the realization of good reuse intentions, including customer satisfaction. The findings of this study support that the drivers of customer satisfaction influence reuse intentions, which is in line with the results of other previous studies (e.g., Malik, 2012; Cronin et al., 2000; Kassim & Abdulah, 2010; Maria, Sutanto, Lorenzo, & Antonio, 2007; Jani & Han, 2011; Oh, 1999) while considering the specific research context of the hotel sector in Sydney.

6.4 Multiple-group analysis (MGA)

MGA is a comprehensive SEM framework for testing any type or number of differences between estimated models for various groups. The main objective of MGA is to test for specific differences between the individual models of different groups (Hair et al., 2018). The present study examines the model in two sub-samples of international and domestic guests.

6.4.1 Multiple group analysis based on domestic or international visitors

Similar to the previous one, checking measurement invariance is necessary for comparing the model in domestic and international visitor groups. Table 6.7 provides the fit indices for invariance tests for domestic and international visitor groups.

Table 6.7. Fit indices for invariance tests for domestic or international visitors

invariance Test	χ2	df	χ2 / df	p	TLI	CFI	RMSEA	gamma hat	Mc NCI
Australians Sample	1468.641	812	1.809	0	0.877	0.89	0.07	0.943	0.524
Other Sample	1705.953	812	2.101	0	0.919	0.927	0.057	0.924	0.415
Baseline Model (Pooled)	1948.953	812	2.4	0	0.928	0.936	0.053	0.906	0.327
Configural Invariance(M1)	3175.915	1624	1.956	0	0.905	0.915	0.043	0.876	0.217
Metric Invariance(M2)	3212.523	1654	1.942	0	0.906	0.914	0.043	0.873	0.216
Scalar Invariance(M3)	3285.546	1684	1.951	0	0.906	0.912	0.043	0.868	0.207

Notes: df = degrees of freedom, TLI = non-normed fit index; CFI = comparative fit index; RMSEA = root mean square error of approximation;

Test for metric invariance

The calculation results are presented in Table 6.8.

Table 6.8. Results of χ^2 difference tests

Model Comparison	Δ χ2	Δ df	p	Δ CFI	Δgamma hat	ΔMc NCI
Test for Metric Invariance (M1 + M2)	36.60800	30	0.18884	0.00100	0.00256	0.00141
Test for Scalar Invariance (M2 + M3)	73.02300	30	0.00002	0.00200	0.00507	0.00894

Test for scalar invariance

The p-value was $p < 0.05$ for the Chi-square test with df = 6 and α = .05. Further, the CFI difference between the models was 0.00200, less than 0.01 recommendation by Cheung and Rensvold (2002). The difference in McDonald's non-centrality index (Mc NCI) is 0.00894), which is less than the recommended value of 0.02. The difference in gamma hat is 0.00507, which is well above 0.001. Based on these Chi-square test results and the Δ McDonald's NCI, Δ CFI, and Δ gamma, the assumption of full scalar invariance is not tenable. The model testing for scalar invariance demonstrated that item intercepts are non-invariant across different groups. Putnick and Bornstein (2016) identified three options in such cases:

1. Finding the possible sources of non-invariant loadings. Then, relax the equality constraints on those mentioned factor loadings that should be freely estimated in a separate group (Running a partial-invariance model);
2. Removing items that are non-invariant from the metric models;
3. Discontinuing the invariance testing under the assumption which the measurement or constructor is invariant across different groups.

The first option was selected for the current study. This option requires testing a series of models that must sequentially test each intercept. More precisely, it requires deleting the equality constraint for a given intercept and then comparing the model fit with the deleted constraint against the full scalar invariance model. Next, repose the equality mentioned constraint and move on to the next intercept for testing. The following section appropriately compares this model's fit against the previous model, assuming full scalar invariance. It shows the Chi-square difference test to make this appropriate comparison. A vital test result represents that the current model fits better than the baseline (full scalar) invariance model.

Table 6.9. Results of partial scalar invariance

Label of parameter being tested	chi-square	df	chi-square diff	df diff	sig. (p-value)
a1	3285.30	1683	0.246	1	0.620
a2	3285.21	1683	0.332	1	0.564
a3	3282.31	1683	3.233	1	0.072
a4	3285.51	1683	0.038	1	0.845
a5	3283.42	1683	2.130	1	0.144
a6	3284.47	1683	1.077	1	0.299
a7	3284.98	1683	0.568	1	0.451
a8	3284.36	1683	1.184	1	0.277
a9	3281.67	1683	3.881	1	0.049
a10	3285.33	1683	0.218	1	0.641
a11	3285.50	1683	0.046	1	0.830
a12	3285.40	1683	0.146	1	0.702
a13	3284.80	1683	0.746	1	0.388
a14	3285.50	1683	0.046	1	0.830
a15	3285.00	1683	0.546	1	0.460
a16	3285.30	1683	0.246	1	0.620
a17	3285.50	1683	0.046	1	0.830
a18	3285.40	1683	0.146	1	0.702
a19	3281.60	1683	3.946	1	0.047
a20	3285.30	1683	0.246	1	0.620
a21	3285.30	1683	0.246	1	0.620
a22	3281.70	1683	3.846	1	0.050
a23	3284.20	1683	1.346	1	0.246
a24	3284.40	1683	1.146	1	0.284
a25	3284.70	1683	0.846	1	0.358
a26	3285.50	1683	0.046	1	0.830
a27	3285.40	1683	0.146	1	0.702
a28	3283.40	1683	2.146	1	0.143
a29	3283.80	1683	1.746	1	0.186
a30	3285.10	1683	0.446	1	0.504

The intercept being tested is freely estimated in each model, whereas all the remaining intercepts are constrained to equality. In Table 6.9, the intercept for a9, a19, and a22 are candidates for removing the equality constraint in the final partial invariance model except for intercepts associated with measures Q13r5, Q17r2, and QSEC4r17. Based on the identified non-invariant parameters, this study also tested a partial invariance model (where all intercepts and factor loadings were constrained equal except for intercepts associated with the measures Q13r5 Q17r2, and QSEC4r17) against the model assuming full scalar invariance. The result indicated that the partial invariance model fits the data significantly better than the full scalar model. Therefore, future invariance tests retain the partial invariance model as a new baseline model.

Table 6.10. Fit indices for invariance tests

invariance Test	χ2	df	χ2 / df	p	TLI	CFI	RMSEA	gamma hat	Mc NCI
Configural Invariance(M1)	3175.915	1624	1.956	0	0.905	0.915	0.043	0.876	0.217
Metric Invariance(M2)	3212.523	1654	1.942	0	0.906	0.914	0.043	0.873	0.216
Scalar Invariance(M3)	3285.546	1684	1.951	0	0.906	0.912	0.043	0.868	0.207
Partial Invariance(M4)	3273.641	1681	1.947	0	0.906	0.912	0.043	0.869	0.209

Notes: df = degrees of freedom, TLI = non-normed fit index; CFI = comparative fit index; RMSEA = root mean square error of approximation;

Test for metric invariance

Table 6.11 summarizes the calculation results.

