

Doctoral Thesis

**Customer attitude and customer satisfaction  
towards luxury hotels in Vietnam**

**Postoj zákazníků a zákaznická spokojenost s luxusními hotely ve  
Vietnamu**

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## **ABSTRACT**

On account of customer attitude (CA) and customer satisfaction (CS) through service quality, it is always one step ahead of customers, yet they get faster and more accurate with practice over the Internet. It is essential to believe that customers' expectation and experience are all about being excited about something. Seeing inspiring technology applications and pricing strategies helps a more social acceptance on CA and CS. The recent tools aim to reserve that pattern by using technology to make saving effortless as well as spending, resulting in both complicated and uncomplicated pleasures. The sequence of the event surrounding the collapse remains uncertain in many settings. Many researchers have proposed solutions, but they are debatable. Further, sustainable economic growth must be taken into consideration, especially in the hotel and tourism service. It is possible to serve better hotel' service quality in the online environment and room rate practice, hence the conditions are challenging. It can be the driving majors to record benefits but also serious needing to address a minimum negative effect on CA and CS towards luxury hotels in Vietnam. Assisting to expand visitors in a largely peaceful outcome would highly be positive and imperative.

The study aims to elaborate on the factors influencing customer attitude and satisfaction towards luxury hotels in Vietnam and then enlarge the number of guests in the online communication and room rate strategy of hotel settings. Ordinarily, the quantitative approach was conducted by 386 stratified samples with the aid of a questionnaire via online and offline ways. SPSS and Smart PLS-SEM were applied to analyze the empirical results. The study's key findings are not only contributing new theories, but also providing guidelines for hotel Owners and Managers to leverage service quality as to customer attitude and satisfaction in global competition.

## **ABSTRAKT**

Postoj zákazníků a jejich spokojenost ovlivňuje především kvalita konzumované služby, která vždy předchází zájmu zákazníků, který lze rychleji a přesněji zjistit s využitím Internetu. Je nezbytné věřit, že očekávání a zkušenosti zákazníků jsou naplněny nadšeným očekáváním. Prohlížením inspirativních technologických aplikací a cenových strategií více napomáhá sociální akceptaci v postoji zákazníků a zákaznické spokojenosti. Cílem těchto nástrojů je využít tento technologický model proto, aby se ušetřilo úsilí a výdaje, což vede ke komplikovaným i nekomplikovaným zážitkům. Posloupnost události obklopující kolaps zůstává v mnoha nastaveních nejistá. Mnoho výzkumníků navrhovalo určitá řešení, ale však jsou diskutabilní. Dalším, co je třeba zohlednit, je udržitelný hospodářský růst, zejména v hotelnictví a cestovním ruchu. Je možné poskytnout lepší kvalitu hotelových služeb v online prostředí a uplatnit sazby za pokoj, z toho důvodu jsou podmínky náročné. To může být výhodnou hnací silou, ale také se musí řešit minimální negativní dopad na zákaznický postoj a spokojenost zákazníků s luxusními hotely ve Vietnamu. Pomocí zvýšit návštěvnost s převážně dobrým výsledkem, by bylo velmi pozitivní a naléhavé.

Cílem studie je rozpracovat faktory ovlivňující postoj a spokojenost zákazníků s luxusními hotely ve Vietnamu, a poté se zaměřit na zvýšení počtu hostů s využitím online komunikace a zaměřit se na strategii nastavení cen pokojů v hotelových zařízeních. Pomocí online a offline dotazníku byl zpracován kvantitativní výzkum, na stratifikovaném vzorku 386 respondentů. K analýze empirických výsledků byly použity SPSS a Smart PLS-SEM. Klíčová zjištění studie přispívají nejen k novým teoriím, ale také poskytují návody majitelům a manažerům hotelů, aby pro spokojenost a postoj zákazníků, s ohledem na globální konkurenci, využívali úroveň kvality služeb.

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## LIST OF ABBREVIATIONS

<b>Abbreviation</b>	<b>The initial components of a word/phrase</b>
<b>ans.</b>	Answer
<b>ARR</b>	Average Room Rate
<b>AVE</b>	Average Variance Extracted
<b>CA</b>	Customer Attitude
<b>CrA</b>	Cronbach' Alpha
<b>CL</b>	Customer Loyalty
<b>CP</b>	Customer perception
<b>CS</b>	Customer Satisfaction
<b>DV</b>	Dependent variable
<b>DM</b>	Decision-making process
<b>EFA</b>	Exploratory Factor Analysis
<b>e-WOM</b>	Electronic word-of-mouth
<b>GDS</b>	Global Distribution System
<b>OF</b>	Online feedback
<b>GOR</b>	Guest online reviews
<b>HW</b>	Hotel website
<b>II</b>	Information & Interface
<b>IV</b>	Independent variable
<b>LV</b>	Latent variable
<b>MR</b>	Management response
<b>OCC</b>	Occupancy
<b>OTAs</b>	Online Travel Agencies
<b>PF</b>	Price fairness
<b>PI</b>	Purchase intention
<b>RevPAR</b>	Revenue Per Available Room
<b>RM</b>	Revenue Management
<b>RRS</b>	Room rate strategy
<b>SQ</b>	Service Quality
<b>Std.</b>	Standard Deviation
<b>T</b>	Trust
<b>VN</b>	Vietnam
<b>VNAT</b>	Vietnam National Administration of Tourism

