



**UNIVERSITI MALAYSIA SABAH**

**BORANG PENGESAHAN STATUS TESIS**

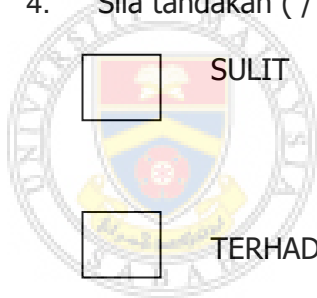
JUDUL : **EXAMINING THE MODERATING ROLE OF ENVIRONMENTAL PRACTICES IN THE RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER EXPERIENCE AMONG HOTEL SECTORS**

IJAZAH : **DOKTOR FALSAFAH PENGURUSAN HOSPITALITI**

BIDANG : **PENGURUSAN PERHOTELAN**

Saya **RAINI @ ANNE BINTI LAIPAN**, Sesi **2014-2023**, mengaku membenarkan tesis Doktorat ini disimpan di Perpustakaan Universiti Malaysia Sabah dengan syarat-syarat kegunaan seperti berikut:-

1. Tesis ini adalah hak milik Universiti Malaysia Sabah
2. Perpustakaan Universiti Malaysia Sabah dibenarkan membuat salinan untuk tujuan pengajian sahaja.
3. Perpustakaan dibenarkan membuat salinan tesis ini sebagai bahan pertukaran antara institusi pengajian tinggi.
4. Sila tandakan ( / ):



SULIT

(Mengandungi maklumat yang berdarjah keselamatan atau kepentingan Malaysia seperti yang termaktub di dalam AKTA RAHSIA 1972)

TERHAD

(Mengandungi maklumat TERHAD yang telah ditentukan oleh organisasi/badan di mana penyelidikan dijalankan)

/ TIDAK TERHAD

Disahkan Oleh,

\_\_\_\_\_  
**RAINI @ ANNE BINTI LAIPAN**

\_\_\_\_\_  
(Tandatangan Pustakawan)

**DB1411016T**

Tarikh : 21 April 2023

\_\_\_\_\_  
(Dr. Mazalan Mifli)

Penyelia Utama

## DECLARATION

I hereby declare that the material in this thesis is my own except for quotations, equations, summaries, and references, which have been duly acknowledged.

05 January 2023



---

Raini @ Anne Binti Laipan

DB1411016T

UMMS  
UNIVERSITI MALAYSIA SABAH

# CERTIFICATION

NAME : **RAINI @ ANNE BINTI LAIPAN**

MATRIC. NO. : **DB1411016T**

TITLE : **EXAMINING THE MODERATING ROLE OF ENVIRONMENTAL PRACTICES IN THE RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER EXPERIENCE AMONG HOTEL SECTORS**

DEGREE : **DOCTOR OF PHILOSOPHY IN HOSPITALITY MANAGEMENT**

FIELD : **HOTEL MANAGEMENT**

DATE OF VIVA : **05 JANUARY 2023**



**CERTIFIED BY;**

**UMMS**  
UNIVERSITI MALAYSIA SABAH

Signature

**1. MAIN SUPERVISOR**

Dr. Mazalan Mifli

\_\_\_\_\_

**2. CO- SUPERVISOR**

Dr. Oscar Dousin

\_\_\_\_\_

**3. CO-SUPERVISOR**

Dr. Bamini A/P Balakrishnan

\_\_\_\_\_

## **ACKNOWLEDGEMENT**

Both my parents, Laipan Masikol and Rambokai Agalan, have worked very hard to ensure I have every opportunity in life. This is as much a product of their work as it is mine.

This extends to my husband Clerance Ricky Balang Anak Lawat and children Ahuvia Rinai Clerance and Athalia Rungu Clerance who has never ceased to support and love me.

My heartfelt thanks to Dr. Mazalan Mifli, my Ph.D. supervisor for his unwavering encouragement and fate as well as his patience and understanding. When it comes to drafting this thesis, his advice is invaluable. As for the thesis itself, he allowed it to be my work and led me in the appropriate path as needed. He also understood my time as a part-time student and was quick to respond to every communication needs throughout my Ph.D. research. Besides my main supervisor, I would like to thank my committee-supervisors. First, to Dr. Oscar Dousin, for his unceasing support that inspires me to not to give up. He helped a lot to check each chapter's writing quality especially in preparing for the proposal defence examination. He is willing to take the time to meet outside the campus regardless of his time and energy. He always reminds me that I can do it until I successfully complete my thesis. Second, to Dr. Bamini for her insightful comments and dedication. Not forgetting to thank the two internal examiners, Dr. Juliana Anak Langgat and Dr. Brahim Chekima for the good support.