Table 6.11. Results of χ^2 difference tests

Model Comparison	Δ χ2	Δ df	p	Δ CFI	Δgamma hat	ΔMc NCI
Test for Metric Invariance (M1 + M2)	36.60800	30	0.18884	0.00100	0.00256	0.00141
Test for Scalar Invariance (M2 + M3)	73.02300	30	0.00002	0.00200	0.00507	0.00894
Test for partial Invariance (M3 + M4)	11.90500	3	0.00772	0.00000	0.00082	0.00182
Test for partial Invariance (M2 + M4)	61.11800	27	0.00019	0.00200	0.00424	0.007122

This model fits in domestic and international visitor groups and compares the path between the latent variables in these two models (Figures 6.2 and 6.3).
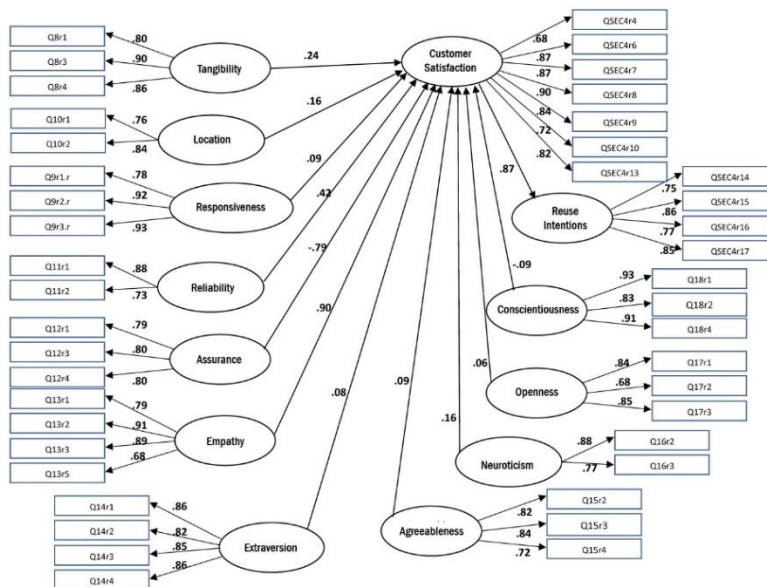
Figure 6.2. SEM results for the modified model for the domestic visitors
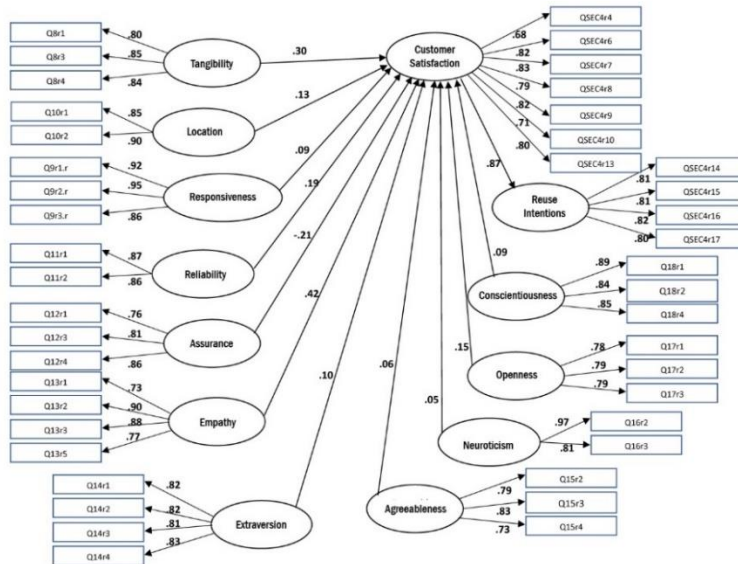
Figure 6.3. SEM results for the modified model for the international visitors

A series of z-tests were conducted to evaluate the structural model's significant relationships.

Table 6.12. Testing results for a modified model in the two groups

path	group	standardized	unstandardized	S.E.	C.R.	P	t statistic	p
Customer Satisfaction<--- Tangibility	Domestic	0.245	0.228	0.123	1.848	0.065	-1.596	0.110
	International	0.302	0.27	0.076	3.573	***		
Customer Satisfaction <--- Location	Domestic	0.164	0.109	0.062	1.743	0.081	0.188	0.851
	International	0.127	0.075	0.042	1.8	0.072		
Customer Satisfaction <--- Responsiveness	Domestic	0.087	0.058	0.052	1.106	0.269	-0.733	0.464
	International	0.087	0.037	0.022	1.688	0.091		
Customer Satisfaction <--- Reliability	Domestic	0.419	0.348	0.243	1.433	0.152	-0.112	0.911
	International	0.188	0.132	0.125	1.06	0.289		
Customer Satisfaction <--- Assurance	Domestic	-0.794	-0.725	0.731	-0.991	0.322	1.111	0.267
	International	-0.208	-0.175	0.306	-0.57	0.568		
Customer Satisfaction <--- Empathy	Domestic	0.903	0.795	0.532	1.493	0.136	-1.391	0.164
	International	0.418	0.329	0.317	1.038	0.299		
Customer Satisfaction <--- Agreeableness	Domestic	0.085	0.101	0.064	1.57	0.116	0.29	0.772
	International	0.063	0.055	0.056	0.99	0.322		
Customer Satisfaction <--- Conscientiousness	Domestic	-0.091	-0.072	0.046	-1.583	0.113	1.969	0.049
	International	0.089	0.064	0.037	1.74	0.082		
Customer Satisfaction <--- Openness	Domestic	0.055	0.044	0.049	0.888	0.374	0.435	0.664
	International	0.153	0.116	0.039	2.965	0.003		
Customer Satisfaction <--- Neuroticism	Domestic	0.158	0.091	0.033	2.747	0.006	13.199	0.000
	International	0.049	0.022	0.017	1.294	0.196		
Customer Satisfaction <--- Extraversion	Domestic	0.081	0.062	0.048	1.299	0.194	7.204	0.000
	International	0.104	0.072	0.039	1.852	0.064		
Reuse Intentions <--- Customer Satisfaction	Domestic	0.865	0.925	0.072	12.772	***	2.234	0.025
	International	0.872	1.097	0.067	16.329	***		

Table 6.7 provides the results of estimating each path in the group of domestic or international visitors alone, the z-statistic procedure, and the level of the obtained significance based on it in comparing the two groups.

Table 6.13. Comparison of mean scores in two groups of visitors

	Group Statistics					Levene's Test for Equality of Variances		t-test for Equality of Means		
	Group visitors					F	Sig.	t	df	Sig. (2-tailed)
		N	Mean	Std. Deviation	Std. Error Mean					
Agreeableness	Domestic	167	4.0699	0.72978	0.05647	3.644	0.057	0.342	507	0.732
	International	342	4.0439	0.83953	0.0454					
Assurance	Domestic	167	5.7984	0.99595	0.07707	5.205	0.023	-2.091	307.504	0.037
	International	342	5.9903	0.92108	0.04981					
Conscientiousness	Domestic	167	4.1078	1.02006	0.07893	0.026	0.872	0.037	507	0.97
	International	342	4.1043	0.97601	0.05278					
Empathy	Domestic	167	5.7844	0.96314	0.07453	0.239	0.625	-1.37	507	0.171
	International	342	5.9079	0.94996	0.05137					
Extraversion	Domestic	167	3.3907	1.03316	0.07995	0.106	0.745	-3.312	507	0.001
	International	342	3.7061	0.99665	0.05389					
Location	Domestic	167	5.2066	1.43036	0.11068	6.586	0.011	-2.785	298.983	0.006
	International	342	5.5702	1.28014	0.06922					
Neuroticism	Domestic	167	3.2964	1.40691	0.10887	3.365	0.067	-2.503	507	0.013
	International	342	3.6433	1.4968	0.08094					
Openness	Domestic	167	3.7206	0.96479	0.07466	0.054	0.816	-2.173	507	0.03
	International	342	3.9133	0.92675	0.05011					
Reliability	Domestic	167	5.6677	1.08746	0.08415	2.903	0.089	-2.218	507	0.027
	International	342	5.8918	1.06187	0.05742					
Responsiveness	Domestic	167	5.8902	1.30104	0.10068	17.085	0	2.393	420.542	0.017
	International	342	5.5624	1.71774	0.09288					
Tangibility	Domestic	167	5.6926	1	0.07738	3.768	0.053	-3.245	507	0.001
	International	342	5.9786	0.89904	0.04861					