# 1. INTRODUCTION OF THE RESEARCH

## 1.1 Background of the research

Vietnam launched its domestic tourism stimulus program, themed "*Vietnamese travel in Vietnam - Each journey to love the Fatherland more*" in 2014. With the aid of information technology (IT), the Vietnam Government has been extending its visa-waiver program to European and e-visa to foreigners to attract more international tourists. These attempts have proved that Vietnamese policymakers increasingly recognize the economic benefits of improving customer attitude and satisfaction-based products and services. Moreover, research about customer satisfaction and attitude can identify the root causes of decreasing hotel guests in the tourism industry in Vietnam in recent years. However, few researchers have addressed this issue, especially in the luxury hotel market in Vietnam theoretically and practically.

Experts have always considered customer satisfaction and attitude management to be a difficult task in hotel management. Early studies considered customer satisfaction as the customer's evaluation between prior expectations and performance (Anderson, Fornell, & Lehman, 1994). On the other hand, customer attitude refers to be the customer's overall evaluation of service quality of a product/service offering (Bolton & Drew, 1991). Improving customer satisfaction is time-consuming (Anderson et al. 1994). Identifying service quality and afterwards predicting their effects on customer satisfaction and customer attitude are often unfeasible (Bolton & Drew, 1991). However, there is a growing recognition that customer attitude and satisfaction can enable the hospitality and tourism industry to become an interactive and dynamic, luxurious environment (Chathoth et al. 2014).

Vietnam is a developing country with poor infrastructure development that has a detrimental effect on hospitality services and tourism when compared to other Southeast Asia countries. To counter this effect, the Government is expanding the efforts to boost hotel and tourism products and services with the support of advanced information technology. Information management technology has been used worldwide to link hotels with travel products and services on the Internet channels. The online market has become crucial in meeting the demand visibility of hotel guests. The rapid shift from the information age to the digital revolution creates an open and challenging market in the online communication of e-commerce globally. In the next decade, it is likely to see a substantial rise in travel and online communication for hospitality services in Vietnam. A service design that links hoteliers, service quality and technologies is crucial to meet the need of the industry.

Hotel establishments, more than ever, must take a new look at customer satisfaction and attitude and their linkage to resources and information technology. Therefore, it is the aim of this thesis to investigate and identify factors that improve customer satisfaction and attitude as to increase the number of customers of luxury hotels in Vietnam. This thesis will also discuss how a group of luxury hotels can promote the hotel's images, policies, strategies, and online communication practices.

## **1.2 Research gap**

### **1.2.1 CA and CS – on service quality in some parts of the world**

Customer satisfaction and attitude are the mainstay of studies in the service environment since it shows that customer attitude (CA) and customer satisfaction (CS) are antecedents and foundations for the results of business (Anderson, Fornell, & Lehman, 1994) (Alexandris, Dimitriadis, & Markata, 2002). In a personal transaction perspective, customer satisfaction is considered as a personal post-choice evaluation after a specific buy occasion (Hunt, 1977). While in marketing research, it is defined as an overall evaluation of the total purchase and experience with a product/service (Fornell, 1992). CS contributes to the thoughts of creating a CA in marketing (Alhabeeb, 2006). Further, the customer engagement attitude enhances the loyalty of customers in branding tourist' destinations (Rather A. R., 2018). As a result, the CA and CS are increasingly becoming reasons in the service industry.

Parasuraman and others (1985, 1988) used the service quality (SERQUAL) model to measure customer satisfaction which have also been used by many academics and practitioners. Additionally, the extent to which the value of service quality affects customers' views and expectations during service delivery has been explored worldwide. Prior theories of reasoned action (Fishbein & Ajzen, 1970) and planned behavior (Ajzen, 1991) explained the connection of attitudes and behaviors within human actions confirming that the contribution of developing loyal customers (Ha, 1998) in the complex fields of psychology, sociology, and business. Thus, customer attitude tends to be broader than customer satisfaction requiring their separation in different implications. Empirical research in business also provides evidence as it often reports that customer attitude towards a product/service is formed by personal evaluation (Eagly & Chaiken, 1993) in reflecting a broader judgment (Holbrook & Corfman, 1985) about customers' behavioral aims (Voss K. E., 2003). Although this approach is interesting, it fails to take into account the advantage of digital technology on CA and CS on hotel settings except for a link of technology for customer satisfaction in the banking industry (Ahmed, Vveinhardt, Štreimikienė, Ashraf, & Channar, 2017).