I owe a debt of gratitude to the rest of my family, especially my siblings, for their unwavering support. In addition, I'd like to express my gratitude to Dr. Morni Hj. Kambrie for his support and inspiration as my employer. I also thank my besties Apollonia Thomas accompanied me during the data collection process of this study. The members of Gang Karas Mariana Langkan, Anna Elva Johnny, Aljalinah Biou, Alverina Mitty Gabu, and Nusineh Langkan for their unlimited support. Not forgotten my young sweetie, friends and a colleague Suzie Jainil and Constans Joy, for always being by my side when I needed them.

Despite this, my sincere thanks go to Dr. Julian Paul Sidin and Associate Prof. Dr. Stephen Laison Sondoh Jr who generously shared the knowledge and spent time discussing my research in certain part of the journey with me. Also, I thank Prof Ramayah for enlightening me at the first glance at the SMART PLS data analysis. It would not be possible for me to complete this research without his precious support. Very special gratitude goes to the Centre for Research and innovation, Universiti Malaysia Sabah for helping for this research. Also, I deliver a big thank you to Mybrain15 for the scholarship. I am also grateful to the experts who were involved in the questionnaire validation, special thanks to Assoc. Prof. Dr. Mohd. Hafiz Mohd. Hanafiah as he also my external examiner, Dr. Dayang Haryani Diana Binti Awang Damit, Dr. Janifer Anak Lunyai, and Mr. Raycasry Johnny. Without their input and time, the questions validation and expert judgment could not have been successful.

I would also like to thank all the respondents of this study. Without their passionate participation and input, the data collection could not have been successfully conducted. Special mention to Zain and Bibiana, my previous colleagues in general, it was fantastic to have you around to motivate me and help me throughout my Ph.D. I especially thank and will never forget their help to build up my network with the hotelier during my data collection. This accomplishment would not have been possible without all of them.

Thank you.

Raini Anne Laipan

05<sup>th</sup> January 2023

## ABSTRACT

Upscale hotels work in a market with a lot of competition, so they put a lot of emphasis on providing good service and standing out through the value of the customer experience. People have said that consumers' thoughts and actions change over time and depend on what they need at any given time. Hotels try to give their customers a unique experience by listening to what they want. There's no doubt that customer behaviour has changed along with the growth of technology, which has made people's lives much easier. Therefore, hoteliers need to know what their customer want and which technological facilities will delight them. A review of the literature shows that guests like the way technology in service delivery has improved the quality of service in hotels. Studying how present service quality impacts customer experience and how technologies might improve service quality is an interest of this research. The study also looks at environmental practices that can strengthen the effect of service quality factors on customer experience. Because of this, the research suggests that we look into possible moderating variables that could help make hotel service better for customers. This study makes use of quantitative methods. 150 questionnaires were successful, and valid answers were used as samples. While this study uses Means-End Chain theory to map and place possible relationships between variables in a conceptual framework. The results show that the most important thing for meeting customer expectations is the quality of the interaction followed by the physical environment quality and outcome quality. The current study finding the positive moderating effect of environmental practices among Malaysian hotels. Empirical research concludes that customers' experiences specified by lengths of relationships with a service provider. The results also have consequences for managers responsible of service operations and show that putting in certain new technologies can have a big effect on how customers feel about a business.

*Keywords: customer experience, service quality, environmental practices.*

## **ABSTRAK**

### **MENGAJAI PERANAN PEMODERAN AMALAN ALAM SEKITAR DALAM HUB- UNGAN ANTARA KUALITI PERKHIDMATAN DENGAN PENGALAMAN PELANGGAN DALAM KALANGAN SEKTOR HOTEL**