The results of the t-test of two independent samples indicated that there was no significant difference between agreeableness ($t(507) = 0.342$, $p = 0.732$), conscientiousness ($t(507) = 0.037$, $p = 0.097$), and empathy ($t(507) = -1.37$, $p = 0.171$) in the two groups of domestic and international visitors. The t-test indicated that the mean scores of assurance, extraversion, location, neuroticism, openness, reliability, and tangibility of international visitors are significantly higher than domestic visitors, and the mean score of responsiveness of domestic visitors is higher than international visitors ($p < 0.05$). The difference in the variances was taken into account by the sig column. The results of Table 6.12 and 6.13 separately show the relationship between the variables in domestic and international visitor groups.

- Conscientiousness to customer satisfaction is significantly different in domestic and international visitors at alpha $< 5\%$.
- Extraversion to customer satisfaction significantly differs between the two groups. This intensity is more evident in the international group than the domestic visitor group.

- Eventually, the path from reuse intentions to customer satisfaction differs significantly between the two groups. The intensity of this path in international visitors is more considerable than in the domestic visitor group.

6.5 The second-order competing model: estimation and assessment

This study employed a structural model to examine the relationship between service quality and customer satisfaction and personality factors and customer satisfaction. When the lower-order factors are highly linked with one another, and a higher-order factor is hypothesized to account for the relationships between the lower-order factors, second-order competing models may be helpful. (Fang et al., 2005). There are plenty of advantages of a second-order competing model over a first-order factor model. To begin with, the second-order competing model can determine whether the hypothesized higher-order component genuinely accounts for the pattern of first-order factor relationships. Furthermore, a competing model structures the covariance pattern between the first-order elements, explaining the covariance with fewer parameters in a more parsimonious fashion (Rindskopf & Rose, 1988). Finally, a second-order model isolates variation owing to specific components from measurement error, resulting in an error-free estimate of the specific factors in theory. The specific factors are represented by the variance of each first-order factor that is not shared by the common second-order factor. The disturbance of each first-order factor represents these distinct factors.

As demonstrated in Table 6.15 and Figure 6.4, this model may be used to investigate the impact of service quality on customer satisfaction, whereas the first-order model can be used to investigate the impact of service quality dimensions on customer satisfaction independently. In this model, the effect of personality factor variables on customer satisfaction was also evaluated, whereas, in the first-order model, the effect of each component on customer satisfaction was investigated, but not the effect of all personality factors in general.

One of the advantages of the second-order model is that it examines the impact of service quality and personality variables on customer satisfaction, something which cannot accomplish with the first-order model. It is possible to prioritize service quality dimensions in creating service quality by comparing them to each other, as shown in Figure 6.5, where the assurance variable is the most important with a coefficient of 0.97 in service quality and responsiveness is the least important with a coefficient of 0.53.The same analysis may be conducted on personality

characteristics, and the results show that the extraversion dimension is the most important, with a coefficient of 0.77, while the neuroticism dimension is the least important, with a value of 0.56.

The difficulties of studying the influence of each dimension of service quality on customer satisfaction and the effect of each dimension of personality variables on customer satisfaction are shortcomings of the second-order approach. Different fit indices can be compared to compare the two models and assess whether a second-order competing model is plausible. Such indices include the TLI index, chi-square per degree of freedom, CFI index, and the standardized root mean square residual. However, the final selection of a measurement model rests upon soundness that goes beyond the mere comparison of fit indices.

Table 6.14. Results of two structural model analysis

			First-order model	Second-order model
Paths				
Customer satisfaction	<---	Tangibility	0.27***	
Customer satisfaction	<---	Location	0.123*	
Customer satisfaction	<---	Responsiveness	0.084*	
Customer satisfaction	<---	Reliability	0.253*	
Customer satisfaction	<---	Assurance	-0.28	
Customer satisfaction	<---	Empathy	0.504*	
Customer satisfaction	<---	Extraversion	0.112**	
Customer satisfaction	<---	Agreeableness	0.083*	
Customer satisfaction	<---	Neuroticism	0.088	
Customer satisfaction	<---	Openness	0.104**	
Customer satisfaction	<---	Conscientiousness	0.003	
Reuse intentions	<---	Customer satisfaction	0.868***	0.885***
Customer satisfaction	<---	Service quality		0.644***
Customer satisfaction	<---	Personality Factors		0.318***
Model fit measures				
Absolute fit measures				
chi-square			1922.378	1683.795
df			821.000	844
chi-square/df			2.342	1.995
GFI			0.855	0.858
Rmsea			0.051	0.044
Incremental fit measures				
AGFI			0.833	0.841
NFI			0.896	0.909
CFI			0.938	0.952
Parsimony fit measures				
AIC			2172.378	1887.795
BIC			2701.434	2319.505
ECVI			4.276	3.716

The overall model fit statistics show that first order model provides a good fit to the data ($\chi 2$/d.f. = 2.342; GFI = 0.855; RMSEA = 0.051; AGFI = 0.833; NFI = 0.896; CFI = 0.896). The results supported 10 hypotheses and were statistically significant for ten different pathways. In

addition, Tangibility (β = 0.27, p < 0.001), Location (β = 0.123, p < 0.05), Responsiveness (β = 0.084, p < 0.05), Reliability (β = 0.253, p < 0.05), and Empathy (β = 0.504, p < 0.05), Extraversion (β = 0.112, p < 0.01), Agreeableness (β = 0.083, p < 0.05), Openness (β = 0.104, p < 0.01), were significant determinants of Customer satisfaction. Customer satisfaction (β = 0.868, p < 0.001) was a significant antecedent of Reuse intentions. 0.6 or above is a standard threshold number for adequate explanatory power. First order model explained 79.8% of the variance in Customer satisfaction and 75.3% of the variance in reuse intentions.

Regarding to the Second order model, the overall model fit statistics indicate that second order competing model provides a good fit to the data (χ 2/d.f. = 1.995; GFI = 0.858; RMSEA = 0.044; AGFI = 0.841; NFI = 0.909; CFI = 0.952). Three paths were statistically significant. Accordingly, Service quality (β = 0.644, p < 0.001), Personality Factors (β = 0.318, p < 0.001) were significant determinants of Customer satisfaction. Customer satisfaction (β = 0.885, p < 0.001) was a significant antecedent of reuse intentions. First order model explained 85.5% of the variance in Customer satisfaction and 78.3% of the variance in reuse intentions.

As shown in Table 6.14, different fit measures show that both models have an appropriate fit to the data, and overall, the second-order competing model has a better fit than the first-order model. Regarding parsimony fit measures, for the competing model, the AIC was 1887.795, the BIC was 2319.505, and the ECVI was 3.716; The values for the first-order Model were AIC = 2172.378, BIC = 2701.434, and ECVI = 4.276. Because lower values of these criteria show a better model fit, these results show a preference for competing models over the first-order model. Ultimately, the results show that both models have high explanatory power for predicting customer satisfaction. To sum up, the second-order model is superior to the first-order model, and second-order model is the better-fitting model for explaining the customer satisfaction and reuse intentions.