### **1.2.2 CA and CS- with the aid of technology on hotel settings**

Some scholars in the past showed less concerns on the necessity for hoteliers to contribute CS and CA, thanks to the development of the hotel and tourism service, and scientific technology. A fair amount of beneficial influences is occurring to service providers and users consequently.

Customer satisfaction can be seen under contributing to guest online reviews and score ratings in hotels like studies of Gavilan, Avello and Navarro (2018) and Ahmad and Sun (2018). However, the results showed that there was a lacking role of customers' decision making which serves as a part of sustainable progress of e-service management.

Previous work has noted the benefits of hotel websites which is like a convenient booking channel (Hsu et al., 2012) for information and transactions (Amaro & Duarte, 2015). To strengthen customer satisfaction, it connects management with users (Ribbink et al., 2004) (So et al., 2014). Nevertheless, the aim to raise loyal customers from those studies have remained ambiguous.

Other researchers have studied the practice of hotel room rates on the online and offline platforms. A study of Kim and others (2019) mentioned the price policy of hotel involves in the Houston hotel market which quickly spreads to the hotel revenue management in 5-star hotels in Barcelona (Rodriguez & Talon, 2017), and the Caribbean (Yang et al., 2016); it also damaged the cross-channel disparities in U.S lodging markets (Yang & Leung, 2018). Hence, negotiations were held to exclude a partnership agreement with the customer purchase intention for booking at a hotel. Therefore, it is arguable to see how the hotel' room rate policy can influence CS and CA.

Besides, some studies have ascertained the consumer attitude could affect luxury preference through full-service restaurants in Korea (Hwang & Ok, 2013); and influences on the aim to use luxury product/service in India (Sanyal, Datta, & Banerjee, 2014). However, there is not well-grounded to support service quality for business performance. Besides, it appears to be unfounded the literature through the direct effect on customer satisfaction and loyalty.

To conclude, the positive connection between customer satisfaction and customer attitude is unclearly filled with existing knowledge. Yet, few empirical studies have concentrated on discovering this association with the group of luxury hotels. There is now much greater concern about this issue to fill a big gap in theory.

### **1.2.3 CA and CS - in Vietnam**

In Vietnam, many theories concerning customer attitude and satisfaction are ill-defined compared to many studies with similar fields in the world. This particular issue continues to exist uncertain with a few kinds of research noted in the hotel settings.

Truong and Foster (2006) interviewed Australians to identify a holidaymaker's expectations with previous experience of holidaying in Vietnam (Truong & Foster, 2006). Truong and King (2009) further explored the satisfaction of 250 Chinese tourists visiting VN between 2003 and 2004. The findings remarked that the existence of a relationship between Vietnamese destination products and Chinese opinions of satisfaction and loyalty (Truong & King, 2009). Nguyen et al. (2015) conducted their study on customer satisfaction from 432 guests of 33 three-star hotels in Da Nang city in Vietnam; their findings suggested that the higher the service quality, the higher the hotel guest's satisfaction (Nguyen, Nguyen, Phan, & Yoshiki, 2015). However, these researchers have uncovered the customer satisfaction directly impacts CA on the sensed service quality of the hotel.

On the luxuriance in Ho Chi Minh City (HCMC), Khuong and Tran (2014) used the questionnaire to look into the nature of service innovation which influences 300 International guests' return purposes at the hotels from 3 to 5-star standard. The findings indicated the causes decreasing the return plan of customers were hotel types and innovation of pricing (Khuong & Tran, 2014). They additionally proposed empirical research on expanding the knowledge of SERQUAL model with price, product quality and meal pace on guest satisfaction at the fine-dining restaurants. The results advocated the view that if the restaurants want to achieve superior customer satisfaction, they should improve the quality of food and drink quality, staff performance and meal pacesetting with better prices (Khuong & Tran, 2015).

Meanwhile, the study of hotel room rates on the base of customer attitude and satisfaction has been scarcely found. The only research found by a study of Khuong et al. (2015). They tested the questionnaire on 255 International tourists who were staying at 3-star to 5-star hotels within HCMC in VN. By using price and SERQUAL model to measure the influence of guest satisfaction on loyalty, these researchers showed that guest satisfaction directly affects loyalty without price factor (Khuong, Pham, & Nguyen, 2015).