*Hotel mewah bekerja di pasaran dengan banyak persaingan, jadi mereka meletakkan banyak penekanan untuk menyediakan perkhidmatan yang baik dan menonjol melalui nilai pengalaman pelanggan. Orang ramai mengatakan bahawa pemikiran dan tindakan pengguna berubah dari masa ke masa dan bergantung kepada apa yang mereka perlukan pada bila-bila masa. Hotel cuba memberikan pelanggan mereka pengalaman yang unik dengan mendengar apa yang mereka mahukan. Tidak syak lagi bahawa tingkah laku pelanggan telah berubah seiring dengan pertumbuhan teknologi, yang menjadikan kehidupan orang lebih mudah. Oleh itu, pengusaha hotel perlu tahu apa yang pelanggan mereka mahukan dan kemudahan teknologi mana yang akan menggembirakan mereka. Kajian literatur menunjukkan bahawa tetamu seperti cara teknologi dalam penyampaian perkhidmatan telah meningkatkan kualiti perkhidmatan di hotel. Mengkaji bagaimana kualiti perkhidmatan semasa memberi kesan kepada pengalaman pelanggan dan bagaimana teknologi baru dapat meningkatkan kualiti perkhidmatan adalah dorongan kepada penyelidikan ini. Kajian ini juga melihat amalan alam sekitar yang dapat mengukuhkan kesan faktor kualiti perkhidmatan terhadap pengalaman pelanggan. Oleh kerana itu, penyelidikan menunjukkan bahawa kita melihat kemungkinan pembolehubah sederhana yang dapat membantu menjadikan perkhidmatan hotel lebih baik untuk pelanggan. Kajian ini menggunakan kaedah kuantitatif. Sejumlah 150 soal selidik berjaya, dan jawapan yang sah digunakan sebagai sampel. Kajian ini menggunakan teori "Means-End Chain" untuk memetakan dan meletakkan kemungkinan hubungan antara pembolehubah dalam rangka kerja konseptual. Keputusan menunjukkan bahawa perkara yang paling penting untuk memenuhi jangkaan pelanggan adalah kualiti interaksi diikuti oleh kualiti persekitaran fizikal dan kualiti hasil. Kajian semasa mendapati kesan sederhana positif amalan alam sekitar di kalangan hotel di Malaysia. Hasilnya juga menunjukkan bahawa meletakkan teknologi baru tertentu boleh memberi kesan besar kepada bagaimana perasaan pelanggan tentang perniagaan.*

*Kata kunci: pengalaman pelanggan, kualiti perkhidmatan, amalan alam sekitar.*



# LIST OF CONTENTS

	Page
<b>TITLE</b>	i
<b>DECLARATION</b>	ii
<b>CERTIFICATION</b>	iii
<b>ACKNOWLEDGEMENT</b>	iv
<b>ABSTRACT</b>	vi
<b><i>ABSTRAK</i></b>	vii
<b>LIST OF CONTENTS</b>	viii
<b>LIST OF TABLES</b>	xv
<b>LIST OF FIGURES</b>	xviii
<b>LIST OF APPENDICES</b>	xix
<b>CHAPTER 1: INTRODUCTION</b>	
1.0 Introduction	1
1.1 Background of the Study	1
1.2 Problem Statement	7
1.3 Research Question	9
1.4 Research Objectives	10
1.5 Significant of the study	10
1.6 Scope of the Study	11
1.7 Definition of Operational Term	12
1.8 Organization of the Study	14
1.9 Summary	15

## **CHAPTER 2: LITERATURE REVIEW**

2.0	Introduction	16
2.1	Theoretical Foundation	17
2.1.1	Means-End Theory	18
2.1.2	The application of Means-end Value Chain in a hotel service industry	20
2.1.3	Illustrating the main Attributes-Consequences-Value in Hotel Service into Hierarchical Value Map	23
2.2	Malaysian Hotels Outlook	24
2.2.1	Overview of Technological Era in Hospitality	29
2.2.2	Homestay Models	31
2.2.3	Industry 4.0	32
2.2.4	Job Opportunities	33
2.2.5	The Important of Customer Experience in Hotel Service	34
2.3	Customer Experience Origin, Concept, and Definition	38
2.3.1	Customer Experience Origin	38
2.3.2	The Concept of Customer Experience	39
2.3.3	Customer Experience Definitions	42
2.3.4	Customer Value-in-Experience	46
2.4	Customer Experience Dimensions	51
2.4.1	Self-Oriented Value	51
2.4.2	Other-Oriented Value	53
2.5	Overview of Service Quality Background	54
2.6	Service Quality and Customer Experience	57
2.7	Service quality Factors Affecting Experience in Hotel	60
2.7.1	Interaction Quality	62