This study conducted a model comparison among the first- and second-order models. Likewise, according to the goodness-of-fit indices, the model was sufficiently proportionate to the data, and the Chi-square/df value was calculated to be 1.995 (χ2=1683.795, df = 844). Additionally, the values of CFI, TLI, and RSMEA were 0.952, 0.949, and 0.044, respectively. The model meeting the requirements of the path model was appropriate and acceptable for the data. The analysis revealed a significant and positive relationship (β = 0.644, p < 0.001) between service quality and customer satisfaction (Table 6.14).

Regarding parsimony fit measures, the AIC, BIC, and ECVI were 2172.378, 2701.434, and 4.276, as well as 1887.795, 2319.505, and 3.716 for the first- and second-order models, respectively. Considering that lower values of these criteria demonstrate a better fit of the model, these results indicate the superiority of the second-order model over the first-order one.

Table 6.15. Selected AMOS text outputs for the modified model

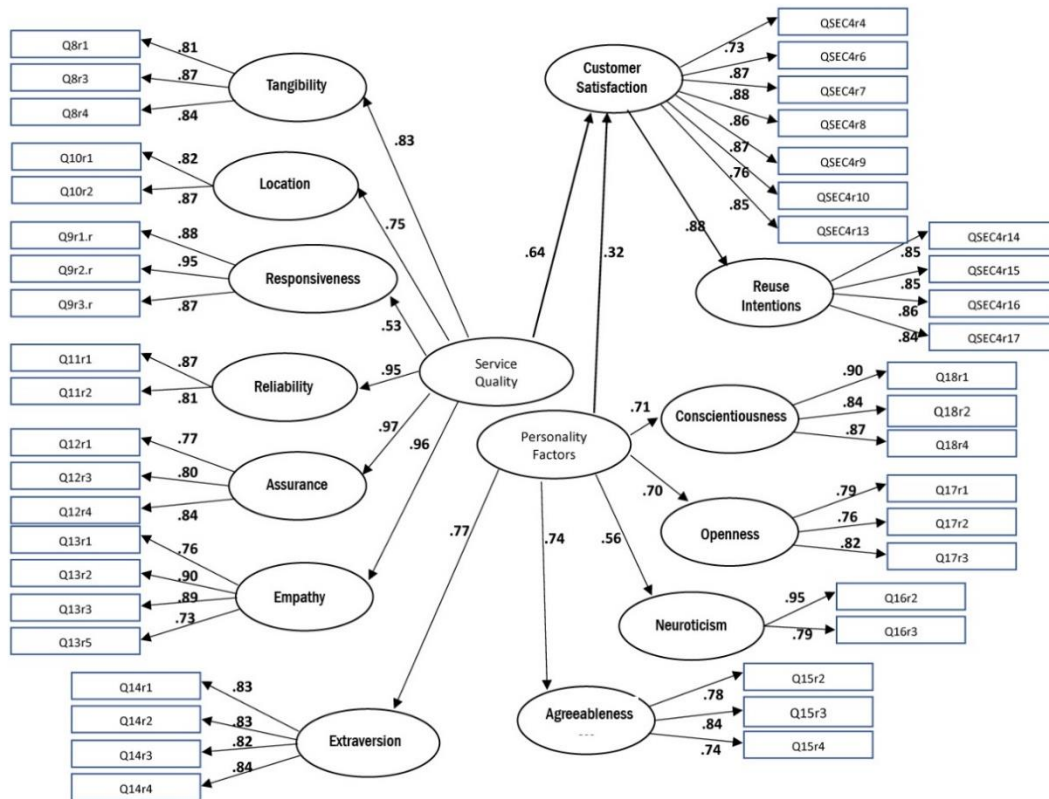| Regression weights			Standardized	Unstandardized	S.E.	C.R.	P
Customer satisfaction	<---	Service quality	0.644	0.802	0.083	9.652	***
Customer satisfaction	<---	Personality Factors	0.318	0.339	0.065	5.205	***
Reuse intentions	<---	Customer satisfaction	0.885	1.062	0.06	17.621	***

Figure 6.4. SEM results for the second theoretical model

The fit indices of the first- and second-order models are discussed in this section. As shown in Table 6.16, these indices are favorable in both models, and in the second-order model, the fit indices are slightly better than the first-order model.

Table 6.16. Fit indicators in the first- and second-order models

Fit Indexes	first order model	second order model	Critical Value
Chi-square ($\chi 2$)	1922.378	1683.795	
dF	821	844	
P	0.000	0.000	significant p-value expected
Chi-square/dF	2.342	1.995	< 3
TLI	0.931	0.949	≥0.92
CFI	0.938	0.952	≥0.92
RMSEA	0.051	0.044	<0.07
HOELTER	235	276	≥200

Table 6.17 compares the most important dimensions affecting service quality variables and personality factors affecting customer satisfaction. Empathy and extraversion are the essential dimensions contributing to customer satisfaction in service quality and personality factors, respectively. Dimensions are arranged according to the importance of their impact on each of the two variables as follows.

Table 6.17. The effect of service quality and personality factors on customer satisfaction

	Regression weights				Standardized	P
Service Quality	Customer satisfaction	<---	Empathy		0.504	0.048
	Customer satisfaction	<---	Tangibility		0.27	***
	Customer satisfaction	<---	Reliability		0.253	0.028
	Customer satisfaction	<---	Location		0.123	0.013
	Customer satisfaction	<---	Responsiveness		0.084	0.019
	Customer satisfaction	<---	Assurance		-0.28	0.316
Personality Factors	Customer satisfaction	<---	Extraversion		0.112	0.006
	Customer satisfaction	<---	Openness		0.104	0.009
	Customer satisfaction	<---	Neuroticism		0.088	0.005
	Customer satisfaction	<---	Agreeableness		0.083	0.042
	Customer satisfaction	<---	Conscientiousness		0.003	0.935

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Based on the second-order model and data in Table 6.17, service quality has more effect on customer satisfaction with a standard coefficient of 0.644 compared to personality factors with a standard coefficient of 0.318. In addition, the R square of customer satisfaction and reuse intentions is 0.798 and 0.753, respectively.

6.6 Summery

This chapter's overall model fit statistics indicate that the primary model provides a good fit to the data. In addition, the study's findings confirm that the five constructs of service quality and three constructs of personality factors influence customer satisfaction in the hotel sector in Sydney. In addition, the results revealed that customer satisfaction is a significant predictor of reuse intention. In addition, this chapter indicated the relationship between the variables separately in the two groups of domestic and international visitors, while neuroticism had a positive significant difference and conscientiousness and extraversion to customer satisfaction were significantly different in two domestic and international visitors. Additionally, findings from competing models indicated that both models have high explanatory power for predicting customer satisfaction. The competing model provided a greater explanatory power than the first-order model, and the second-order model is superior to the first-order model. The second-order model is the better-fitting model for explaining customer satisfaction and reuse intentions. The next chapter discusses study implications to highlight the theoretical and consequential issues that might assist hotel managers, outlining the study limitations and presenting directions for further investigations.

CHAPTER 7
CONCLUSION

7.1 Introduction

The present chapter addresses study implications to emphasize the theoretical and consequential issues that can help professionals. It also discusses the implications based on the service quality domain, reuse intentions, satisfaction, and personality characteristics. The chapter further underlines the study limitations and presents directions for further studies.