Regarding the researches of the online environment, Hoang and Swierczek (2008) observed their study of the customers for loyalty with the support of the Internet in the travel industry. They used the questionnaire on 202 tour operator managers of Vietnamese travel agencies; their results remarked that the use of Internet is a benefit which strengthens the customer, loyalty and switching costs (Hoang & Swierczek, 2008). Lai and Nguyen (2013) studied the influence of online promotion on the tourist's destination awareness and loyalty in the tourism industry. By delivering a survey of 357 respondents who are International tourists leaving from Vietnam's International airports, they commented that online promotion could increase destination loyalty (Lai & Nguyen, 2013). Khuong and Nguyen (2016) additionally emphasized their study of brand equity on the 327 online users of

travel booking confirming that the e-WOM and brand equity are significantly collected from customer satisfaction, trust, and loyalty (Khuong & Nguyen, 2016). The researchers also suggested that the organizations working in tourism service should understand the reasons influencing customers' demand and expectations, especially when they book a room and destination for their trip to VN.

The theory in the commerce of the world presents that CS and CA are connected. While few empirical types of research have been found in proving this significant correlation in hotel settings. Furthermore, discussion of this study in VN concerning customer attitude and satisfaction has been just at the beginning of building work compared to researches in a similar field globally. Then the research of CA and CS have been barely noticed, which helps hotels avoid being mistaken for online communication and room rate practices. It is, therefore, severe to leave a huge research gap that needs to be fulfilled.

### **1.3 Research problem**

Facing an increasingly competitive market, the luxury hotels start to achieve CA and CS coming before everything else for performance excellence. The hoteliers recognize that they should change as to become more adept in the next demanding-up of customers. Few studies in the existing literature that can bring them to more advanced knowledge of CA and CS. The ideas are believed to make lodging establishments in the globe to redefine their business development strategies. This, in turn, will take them with competence in a wide range of skills and tactics to promote business (Kim et al., 2019; Anderson et al., 1994; Alexandris et al., 2002; Alhabeed, 2006; Khuong et al., 2015; Hoang & Swierczek, 2008). However, few pieces of research have been conducted to explore various theories about the connection between CA, CS and online communication in hospitality and tourism settings, specifically in luxury hotels.

Therefore, the present study raises the question “*What are the factors influencing customer attitude and customer satisfaction?*”. To serve for the main issue, the researcher developed some sub-questions as follows:

- if the CA and CS closely associate with each other;
- if the online communities towards perceived service quality have any influence on CA and CS;
- if the hotel' room rate practices towards perceived service quality have any influence on CA and CS; and
- how far the hoteliers should use the reasons to increase the sales volume in the luxury hotel context in Vietnam?”.

#### **1.4 Research questions**

The researcher developed following research questions to address the research gap related to this study:

1. Is customer satisfaction a significant predictor of customer attitude?
2. Are there positive relationships among online communities, customer satisfaction and customer attitude towards perceived service quality?
3. Are there positive correlations among hotel room rate strategy, customer satisfaction and customer attitude towards perceived service quality?
4. How do luxury hotels can leverage the service quality to earn higher sales volume on customer attitude and satisfaction?

#### **1.5 Research objectives**

Recognizing knowledge gaps and research demands, the researcher aims *to increase the number of guests on customer attitude and satisfaction towards luxury hotels*. Therefore, the following objectives were conducted in parallel with the research questions, as follows

1. To identify and examine the CA and CS in a luxury hotel setting.
2. To empirically look into online communication (i.e. guest online reviews and hotel website) and its relation to the CA and CS towards service quality
3. To empirically identify hotel room rate strategy application and its relation to the CA and CS towards service quality
4. To contribute theory knowledge of CA and CS, and to provide practical knowledge in achieving business efficiency on CA and CS by providing excellent service quality of luxury hotels in Vietnam.

#### **1.6 Scope of the study**

In Vietnam, the tourism industry is growing continuously but also facing a decrease in its guest volumes on customer satisfaction and customer attitude in the lodging settings. A challenging area in luxury settings growingly engages in a more advanced of existing knowledge and technology globally. The next decade is likely to witness a considerable rise in this issue. Building CS and CA is undergoing a revolution in terms of both theory and practice in an up-scale hotel setting in VN. The tourism industry is important in VN. The characteristics of VN's tourism service and products are for culture and nature lovers, beach lovers, etc. The International and Domestic tourists are increasing in VN. The three main tourist destinations of VN from the most to the least are HCMC in the South, Ha Noi in the North and Da Nang in the Central. In 2018, the tourists traveling in VN reached US\$15.5 million and US\$80 million, up to US\$2.7 million and US\$6.8 million compared with 2017 respectively (Vietnam Briefing, 2019). In May 2019, the volume based on the markets listed from the most to the least International visitors to VN as Asia, Europe, America, Oceania, and Africa (Vietnam tourism, 2019).