2.7.2	Physical Environment Quality	66
2.7.3	Outcome Quality	72
2.8	A Review of Service quality Model	75
2.8.1	Service Quality Model Criticism	78
2.8.2	The hierarchical approach	80
2.9	Overview of Environmental Practice	83
2.9.1	The Reflection of Environmental Practice Toward Service Quality	87
2.10	Environmental Practice and Customer Experience	90
2.11	Moderating Role of Environmental Practice between Service Quality and Hotel's Guest Experience	93
2.12	Summary	98
<b>CHAPTER 3: METHODOLOGY</b>		
3.0	Introduction	99
3.1	The Research Philosophy	99
3.1.1	Positivism Approach	102
3.2	Conceptual Framework	103
3.3	Hypotheses Development	105
3.3.1	The Relationship between Interaction Quality and Customer Experience	108
3.3.2	The Relationship between Physical Environmental Quality and Customer Experience	110
3.3.3	The Relationship between Outcome Quality and customer Experience	112
3.3.4	The Moderating effect of Environmental Practice on the relationship between Service Quality and Customer Experience	114
3.4	Research Strategy	117

3.4.1	Descriptive Study through Survey Research	118
3.5	Research Design	118
3.6	Sampling Design	119
3.6.1	Target Population	120
3.6.2	Sampling Frame/Elements	122
3.6.3	Sampling Method (Non-Probability Sampling)	124
3.6.4	Sample Size	126
3.6.5	Sampling Process Execution	128
3.7	Questionnaire Design	129
3.7.1	Construct Operationalization	130
3.7.2	Questionnaire Format	134
3.7.3	Variable Measurement	137
3.7.4	Back Translation	137
3.8	Research Instruments	138
3.9	Measurement Items of Service Quality	138
3.9.1	Measurement Item for Interaction Quality	140
3.9.2	Measurement Items for Physical Environment Quality	141
3.9.3	Measurement Items of Outcome Quality	143
3.10	Measurement Items of Environmental Practice	145
3.11	Measurement Items of Customer Experience	146
3.12	Data Setting Selection	147
3.13	Content adequacy assessment, Pilot Testing and Exploratory Factor Analysis (EFA)	148
3.13.1	Content/Face Validity	149
3.13.2	Pretesting	152
3.13.3	Pilot Study	153

3.13.4	Exploratory Factor Analysis	154
3.14	Data Collection Procedures and Response Rate	154
3.15	Statistical Analysis	157
3.15.1	Measurement Model Analysis	159
3.15.2	Other Issues of Structural Equation Model (SEM)	161
3.15.3	Assessment of Structural Model	162
3.16	Ethical Considerations	163
3.17	Summary	164

#### **CHAPTER 4: DATA ANALYSIS AND FINDING**

4.0	Introduction	165
4.1	Pilot Study	167
4.1.1	Reliability Test	168
4.1.2	Exploratory Factor Analysis (EFA)	169
4.2	The main survey	178
4.2.1	Response Rate	179
4.2.2	Respondent Profile	179
4.3	Common Method Variance	182
4.4	Multivariate Normality	183
4.5	Descriptive Analysis	183
4.6	Assessment of Measurement Model	185
4.6.1	Outer Loadings	187
4.6.2	Convergent Validity	187
4.6.3	Discriminant Validity	189
4.6.4	Measurement Reliability	190

4.6.5	Recapitalisation of Research Model	191
4.7	Assessment of Structural Model	193
4.7.1	Coefficient of Determination (R Square, $R^2$ )	195
4.7.2	Path Coefficient (Beta, $\beta$ )	194
4.7.3	Confidence Interval	197
4.7.4	Effect Size (f Square, $f^2$ )	197
4.7.5	PLS-Predict	199
4.8	Moderation testing of Environmental Practices	199
4.9	Summary	203
<b>CHAPTER 5: DISCUSSION AND CONCLUSION</b>		
5.1	Introduction	205
5.2	Restatement of the Study Findings	205
5.3	Discussion on Research Finding	210
5.3.1	Discussion Regarding Research Objective One	212
5.3.2	Discussion Regarding Research Objective Two	215
5.3.3	Discussion Regarding Research Objective Three	218
5.3.4	Discussion Regarding Research Objective Four	221
5.4	Research Contribution	225
5.4.1	Theoretical Implication	225
5.4.2	Managerial Implication	227
5.4.3	Methodological Implications	230
5.5	Limitation	231
5.6	Recommendations	233
5.7	Conclusion	235