7.2 Contributions and implications

Based on the present study results, several theoretical and practical implications are suggested. The present part deals with the theory-based significance of the study for the relevant literature on hospitality and tourism and its managerial and practical implications regarding their marketers.

7.2.1 Theoretical implications

The current study includes some theory-based implications concerning the research drivers of customer satisfaction in the hotel sector. It is noteworthy that this study mainly provides further support for conceptualizing service quality and customer satisfaction as different concepts. Based on the results of this study, customer satisfaction is affected by two types of factors: intrinsic factors, which consist of personality, and extrinsic factors, which consist of attributes related to service quality. This study proposed a theoretical framework to analyze the dual effects of both intrinsic factors (personality) and extrinsic factors (service quality) on customer satisfaction. Extrinsic motivation is derived from outside the individual, and intrinsic motivation is derived from within. Human behavior is affected differently by each category. In addition, extrinsic factors like service quality are controllable, as managers of hotels can improve the level of tangible factors like well-designed hotel rooms or modern living areas. On the other hand, intrinsic factors are uncontrollable as managers cannot change negative personality traits into a positive one. So different effects of intrinsic factors should receive special attention from hotel managers. Although hotel managers cannot directly control the personality factors of their customers, they can attempt to anticipate the behavior and appropriately respond to different personality types.

Data analysis results revealed that empathy was a key determinant of customer satisfaction and had the highest impact on customer satisfaction in this study. This extrinsic factor can impact consumers' decision-making processes and influence their future purchases. This factor is controllable as hotel staff can create an enjoyable guest experience and impact consumer behavior accordingly. So, the hotelier's understanding of customers' expectations is an essential parameter in hotel service quality. This significant factor made hotel customers happy and functioned as a vital predictor in improving the hotel's future economic success. The empathic approach towards the customer instills a sense of importance in the consumer, leading to a desire to return and a propensity to promote the hotel to others.

In addition, tangibility was the second determinant of customer satisfaction, which had the highest impact. People find profound admiration and, at the same time, pleasure when using their sense of sight. This extrinsic factor can affect consumer purchase decision-making. So all physical factors like modern areas, comfortable beds, and the hotel employees' appearance can be vital factors that lead to satisfaction. The majority of hotel products are made up of tangible and intangible characteristics. The tangible and intangible features are inextricably linked and have a considerable impact on the assessment of quality by the guests. Tangibility in the hotel business refers to the external appearance of hotel facilities and their accommodation and restaurant facilities. The tangible elements of a hotel product can be assessed, measured, and submitted to specific standards. Tangibility is the cleanliness or neat appearance of the tangible components and the physical comfort of the environment where services are provided. Managers can make the intangible aspects tangible. For example, comfort is an intangible aspect made tangible by providing a comfortable-looking bed, sturdy chairs, and a well-designed hotel room.

The other set of factors that impact customer satisfaction is personality. Marketers are interested in understanding how personality factors influence consumption behavior because such knowledge enables them to understand consumer needs better and more appropriately segment and target those consumers who are likely to respond positively to their service and product communications. (Schiffman et al., 2013). In particular, the Big Five personality factors, which have been widely used in customer behavior studies and marketing, have been noted to influence consumers' affective responses (Zhao et al., 2009), satisfaction (Matzler et al., 2005), and loyalty (Lin, 2010). Personality is an important consumer behavior concept because it categorizes people into various groups based on a single or limited set of consumer behaviors. If each customer was

different in all respects, it would be almost impossible to group consumers into segments, and there would be little reason to develop standardized services based on personality (Schiffman et al., 2013). These factors reflect an individual's psychological characteristics, and thus they have been cited as having a significant role in customer behavior (Mowen, 2011). People have many dimensions to their personalities, but some possess such dimensions more strongly or weakly than others. That is, they have more or less of each trait than others. Consumer behavior theory does not provide a single label for each personality factor. Instead, it offers information about several personality factors that make up an individual's personality. Such factors provide managers with a better understanding of how consumers respond in different situations. (Schiffman et al., 2013).

This study revealed that extroversion was the most significant aspect of personality factors, which dramatically and explicitly contribute to the enjoyment and substantially influence customer satisfaction. This intrinsic factor identifies people as sociable, talkative, and outgoing, while extroverts are optimistic, energetic, and cheerful. Therefore, this factor can positively affect their satisfaction via positive emotions.

In addition, openness to experience was also the other significant aspect of personality in this study. People who have a high openness to experience are also shown to be more trustworthy. Because of their trustworthiness, they are more vulnerable to emotional moments along the value chain, altering their personality traits and increasing their satisfaction. These people will be amenable to new associations and concepts and thereby more receptive to change. Consequently, such individuals may be more willing to join new associations and ventures. Such an inclination may also increase their level of satisfaction because they have various interest levels.

To sum up, according to the second-order model's findings, extrinsic factors (service quality) have a more significant impact on customer satisfaction than intrinsic factors (personality). This shows the importance of extrinsic factors, which can be appealing and attractive physical signs, including the appearance of cleanliness, physical facilities, and decoration. These are all aspects of a hotel service that can be felt without purchasing it. They are always the apparent features of the service used by businesses to improve customer satisfaction. As a result, the availability of modern-looking equipment, the neat appearance of staff, visually appealing physical facilities, visually appealing service-related materials, free internet access services for customers, easily accessible reservations, and health care facilities improve their satisfaction level.

7.2.2 Practical and managerial implications

This study sheds light on how hotel managers can pay more attention to customers' personalities and service quality to enhance guest satisfaction and the overall level of customer satisfaction. Thus, the present study can provide more qualified services, attract customers' attention, and finally, offer the following implications: In the current study, a combination of service quality components significantly influenced customer satisfaction. Based on the findings, higher empathy, tangibles, reliability, location, and responsiveness can enhance customer satisfaction with hotel services. Accordingly, it is recommended that hotel managers strengthen these significant service quality facets in their hotels.

As per the study findings, tangibility is one of the most important vital determinants of customer satisfaction in the hotel sector. Room quality and physical factors (including room temperature control and comfortable beds) can have essential impacts on customer satisfaction. An innovative range of facilities (e.g., tea and coffee making facilities, Wi-Fi, parking, printer access, and refrigerators) in hotels has significant effects on customers' views, and hotel owners need to delegate the provision of such services to outside experts if they intend to improve service quality.

Further, reliability is another crucial factor in assessing customer satisfaction. Therefore, Sydney hotel owners can also develop their problem-solving capabilities to better deal with customers' issues and keep their services efficient. Previous findings showed that it is necessary to take positive steps to reduce customers' dissatisfaction with service deficiency. Management personnel can arrange rigorous and more applicable preparation programs can be arranged to be attended by management personnel. Then, they can share what they have learned with their staff to manage issues proactively and effectively. Likewise, hotel managers should foster reliability by offering error-free and appropriate services to their customers. In this respect, one necessary action for hotel management might be to employ highly motivated and hardworking staff and equip them with up-to-date service-providing tools to function effectively. Hence, to fulfill service standards, hotel managers are suggested to simultaneously use all service components, including software, hardware, and human resources. They should also hold staff training programs to familiarize their employees with proper and professional ways of service provision. In this vein, there should be frequent observations and evaluations of management systems and training programs in hotels.