The mainland Chinese arrivals in 2018 mostly by air (23.9%) were the majority of Asian visitors to VN for the gambling industry as a demand generator, but lower than the portion of Chinese visitors in the Philippines was at 29.6% and in Cambodia (67.2%) (PATA, 2019).

In 2017, according to the Vietnam Administration of Tourism (VNAT), there was a total of 391 luxury hotels and resort including 261 4-star hotels with 33,764 rooms, 118 5-star hotels with 34,444 rooms, and 12 high-end resorts and apartments. HCMC (the highest economic growth) got 41 hotels (4 star – 20 hotels, 5 star – 20 hotels and 1 tourist apartment). The luxury hotels and resort between 2012 and 2016 grew at a Compounded Annual Growth rate of 19%, getting US\$1.23 billion in total (CCIFV, 2018). The hotel setting pulled in more than US\$391million in revenue (VNAT, 2018). The VN' tourism performance was dramatically declining in a shortage in both quality and quantity.

The fast movement from the information age to the digital revolution has become prevalent and created an open and challenging market in the e-commerce globally. The booking channels on luxury hotels in VN are followed as travel agencies and tour operators (37.3%), direct booking with the hotel (24.1%), online sales (20.7%) and other channels (17.7%) (Grant Thornton, 2017). The hotel industry is expected to continue growing healthily with high-end projects investing by International hotel groups (e.g. IHG, Marriot, Hilton, etc.), State companies (e.g. Saigon tourist, Ben Thanh tourist) and local Joint Stock companies (e.g. Vingroup, Muong Thanh hospitality, Odyssey hospitality, Alagon hotels and spas, etc.). The scenario of fierce competition among hotels make them redefine a customer attitude and satisfaction-based product/service as their strategic resources to grow.

In the lodging industry, luxury hotels serve their customers with a luxuriant setting. A luxury hotel is established with a passion to serve for customer feelings towards the quality of service to delighting customers with personalized, relaxing, and fine dining service, etc. (Soeg jobs , 2017). Notwithstanding the purpose of the stay, the customers of those up-scale hotels are high-paying guests with extreme needs as the very important persons (VIPs). Due to this, they are uneasy to serve and sometimes it simply turns into a big deal happening at the hotel. The term “*luxury hotels*” uses in this study is approved and categorized for the hotels and resorts from above 4-star standards by VNAT.

Moving towards such a destination to support for hotel and tourism industry is not only a challenge but also a chance for VN. The future success will rely on the sensitivity of policymakers, hotel Owners and Managers to current causes carefully. Additionally, technology innovation is required to counter such as impact. It also comes with the efforts of others (i.e. service staff, training institutions, etc.). All the more, the mission of this study is to elaborate reasons affecting the CA and CS for upgrade in business performance to secure a more

advanced competitiveness in VN' luxury hotels which leaves room for the CA and CS to belong in.

### **1.7 Brief definitions of key terms**

**Customer attitude** is formed by personal experience through consuming quality and external factors of a product/service (Bolton & Drew, 1991).

**Customer cognition** affects his/her behavior before, during and after the experience of a product/service (Seaton & Bennett, 1996).

**Customer loyalty** is an outcome of the customer's overall satisfaction (Shankar, Smith, & Rangaswamy, 2003).

**Customer satisfaction** is customer evaluation via his/her comparison between expectation and actual performance through perceived quality of service providers (Anderson, Fornell, & Lehman, 1994).

**Hotel website quality** is such e-service quality of a hotel setting to provide way of communication in the online platform (Chen & Dhillon, 2003)

**Service quality** is derived from customers' recognition of service (Garvin, 1984).

## 2. REVIEW OF RELATED LITERATURE

### 2.1 Customer satisfaction

#### 2.1.1 Definitions of customer satisfaction

Customer satisfaction (CS) is defined as customer evaluation via his/her comparison between expectation and actual performance through the perceived quality of service providers (Anderson, Fornell, & Lehman, 1994). CS is also a judgment of a product/service itself after receiving a pleasurable consumption (Oliver R. , 1997). CS can result in an attitude from the experience in a retail setting (Oliver R. , 1981).

The broader context of developments in providing service/product has taken serious deliberation in CS. Mostly the CS is involved with his/her expectations through the performance of service providers. Customers are delighted when the quality of service meets or goes beyond their expectations and vice versa (Kotler, Veronica, John, & Gary, 2005). So, “*customer satisfaction*” being used throughout this study is related to the customer’s general judgment of a product/service. Moreover, creating CS is the main aim to strive for more consumers in the market (Oliver R. , 1999). To find out hotel guests’ feelings, Martinez and Rodriguez del Bosque (2013) built a single form of CS within lodging, like hotel guests: ‘*find it wise to stay in this hotel*’, ‘*find that they have made the right decision to stay here*’ and ‘*find that their hotel meets their needs*’ (Martinez & Rodriguez, 2013). Prior studies defining the CS in marketing and service context are shown Table 2.1.1.