**REFERENCES**

239

**APPENDICES**

296



**UMS**  
UNIVERSITI MALAYSIA SABAH

## LIST OF TABLES

	Page
Table 2.1 : Summary of all attributes, consequences, and values throughout the service process in hotel	22
Table 2.2 : The Average Occupancy Rates (AOR) Of Hotels January- March 2017/2018	26
Table 2.3 : Key Definitions of Customer Experience (CX)	44
Table 2.4 : Multi-stage Models of Customer Experience	46
Table 2.5 : Holbrook's Typology of Customer Value	48
Table 2.6 : Dimensions of Customer Experience	49
Table 2.7 : Typology of Customer Value	51
Table 3.1 : Basic beliefs of alternative inquiry paradigm	100
Table 3.2 : Rated Tourist Accommodation Premises	120
Table 3.3 : Main Green Hotel Categories	121
Table 3.4 : Regions of Malaysia	123
Table 3.5 : List of Selected Hotel	124
Table 3.6 : Types of online surveys and associated sampling Methods	125
Table 3.7 : G Power Sample Size Calculation	128
Table 3.8 : Sampling Process	128
Table 3.9 : Construct Operationalization	131
Table 3.10: Measurement Items of Conduct	140
Table 3.11: Measurement Items of Customer-to-customer Interaction	141
Table 3.12: Measurement Items of Atmosphere	142
Table 3.13: Measurement Items of Room Quality	142
Table 3.14: Measurement Items of Digital Media Touch-Point	143



Table 3.15: Measurement Items of Sociability	144
Table 3.16: Measurement Items of Waiting Time	144
Table 3.17: Measurement Items of Environmental Practices	145
Table 3.18: Measurement Items of Customer Experience	147
Table 3.19: An Experts Panel	149
Table 3.20: Pre-Testing Participant	152
Table 3.21: List of Selected Hotel	156
Table 4.1 : Demographic profile of Malaysian customers' pre-test sample (N=75)	167
Table 4.2 : A summary of item purification process	174
Table 4.3 : Results of the exploratory factor analysis of the pilot study	176
Table 4.4 : Profile Information of the Hotel	179
Table 4.5 : Final participant demographics (N=150)	181
Table 4.6 : Full Collinearity Testing	183
Table 4.7 : Mardia's multivariate skewness and Kurtosis	183
Table 4.8 : Descriptive Statistic of Construct Dimensions	184
Table 4.9 : Measurement Model	188
Table 4.10: Discriminant Validity – HTMT	189
Table 4.11: Summary of The Analysis of Reflective Model	191
Table 4.12: Coefficient of Determination (R Square, $R^2$ )	194
Table 4.13: Hypothesis Testing Direct Effects	195
Table 4.14: Result of The Confidence Interval	196
Table 4.15: Result of The Effect Size ( $f^2$ )	197
Table 4.16: Summary Interpretation from the Finding	198
Table 4.17: Result of Path of Coefficient Determination and Predictive Relevance	199

Table 4.18: Moderating Effect of Environmental Practise on The Relationship of Service Quality and Customer Experience	202
Table 4.19: Summary of Main Hypotheses Testing	203
Table 5.1 : Hypothesis Testing Direct Effects for Second Order Construct (H1)	211
Table 5.2 : Hypothesis Testing (H1a)	213
Table 5.3 : The Effects of the Interaction Quality on Customer Experience: Comparison of Hypothesis with Actual Result	214
Table 5.4 : Hypothesis Testing Direct Effects (H1b)	216
Table 5.5 : The Effects of the Physical Environment Quality on Customer Experience: Comparison of Hypothesis with Actual Result	218
Table 5.6 : Hypothesis Testing Direct Effects (H1c)	219
Table 5.7 : The Effects of the Sub-dimensions of Outcome Quality on Customer Experience: Comparison of Hypothesis with Actual Result	221
Table 5.8 : Hypothesis Testing on Moderating Effects (H2)	222
Table 5.9 : The Moderating Effects of Environmental Practice Between The Service Quality and Customer Experience	224