Personality factors contributing to customer satisfaction were extraversion, openness, and agreeableness. This shows different effects of personality factors on customer satisfaction, which should receive special attention from managers. Once customers complete their purchase, customer relationship management (CRM) can be the primary point of contact. The types of personalities and traits support teams deal with are different because customers with different personality factors have different expectations. Understanding this issue needs a necessary skill. An example of openness is someone who is always trying something new. When dealing with these types of customers, patience is vital. So managers can train their staff to listen to customer queries and respond with detailed answers that give them all the information they need.

In addition, agreeable individuals have a higher motivation to achieve interpersonal intimacy, leading to happiness. These customers have a forgiving nature, so managers must try to keep them happy by providing excellent customer service. They can also prioritize when required and do everything in their power to satisfy their requests. The impact of agreeableness on customer satisfaction has important implications for hotel managers. Knowing about this relationship, hotel managers can train and select staff who can demonstrate agreeableness and behave appropriately (e.g., being concerned about others, including employees and guests, sympathetic, and respecting others). In the services industry, especially in the hotel sector, the staff should notice that the customers are expected to observe and react to service offerings depending on their personality factors. Hotel managers should envisage customer satisfaction, take initiatives, plan toward its achievement, monitor, deliver, and find the means of sustaining it.

In addition, the results of the t-test between two groups of domestic and international visitors indicated that the mean score of extraversion and openness is higher than for domestic visitors. So, when dealing with international visitors, hotel staff will most likely need to consider these visitors as having a high extraversion trait and a high level of openness to experience. So the kind of response that hotel staff gives to the customer will be influenced by whether the customer is international or domestic. For example, international visitors who have a high openness to experience will seek out outdoor tours and activities based on their destinations, so hotel staff can offer them these activities like hiking in nature, amusement parks, or skiing.

To be brief, the hotel staff must always be ready to deal with customers who have different personalities, service quality expectations, and socio-demographic characteristics. Therefore,

managers can identify methods to discover the personality factors of their current and future customers based on these two groups. Accordingly, they can develop marketing strategies to attract those high in openness to experience, extraversion, and agreeableness. An innovative method may be through data mining from marketing research companies. These methods will provide hotel managers with possible personality factors and demographic variables of potential guests, improving customer satisfaction in the future. Hotel managers can use personality factors in their communications and marketing strategies. For example, hotel managers can segment their markets using personality factors and other variables to identify the most lucrative market segments. During their marketing communications, such as advertisements, hotel managers can use pictorial cues to entice those with higher scores for agreeableness, openness to experience, extraversion, and traits, leading to customer satisfaction improvement.

In this study, reuse intentions were significantly influenced by customer satisfaction, meaning that growing customer satisfaction is critical and can impact the realization of good reuse intentions, including positive word of mouth and customer satisfaction. Satisfied customers may help improve their reuse intentions, including customer retention (Al-Tit, 2015) and loyalty (Auka, 2012). Thus, hotel owners need to encourage their guests to stay in their hotels and offer them high-quality facilities. Accordingly, customers may positively perceive the services, encourage others, and therefore, revisit the hotel. Finally, hotel managers might want to present additional perspectives on the meaning of reuse (reuse may occur during a hotel guest's stay, particularly in large cities such as Sydney). For most hotels, guests stay for days or even weeks, so the possibilities for a second or even third visit abound. Therefore, hotel managers should treat every first-time patron as a potential repeat guest and formulate marketing strategies that will help foster return visits.

7.3 Limitations and directions for future research

Although the previous information highlighted supporting insights, further generalizations regarding the real-world settings must be conducted cautiously. Despite the fruitfulness of the present study in providing various theory-based and pragmatic implications regarding the hotel industry, a series of limitations was unavoidable since the researcher could not eliminate or minimize their effects.

First, there were four items regarding neuroticism in the questionnaire. However, based on the results of unidimensionality and reliability tests, the total correlation of the two items ranked below the threshold of 0.50, and therefore, they were eliminated from the analysis. The possible explanation for the unexpected result might be that after the refinement process, the number of items was not enough to cover all the aspects of this personality trait and yield the desired result.

Additionally, conscientiousness is typically found as a positive or desired personality trait. However, the dark side of conscientiousness is indicated in many studies. Moreover, people high in trait conscientiousness suffer more from negative deviations from their trait level than those low in trait conscientiousness, leading to less satisfaction. The lack of a significant effect of conscientiousness on hotel customer satisfaction may be due to the nature of hotel services that are more hedonic rather than utilitarian (Jiang & Wang, 2006), thus representing the negligible effect of this factor on customer satisfaction.

Based on the results of this study, assurance had no significant effect on customer satisfaction in the hotel industry in Sydney. There are some possibilities in this respect. The customers may feel that the hotels have provided enough confidence and safety during their stay. Most visitors have started to take it for granted that there are no safety problems during their stay in the hotel. Nonetheless, those hotels must improve the level of security concerns.

This study had another limitation during data collection, including the willingness and availability of participants to respond to the questionnaire. The data collection process was conducted during the COVID-19 pandemic in Australia. The global spread of the coronavirus pandemic caused massive issues in the hotel industry worldwide, leading to the shutting down of hotels, and data collection was challenging because of the lack of recent visitors due to the lockdown.

In addition, as mentioned earlier in Chapter Two, numerous factors affect customer reuse intentions. Although the present study scrupulously explored numerous factors, the researcher recognized that the analyzed factors were not inclusive. Among those are customer perceived value, customer loyalty, customer experience, customer delight, brand image, customer retention, customer relationship management, and the like, which could play a significant role in customer satisfaction and customer reuse intentions. The so-called factors were not part of the measurement in the study.

Additionally, future research is desirable for pursuing other influential factors, which could be included in the model. For instance, socio-demographics, including age, maybe dissimilar for customer satisfaction, personality factors, and customer reuse intentions. Moreover, the relevant studies should consider various research methods (i.e., internet-based vs. offline surveys) in the developed theoretical model of the present study.

In this research, the information was collected prior to the actual crisis of COVID-19. However, the dimensions of service quality attributes have been altered since the COVID-19 pandemic. Tangibility has become more critical after the COVID-19 crisis in the hotel sector. Hotels must stay impeccably clean to attract valued customers who book regularly. Customers are likely to be more concerned than ever about cleanliness, and with demonstrably clean guest rooms and common areas, hotels would need to restore customer faith because cleanliness is often the top concern of customers when evaluating their satisfaction.

Finally, the present study focus on three-, four-, and five-star hotels in Sydney. Although the suggestions are essential to these hotels, they can also be used by other hotels in this city because those suggestions offer general knowledge about how to increase the quality of hospitality services. Nevertheless, future research is warranted to assess the impact of other aspects of service quality on customer satisfaction. Further studies should focus on various hotels and the roles of hotel stars and regions in the findings.

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APPENDICES

APPENDIX 1:
FINAL QUESTIONNAIRE

Questionnaire (WSU research project)

Dear Participant,

Thank you for participating in this survey. The survey is a part of my Doctoral research at the Western Sydney University. The research aims to identify **"Drivers of Customer Satisfaction in the Hotel and Hospitality Sectors in Sydney".**

Participation in this survey is voluntary and your confidentiality is assured. The information gathered from this survey will be solely used for the purpose of my research; it will be used collectively for analysis and will be kept confidential.

How to complete this Questionnaire?
In the first and last sections you are asked to supply a short answer to the questions asked. There are no right or wrong answers. Please choose the answer which best reflects your opinion on the statements provided. Please read each item carefully before you choose your answer and kindly respond to all questions in this questionnaire.