Table 2.1.1 Different definitions of customer satisfaction

Author(s)	Year	Definition
Anderson et al.	1994	is customer evaluation via his/her comparison between expectation and actual performance through the perceived quality of service providers
Oliver	1997	is a judgment of a product/service itself after receiving a pleasurable consumption
Oliver	1998	can result in an attitude from the experience in retail setting
Oliver	1999	is the main aim to strive for more consumers in the market
Anderson et al.	2004	is customer’s general judgment of a product/service
Kotler et al.	2005	customers are delighted when the quality of service meets or goes beyond their expectations and in contrast
Alhabeeb	2006	is decisive contributor creating positive customer attitude with the supporting of outside factors about product/service

Source: developed by the author

#### 2.1.2 Customer satisfaction in the online communication

Another focus in this digital age is to attract customers associated with service on the Internet. This is to make them satisfy with the online environment, such as the beauty and usefulness of hotel websites, OTA websites and guest comments (Zhao, Xu, & Wang, 2018); the e-service is argued to reduce CS (Bai, Law, & Wen, 2008).

Within the mix of hotel standards, this is to develop marketing and information systems (Liu, Arnett, & Litecky, 2000) and to prove the success of hotel performance in the online community service differently (Jeong, Oh, & Gregoire, 2003). It is, therefore, significant to put CS-such an effective outcome measurement-on the Internet (Li, Ye, & Law, 2013). As a consequence, it will heighten social identification and exchange interactive communication to create customer loyalty (Rather & Hollebeek, 2019). Besides, the feelings of visual content would significantly direct customers' purchase plans (e.g. in Taiwan) (Hung C. , 2017), in destinations (i.e. in India) (Rather A. R., 2018) and use purposes (Ma, Law, & Ye, 2008). Additionally, using a mixed-method approach, Dieck and Jung confirmed the advanced of technology in social media networks in Korean luxury hotels (Dieck & Jung, 2017).

### **2.1.3 Customer satisfaction in hotel room rate practices**

CS is a decisive contributor to creating a positive customer attitude with external supporting factors of a service (Alhabeeb, 2006). It could be alarming for luxury hotels where customers ask for excellent services. For example, *"Travelers looking for a luxury trip want their dreams to become reality. They look for something unique, above their expectations with superb service where their needs and wants are fulfilled. This includes exclusivity, privacy, and everything from relaxation to adventure, with pampering and extras"* Carrie McDougall, President, Cultural Crossroads said. Therefore, the higher level of satisfaction attitude is, the higher volume of users will be (Napaporn, Aussadavut, & Youji, 2016). It can also result in a rise in the income obtained from more rooms sold which allocate to the development of hotels in overall. Some hotels know those facts, but they less likely to take actions for the right practice of setting room rates for the right customers with the right channels. For instance, the Marriot, Hilton, Hyatt, and IHG hotel groups have used room rate strategies through mobile technology effectively.

Moreover, the e-service impacts CS as a capable predictor (Ho & Lee, 2007) to promote customers with lower prices and provides a shorter time in e-commerce which increases positive attitude and loyalty (Vincent C. , 2003). On the up-scale settings, the greater CA, the greater customer loyalty in India (Rather & Sharma, 2017); and in Malaysia (Rasoolimanesh, Md Noor, Schuberth, & Jaafar, 2019).

The use of dynamic room rates on different booking channels will increase the likelihood of success. However, a Master plan is a precondition for management to convert hotel' plans into real action step by step from the very start, to customize searches, excess travel guidance and reward points for loyal customers.

### **2.1.4 The relationship between CS & CA**

When the situation is favorable for CA and CS, there could increase the purchase intentions which accomplishes profits on customer loyalty in return (Wang L. , Lawa, Guillet, Hung, & Fong, 2015) through re-consuming service/product in

favor of their satisfaction (Gavilan, Avello, & Navarro, 2018). With the aid of the advanced stage of the community, customers will keep buying the same service/product over a certain time (Anderson & Srinivasan, 2003). Accordingly, the sustainability of CS can become a pressing issue on service performance to meet customer expectations (Napaporn, Aussadavut, & Youji, 2016) (Zhao, Xu, & Wang, 2018). For instance, the booking intention of a customer is involved by customer evaluation of service quality which creates CS (González, Comesaña, & Brea, 2007). A study through 240 high-paying hotel guests in India confirmed the positive relationship between hotel guests' satisfaction and loyalty (Rather & Sharma, 2017). Similarly, findings of a report conducting with 345 convenience samples on high-end hotels resulted in the CS significantly affect loyalty (Rather & Hollebeek, 2019).