## LIST OF FIGURES

	Page
Figure 2.1: The Means-End Chain Model	19
Figure 2.2: Means-End Value Chain (MEC)	21
Figure 2.3: Hierarchical Value Map for Hotel industry	24
Figure 2.4: Tourist Arrivals & Receipts to Malaysia by the Year	25
Figure 2.5: Four customer experience essentials	38
Figure 2.6: Changing focus of marketing	56
Figure 2.7: The Hierarchical Approach of Brady & Cronin (2001)	81
Figure 2.8: Multi-dimensional and Hierarchical Model of Wu and Ko (2013)	82
Figure 3.1: Main Conceptual Framework	105
Figure 3.2: Customer Experience in the Hotel Industry	107
Figure 3.3: Interaction Quality and Customer Experience	110
Figure 3.4: Physical Environment and Customer Experience	112
Figure 3.5: Outcome Quality and Customer Experience	113
Figure 3.6: Moderating effect of Environmental Practices	117
Figure 3.7: Plot of Sample Size	127
Figure 4.1: Research Model before Verification	192
Figure 4.2: Research Model after Verification	193
Figure 4.3: Simple Slope Analysis	202

## LIST OF APPENDICES

	Page
Appendix A: Requesting Expert opinion verification for questionnaire	299
Appendix B: Requesting Expert opinion verification for questionnaire	300
Appendix C: Actual Survey	201
Appendix D: Flyer for data collection	314
Appendix E: Construct Operational	315
Appendix F: Table Matrix of Service Quality	319
Appendix G: Table Matrix of Customer Experience	320
Appendix H: Table Matrix of Environmental Practices	331
Appendix I : Classification of Accommodation	338
Appendix J: ICT use and Access by Individual and Household survey Report 2020	339
Appendix K: Permission to Conduct a Fieldwork	340
Appendix L: Exploratory Factor Analysis Result	341
Appendix M: Full Model Before Items Purification	347
Appendix N: Final Full Model-Bootstrapping	348

# CHAPTER 1

## INTRODUCTION

### 1.0 Introduction

This study explores the service quality characteristics that impact customer experience in four- and five-star Malaysian hotels. In the modern service industry, such as hotels, consumer expectations have become the major differentiator, prompting hoteliers to alter the way they serve their customers. The first chapter provides an overview of the study's context and the hotel business. The section will next address the issue statement, which emphasizes customer experience factors within the hospitality business. Then, this chapter describes the study's research questions, aims, and importance. Finally, the conclusion will provide a summary of the chapter.

### 1.1 Background of the Study

The tourism service providers should have a good understanding of their customers. The Customers' requirements and expectations are constantly evolving, resulting in a situation where customers continue to set greater criteria (Camilleri, 2018). This suggests that efforts to find customers, analyse their requirements and expectations, and finally measure their impressions are continuing. This ongoing effort is ensuring the goal of retaining customers, sustaining long-term customer interest, and building a good relationship with their customers. One way to do that is to understand and serve them better through the improvement of their service quality. To do that, the hotel needs to be aware of its experience that meets the values that customers are looking for. There are three levels of customer

experience, which are called the Customer Experience Pyramid (Manning and Bodine, 2012). The first level is meeting customer needs; the second is making it easy; and the third and top ranking, making it enjoyable. Before the next level becomes important, each one must be satisfied. To meet the needs, make the services easier and more enjoyable as determined by the discretion of the hotel provider to understand the importance of the customer experience.

It is specified by Dalla Pozza (2017) that the customer experience determines consumer satisfaction, which impacts customer loyalty (Chahal and Dutta, 2015; Berry, Carbone, and Haeckel, 2002) and repurchase intention (Ahmed, Golgeci, Bayraktar, and Tatoglu, 2019). Although this concept is nothing new, its importance requires literature to provide more positive attention to this topic. The determining variables of customer experiences remain ambiguous (Mhlangga, 2018), and a solid theoretical framework is needed (Ismail, Melewar, Lim & Woodside, 2011). Customer experience was thought about in the 1960s but not investigated until the 1980s (Holbrook and Hirschman, 1982). The authors who discussed consumption and hedonic experience made it academically known in the 1980s. It was then popularized by Pine and Gilmore (1998 and 1999) and Carbone and Haeckel (1994) in marketing literature, where they recognized that service has become more oriented to the experience of the company, serving as a competitive and economic offering through a customer experience that is different from competitors.