If you have any queries please email on **18825581@student.westernsydney.edu.au**

Sincerely,
Hani Samimi

The ethical aspects of this study have been approved by the University of Western Sydney Human Research Ethics Committee. If you have any complaints or reservations about the ethical conduct of this research, you may contact the Ethics Committee through the Ethics Officer, Merrilee Kessler,UWS Research Services, BA.G.01, Penrith (Werrington South).
Tel number: (02) 4736 0229. Email address: m.kessler@westernsydney.edu.au
Any issues raised will be treated in confidence and investigated fully, and you will be informed of the outcome.

S1: Which of the following have you done in the last 6 months?

- 1 Visited a paid attraction in Sydney ----
- 2 Visited a free attraction in Sydney -----
- 3 Stayed in a Sydney hotel -----------------
- 4 Eaten in a Sydney restaurant -----------
- 5 None of the above ------------------------

[If S1 = 3 proceed to Q1 else TERMINATE]

S2: How many stars did your Hotel have at your last stay?

- 1 5 star
- 2 4 star
- 3 3 star
- 4 Lower than three star

[If S2 = 1,2,3 proceed to Q1 ,4 TERMINATE]

Q1   Which Hotel did you stay the last time you were in Sydney? ----

Q2   When was the last time you were in that Hotel in Sydney?
(Drop down menu)

Q3   How many times did you stay in this Hotel in the last 6 years?
(Excluding the last stay)

○ 0   ○ 1-2 times   ○ 3-4 times   ○ 5-6 times   ○ 7+

Q4   What was the main trip type for your last stay? (Please tick appropriate box)

Business/Work Trip ○   Couple's trip ○   Trip with family ○
Trip with friends ○   Solo Trip   ○

Q5   How many days did you stay in that Hotel in your last stay?

○ 1-2 Days   ○ 3-4 Days   ○ 5-6 Days   ○ 7+

Q6   What was the number of persons who stayed in the Hotel with you? -----

Q7   What was your rating for the Hotel in your last stay?(How many Stars?)

○ 1   ○ 2   ○ 3   ○ 4   ○ 5

Section 2: Performance of Hotel Services

This section concerns your perceptions of service in the Hotel you were recently stayed. For each statement, please indicate the extent to which you believe this Hotel has delivered or performed on the features described by each statement. Please choose the answer which best reflects your opinion on the statements provided. If you strongly agree that the Hotel had performed on the feature described, please choose 7. If you strongly disagree the Hotel had performed on the feature described, please choose the number 1. If your feelings are not strong, choose one of the numbers in the middle of the scale.

Q8

Strongly Disagree		Scale							Strongly Agree
	1	2	3	4	5	6	7		Strongly Agree

Please indicate to what extent this hotel has delivered or performed, by using the scale above:

- The Hotel had modern bedrooms, bathrooms and living areas. -----

- The employees of this Hotel always were neat in appearance

- The hotel had a range of facilities (e.g., Tea and coffee making facilities, Wi-Fi, Parking, Printer access and refrigerators) -----

- This Hotel had public areas which were visually appealing, inviting and comfortable. -

Q9

Strongly Disagree		Scale						Strongly agree
	1	2	3	4	5	6	7	

- The employees of Hotel solved any problems I might have. ------

- The employees of the Hotel didn't give good service to customers. -----

- The employees of the Hotel were always willing to help customers with their queries or requests. ------

- The employees of this Hotel attended to guests promptly when they arrived. ------

Q10

Strongly Disagree		Scale						Strongly agree
	1	2	3	4	5	6	7	

- The Hotel was not within close proximity to the central business district. ---

- The Hotel was within walking distance to major attractions. -------

- The Hotel was not conveniently located to public transport -----

- The location of this Hotel was convenient and meet my needs.

Q11

			Scale					
Strongly								**Strongly**
Disagree	1	2	3	4	5	6	7	**Agree**

Please indicate to what extent this hotel has delivered or performed, by using the scale above:

- The Hotel delivered services promptly, once promised. -----

- When the Hotel staff promised to do something by a certain time, they did so. --

- When Hotel customers had a problem, this Hotel showed a sincere interest in solving that issue. ------

- This Hotel didn't perform the service right the first time. -----

- The employees of this Hotel insisted on error free records. -----

Q12

			Scale					
Strongly								**Strongly**
Disagree	1	2	3	4	5	6	7	**Agree**

Please indicate to what extent this hotel has delivered or performed, by using the scale above:

- The employees of the Hotel had in-depth knowledge of the Hotel and its services. ----

- The Hotel didn't provide acceptable solutions to customers' problems -------

- The Hotel ensured the security and safety of their customers ------

- The Hotel had knowledgeable staff to answer questions about local attractions, shopping and major events. ------

Q13

			Scale					
Strongly								**Strongly**
Disagree	1	2	3	4	5	6	7	**Agree**

Please indicate to what extent this Hotel has delivered or performed, by using the scale above:

- The Employees of this Hotel anticipated their customers' needs. -----

- The Employees of this Hotel showed genuine care and concern when giving customers personal attention. -----

- The Employees of this Hotel had the interests of their customers at heart. ------

- The Employees of this Hotel didn't understand customers' specific needs. -------

- This Hotel had convenient business hours

Section 3: Characteristics of individual Hotel guests

Below is a list of statements of an individual's characteristics or traits. How well does each of the statements below describe you.
(1 = Not at all accurate, 2 = A little accurate, 3= Moderately accurate,
4 = Quite a bit accurate, 5 = Extremely accurate)

Q14

Not at all accurate			Scale			Extremely accurate
	1	2	3	4	5	

Please indicate by using the scale above:

- I talk to a lot of different people at parties.   -------
- I feel comfortable around people.   -------
- I start conversations. -------
- I make friends easily. -------

Q15

Not at all accurate			Scale			Extremely accurate
	1	2	3	4	5	

Please indicate by using the scale above:

- I don't trust what people say to me. -------
- I don't sympathize with others' feelings. -------
- I am not concerned about others. -------
- I don't respect others. -------

Q16

	Scale						
Not at all accurate							Extremely accurate
	1	2	3	4	5		

Please indicate by using the scale above:

- I don't worry about things. -------
- I get stressed out easily. -------
- I am filled with doubts. -------
- I don't panic easily. -------

Q17

	Scale						
Not at all accurate							Extremely accurate
	1	2	3	4	5		

Please indicate by using the scale above:

- I don't enjoy looking for a deeper meaning. -
- I get excited by new ideas.   ---
- I enjoy thinking about things. -------
- I have a vivid imagination.   -------

Q18

	Scale						
Not at all accurate							Extremely accurate
	1	2	3	4	5		

Please indicate by using the scale above:

- I am not exact in my work. -------
- I don't carry out my plans. -------
- I don't make plans and stick to them. -------
- I don't pay attention to detail. -------

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Section 4: Satisfaction and Behavioral intention

This section concerns your Level of Satisfaction and Behavioral intention in the Hotel you were recently stayed. For each statement, please indicate the extent to which you believe this Hotel has delivered or performed on the features described by each statement. Please choose the answer which best reflects your opinion on the statements provided. If you strongly agree that the Hotel had performed on the feature described, please choose 7. If you strongly disagree the Hotel had performed on the feature described, please choose the number 1. If your feelings are not strong, choose one of the numbers in the middle of the scale.