Upholding guest satisfaction on service quality is critical and should be prioritized with some justification. Conversely, on account of the undermining of staff who are obliged to deal with problems, some hotels are the less satisfactory performance to go as far as expected (Gilbert D. H., 1998). To counter this issue, hotel rewards reservation and front office staffs for well extending up and cross-selling service/product (Cetina, Demirciftci, & Bilgihan, 2016) to visitors (Rather, Hollebeek, & Islam, 2019), and intention of loyalty (Rather, Tehseen, Itoo, & Parrey, 2019).

The online communication and room rate practice can take into account customer satisfaction in order to provide a better service quality in the hotel setting.

## **2.2 Customer attitude (CA)**

### **2.2.1 Definitions of customer attitude**

Customer attitude (CA) is formed by personal experience through consuming quality of product/service and external factors of product/service (Bolton & Drew, 1991). CA comes after the degrees of customer satisfaction (Alhabeeb, 2006).

CA represents a personal reaction on evaluating service/product or feelings (Amstrong & Kotler, 2009) on a specific object or idea (Churchill & Iacobucci, 2005) such as likes or dislikes (Millar & Baloglu, 2008). Thus, a superior quality attribute creates an upper attitude toward a service/product. The customer attitude is not limited to engagement reactions such as an apology and/or a refund for a complaint (Doorn J. , et al., 2010) and/or purchase/repurchase for a favorable feature of good service/product in the purpose of improving quality of service and building loyalty to the property (Hollebeek L. D., 2010). Previous researchers have identified customer attitude in the service setting in Table 2.2.1.

*Table 2.2.1 Different definitions of customer attitude*

<b>Author(s)</b>	<b>Year</b>	<b>Definition</b>
Bolton & Drew	1991	is formed by personal experience through consuming quality of product/service and external factors of product/service

Churchill & Iacobucci	2005	is a personal reaction on the evaluation of service/product or feelings
Alhabeeb	2006	comes after the degrees of customer satisfaction
Millar & Baloglu	2008	is formed by personal reaction through consuming quality of product/service and external factors of product/service such as likes or dislikes
Amstrong & Kotler	2009	is a personal reaction on the evaluation of service/product or feelings about a specific object or idea
Doorn et al.	2010	is not limited to engagement reactions such as an apology and/or a refund for a complaint and/or purchase/repurchase for a favorite attribute of good service/product
Hollebeek	2010	is a personal reaction in the purpose of improving quality of service and building loyalty to the property

Source: developed by the author

### **2.2.2 Customer attitude in online communication**

The application of information technology (i.e. hotel website and guest review online) and strategic pricing practice (i.e. hotel room rate strategies) proposes to take the online transaction further (Chathoth P. , et al., 2014). In hotel service, this enables to account for customers' psychology and attitude (Harrigan P. , Evers, Miles, & Daly, 2017). It also makes hoteliers commit trust (Bowden J. , 2014) and to keep interactive communication (Mollen & Wilson, 2010) together with customers and service providers in the online transactions. A good online service enhances customer satisfaction and aim of loyalty (Rather, Tehseen, Itoo, & Parrey, 2019) to partake of positive attitude (Islam, Hollebeek, Rahman, Khan, & Rasool, 2019). Otherwise, a customer would use the service of competitors when price and performance are inconsistent (Voss, Parasuraman, & Grewal, 1998). It is also the time to get down to thinking about the tactics to keep hotel service on the Internet from calling off the CA and CS.

### **2.2.3 Customer attitude in hotel room rate practices**

Customers can complain about different rates due to discount policy of the hotel (Hanks, Cross, & Noland, 2002). Then, they may want the hotel management's explanation (Choi & Mattila, 2004), or say negatively about the hotel's rate policy to other customers (Price, Arnould, & Deibler, 1995).

For instance, the recovery tactic of hotels such as 50% refund can boost hotel guests in various ways to express senior levels of satisfaction and attitude with the service (Sparks & Kennedy, 2001). CA has a positive influence on purpose to use the luxury/premium service/product (Sanyal, Datta, & Banerjee, 2014). Consequently, hotel and tourism management on social sites should assess the nature of customer engagement (Harrigan P. , Evers, Miles, & Daly, 2017) to boost dependability (So K. , King, Sparks, & Wang, 2014). Otherwise, the customer may switch to competitors in the future (Choi, 2001). The website of hotel settings,

3<sup>rd</sup> parties and social media can support hotel guests by achieving CA (Cabiddu, Carlo, & Piccoli, 2014) to raise trustiness.