There are also significant future advances and contributions to customer experience research from the 1960s to the late 2010s, as indicated in Lemon and Verhoef's article (2016), that is, customer purchasing behavior process models (1960s-1970s); customer satisfaction and loyalty (1970s); service quality (1980s); relationship marketing; customer relationship management (2000s); customer centricity and customer focus (2000s-2010s); and customer engagement (2010s). Up to now, customer experience has become a management leading objective (Accenture, 2015; Hwang & Seo, 2016) to keep their customers (Brodie, Linda, Biljana & Ana, 2011; Hollebeek, Glynn and Brodie, 2014). Even though customer experience is becoming more important in the service industry, hoteliers don't have a good grasp on the actors that affect customer experience (Mhlanga, 2018).

Therefore, the factors affecting customer experience should be studied further. This is because, as people have gotten better at using technology and the internet (Immonen & Sintonen, 2015), businesses have been able to offer better services. According to Brochado, Ana, Rita, Paulo, and Margarido, (2016), hoteliers should invest in technology to provide a better customer experience.

Customer experience is a complicated process of figuring out how customers' conscious and unconscious thoughts about their relationship with a company change over time (Kandampully and Solnet, 2017). The customer experience is often co-created by actors who interact with each other (Ponsignon *et al.*, 2017). It is determined by comparing an individual's experience across all touchpoints with his or her expectations (self-oriented value and other-oriented value). The purpose of this investigation is to determine how service quality characteristics influence the customer experience. Brady and Cronin (2001) say that there are three main sources of service quality factors: the quality of interactions, the quality of the physical environment, and the quality of the outcome. Before and during the service, the customer's experience with the interaction quality is determined by the conduct, expertise, and customer interaction with other customers (Wu & Ko, 2013). Customers also experience the physical environment quality, consisting of the atmosphere, room quality, facility, and digital media touchpoint. Even after customers leave the hotel, the experience stays with them (Woodruff, 1997) as an outcome quality made up of sociability and waiting time (Brady & Cronin, 2001; Pullman & Gross, 2004; and Wu & Ko, 2013).

This study also looks at the value that could be strengthened for the consumer to reconsider the service provided or might it be an additional advantage, which is an environmental practice that contributes to the customer experience in the hotel. Environmental practices are all actions or activities that refer to the green lifestyle or the pursuit of green values (Fadhil, 2015). To support the study by Lee *et al.* (2018), the association between service quality and customer happiness which moderated by eco-friendly characteristics. A study by Kularatne *et al.* (2019) says that customers are one of the most important reasons for hotels to adopt green practices. As consumers become more concerned about the environment (Juvan & Dolnicar,

2017), they support hotels that have put in place environmentally friendly practices (Kim & Han, 2010). Customers think about energy, water, green purchasing, waste, education, and innovation when they think about green businesses (Gil-Soto *et al.*, 2019). According to Agarwal and Kasliwal (2017), several four- and five-star hotels are embracing green initiatives in order to attract more customers.

Customer experience is often measured by using the famous SERVQUAL survey instruments (Parasuraman, Zeithaml, and Berry, 1985). Other studies have expanded and updated this model to fit the needs of other industries, and it covers five dimensions: reliability, responsiveness, assurance, empathy, and tangible. However, this model has received some criticism after recognizing its weaknesses (Cronin and Taylor 1992; Teas 1994; Ghotbabadi & Baharun, 2015). More researchers are agreeing and believe that service quality is multi-dimensional (Tichwaa & Mhlanga, 2016; Cronin, 2001; Wu & Ko, 2013; & Ghotbabadi *et al.*, 2015). Brady and Cronin (2001) introduced a hierarchical model to the service quality model. This model focuses on three main dimensions: interaction quality, physical environmental quality, and outcome quality. Each of these main dimensions has its own sub-dimensions. This approach provides a more accurate tool for assessing service quality in the hotel industry (Wu & Ko, 2013; Ghotbabadi & Baharun, 2015), which is still lacking in its use in measuring customer experience.

The motivation that makes this study unique is that the researcher has found discrepancies in the results of previous studies on the relationship between service quality and customer experience. In the last twenty years, a study by Wong Ooi Mei *et.al.* (1999) in Australia and Choi and Chu (2001) in Hong Kong hotels reported that the 'employees' are the best predictors of overall experiences, which are the component of tangible and reliability dimensions. Their study found that the combination of staff service quality, room quality, value, general amenities, facility, and security had a significant impact on customer experience. As a result, the service provider focuses on the most tangible factors to attract customers. The studies a decade later are contrary, where the two factors of empathy and reliability are often shown as the key determinants of customer experience. The customer is more attracted to the personal attention, individual attention, and service provided at the