Q19

				Scale				
Strongly Disagree		1	2	3	4	5	6	7	Strongly Agree

- The Hotel was not very good value for money. -------
- The price of accommodation at the Hotel was very acceptable. -------
- I valued the Hotel as it met my needs at a reasonable price. -------
- I didn't get good value for the money I spent. -------

Q20

				Scale				
Strongly Disagree		1	2	3	4	5	6	7	Strongly Agree

- I would say that this Hotel provided superior service. -------
- I believed that this Hotel offers excellent service. -------
- Overall, the service at this Hotel had been excellent. -------
- This Hotel ranked highly in terms of service quality. -------

Q21

				Scale				
Strongly Disagree		1	2	3	4	5	6	7	Strongly Agree

- This was one of the worst Hotels I have stayed in. -------
- I was not satisfied with my decision to stay at this Hotel. -------
- My choice to stay at this Hotel was a bad one. -------
- I didn't truly enjoy this Hotel. -------

Q22

				Scale				
Strongly Disagree		1	2	3	4	5	6	7	Strongly Agree

- The possibility that I would use this Hotel again is very high. -------
- I would be quite happy to stay in this Hotel again. -------
- The next time I need to stay at a Hotel in this area, I would stay at this Hotel. -
- This Hotel would be one of my first choices to stay in. -------

Section 6: Demographic Information

Q23   Nationality ----------   (Drop-down list)

Q24   What is your gender? Please tick the appropriate box.

Male ◯   Female ◯

Q25   Please indicate your approximate age by ticking the appropriate box.

18–25 ◯   26–40 ◯   41–55 ◯   56 + ◯

Q26   What is your annual Gross income? Please tick the appropriate box.

◯ $0–18,000
◯ $18,001–37,000
◯ $37,001–70,000
◯ $70,001–100,000
◯ $100,001–130,000
◯ $130,001–180,000
◯ $180,001 and over

Q27   What is your Level of Education?

◯   Primary School
◯   Secondary
◯   Diploma
◯   University Degree
◯   Postgraduate Degree
◯   Other

Q28   What is your Occupation? ------------

◯   Manager
◯   Professional
◯   Technician or Trades Worker
◯   Community or Personal Service Worker
◯   Clerical or Administrative Worker
◯   Sales Worker
◯   Machinery Operator or Driver
◯   Labourer
◯   Stay-at-home mum/dad
◯   Not currently working
◯   Other

Thank you for your valuable contribution to this research.

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APPENDIX 2:
ETHICS APPROVAL

WESTERN SYDNEY
UNIVERSITY

HUMAN RESEARCH ETHICS COMMITTEE

14 October 2019
Professor Graeme Newell
School of Business

Dear Graeme,

Project Title: "Drivers of Customer Satisfaction in the Hotel and Hospitality Sectors in Sydney"

HREC Approval Number: H13446
Risk Rating: Low 1 - LNR

I am pleased to advise the above research project meets the requirements of the National Statement on Ethical Conduct in Human Research 2007 (Updated 2018).

Ethical approval for this project has been granted by the Western Sydney University Human Research Ethics Committee. This HREC is constituted and operates in accordance with the National Statement on Ethical Conduct in Human Research 2007 (Updated 2018).

Approval of this project is valid from 14 October 2019 until 30 April 2020.

This protocol covers the following researchers:

Graeme Newell, Hani Samimi Sabet, Felicitas Evangelista

Summary of Conditions of Approval

1. A progress report will be due annually on the anniversary of the approval date.

2. A final report will be due at the expiration of the approval period.

3. Any amendments to the project must be approved by the Human Research Ethics Committee prior to being implemented. Amendments must be requested using the HREC Amendment Request Form.

4. Any serious or unexpected adverse events on participants must be reported to the Human Research Ethics Committee via the Human Ethics Officer as a matter of priority.

5. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the Committee as a matter of priority.

6. Consent forms are to be retained within the archives of the School or Research Institute and made available to the Committee upon request.

7. Approval is only valid while you hold a position or are enrolled at Western Sydney University. You will need to transfer your project or seek fresh ethics approval from your new institution if you leave Western Sydney University.

8. Project specific conditions:
There are no specific conditions applicable.

Please quote the registration number and title as indicated above in the subject line on all future correspondence related to this project. All correspondence should be sent to humanethics@westernsydney.edu.au as this email address is closely monitored.

Yours sincerely

Professor Elizabeth Deane
Presiding Member,
Western Sydney University Human Research Ethics Committee

UNIVARIATE NORMALITY OF THE OBSERVED VARIABLES

Variable	Min	Max	Skew	c.r.	Kurtosis	c.r.
QSEC4r13	1	8	-0.73	-3.853	0.332	0.875
QSEC4r10	1	7	-0.462	-2.439	-0.316	-0.832
QSEC4r9	2	7	-0.881	-4.65	0.353	0.93
QSEC4r8	3	7	-0.595	-3.141	-0.742	-1.957
QSEC4r7	2	7	-0.71	-3.747	-0.039	-0.103
QSEC4r6	1	7	-0.744	-3.925	0.49	1.293
QSEC4r4	3	7	-0.473	-2.498	-0.72	-1.9
QSEC4r17	1	7	-0.613	-3.235	-0.095	-0.251
QSEC4r16	3	7	-0.786	-4.148	-0.118	-0.312
QSEC4r15	3	7	-0.856	-4.517	0.069	0.181
QSEC4r14	1	7	-1.024	-5.401	0.832	2.195
Q14r4	1	7	0.104	0.548	-0.004	-0.009
Q14r3	1	7	0.09	0.475	-0.165	-0.436
Q14r2	1	7	-0.027	-0.142	0.379	1
Q14r1	1	7	0.376	1.984	0.036	0.095
Q18r4	1	7	0.399	2.103	0.857	2.262
Q18r2	1	7	0.596	3.145	1.196	3.155
Q18r1	1	7	0.489	2.58	0.781	2.061
Q17r3	1	7	0.146	0.772	0.325	0.858
Q17r2	1	7	0.075	0.395	0.266	0.701
Q17r1	1	7	0.136	0.717	-0.389	-1.026
Q16r3	1	7	0.427	2.252	-0.702	-1.853
Q16r2	1	7	0.577	3.043	-0.794	-2.093
Q15r4	2	6	-0.706	-3.723	0.171	0.45
Q15r3	1	7	-0.345	-1.819	0.648	1.709
Q15r2	1	6	-0.627	-3.31	0.485	1.281
Q13r5	3	7	-1.061	-5.6	0.381	1.006
Q8r4	2	7	-0.808	-4.261	0.197	0.521
Q8r3	2	7	-0.801	-4.227	0.434	1.144
Q8r1	2	7	-0.632	-3.333	0.07	0.184
Q13r3	1	7	-0.903	-4.766	1.1	2.901
Q13r2	1	7	-1.199	-6.324	2.102	5.546
Q13r1	1	7	-0.439	-2.316	-0.128	-0.337
Q12r4	2	7	-0.544	-2.872	-0.397	-1.047
Q12r3	1	7	-0.952	-5.022	0.768	2.025
Q12r1	1	7	-1.054	-5.561	1.624	4.283
Q11r2	1	7	-0.705	-3.72	0.103	0.271
Q11r1	2	7	-0.865	-4.562	0.515	1.359
Q10r2	1	7	-0.638	-3.368	-0.344	-0.906
Q10r1	1	7	-0.732	-3.862	-0.404	-1.066
Q9r3.r	2	7	-1.457	-7.685	1.328	3.504
Q9r2.r	2	7	-1.329	-7.014	0.824	2.174
Q9r1.r	1	7	-1.375	-7.253	1.176	3.101

Note. Max: Maximum; Min: Minimum.