In other words, the online business cannot ignore (Cabiddu, Carlo, & Piccoli, 2014) the customer attitude and satisfaction (Cheung, Lee, & Jin, 2011).

## **2.3 Customer loyalty (CL)**

### **2.3.1 Definitions of customer loyalty**

Customer loyalty (CL) is a result of the customer's overall satisfaction (Shankar, Smith, & Rangaswamy, 2003). A loyal customer is less likely to be price-sensitive and willing to pay premium prices (Brynjolfsson & Smith, 2000).

To decrease marketing cost which has a knock-on effect on business profits, developing customer loyalty is a wise strategy to follow. Normally, CL is such main strategic planning (Kotler, 1984) on marketing efforts (Dick & Basu, 1994) for the sustainability of ambitious dominance. Moreover, it lessens the threats of substitution of products/services for competitors. Therefore, an unchangeable customer derives extreme benefit from contented (Ribbink D. , Riel, Liljander, & Streukens, 2004) and optimistic opinion (So K. , King, Sparks, & Wang, 2014). Hence, the rank of realizing customer loyalty takes different place in a various framework of customer perspectives (Uncles, Dowling, & Kathy, 2003) which due to product categories of customer interest (Oliver R. , 1999).

### **2.3.2 The relationships among CS, CA and CL**

There are concerns about developing CL on supporting CS and CA, especially when repetitive guests play a crucial role in the development of hotel's benefits. Marketing's crucial task is to make customers steadfast in the accommodation setting, which is called customer loyalty (Liua M. , Wong, Tseng, Chang, & Phau, 2017). This role remains endless in the cut-throat world of promoting service/product (Ye, Barreda, Okumus, & Nusair, 2017). As a result, many researchers have noted the reasons for making CL possible in the hotel and other settings (Liua, Lee, Liu, & Chen, 2018) (Simona & Tossan, 2018). Additionally, the customers participate themselves in satisfaction for the trip to raise their commitment to the hotel (Rasoolimanesh, Md Noor, Schuberth, & Jaafar, 2019).

### **2.3.3 The relationship between CL and online communication**

On the one hand, hotel settings take the superiorities of online communication in some directions. The good reviews online are considered as e-WOM. Accordingly, the assured feeling of gratified consumers can sway promising users such a capable recommendations for picking a room (Albert A. Barreda, 2016) without the exertions of marketing and production costs from the hotel. On the other hand, the online service of the hotel website initiates degrees of customer satisfaction (Bai B. L., 2008). Usually, in the customer view of hotel website, a site of luxury hotel should be ease of use, reliable for booking assessing, etc. to heighten users

experience (Zeng, Proctor, & Salvendy, 2012) with its boundary to push for subsequent break or to be immovable to the hotel in the far-reaching stream.

#### **2.3.4 The relationship between CL and hotel room rate strategies**

On the motive of building dependable customers, hotel room rate strategy is situated to attract the right guests at the right time (Guo, Zheng, Ling, & Yang, Online cooperation between hotels and online travel agencies: From the perspective of cash back after stay, 2014). Revenue management appliance hits consumer intention for loyalty (Wang X. , 2012). Each hotel setting has different revenue management rules based on specific conditions in the market itself (Ling, Guo, & Yang, 2014). The upper fulfills consumers on social media, the superior sales volume possible from customers' urging to come up with an accommodation (Barreda A. , Bilgihan, Nusair, & Okumus, 2016). To attract customers' booking plans, the sites of OTAs can compete with hotel settings for a share of the market in several ways. For instance, OTAs promotes online bookers with cashback after the stay tactics (Guo X. , Zheng, Ling, & Yang, 2014); the hoteliers offer the reward points for repetitive customers and/or propose offline rates for last-minute bookings (Yang & Leung, 2018). Due to this, they blow up the healthful belief between users and hoteliers (Liua L. , Lee, Liu, & Chen, 2018).

Nevertheless, the online users will be disappointed when they find negative emotions of the former which leads to low intention of loyalty (Guo X. , Zheng, Ling, & Yang, 2014), such as feeling of angry with poor service and/or leisure facilities (i.e. swimming pool, gym room, restaurant features, etc.) and private facilities (i.e. guest room, bathroom, spa service, etc.). Furthermore, customers can set about unwilling reactions as self-protection if they experience practice of unfair prices of the hotel Revenue Manager (Ferguson J. L., 2014).

The ramification of loyal customers; therefore, is tied up with the CA and CS on service quality in the online environment and hotel practice in room rate strategy.

### **2.4 Service quality (SQ)**

#### **2.4.1 Definitions of service quality**

Service quality refers to his/her evaluation (Garvin, 1984) or impression of the overall or relative elements of its service (Bitner & Hubbert, 1994). Therefore, SQ differently remains in the point of view between customers and service providers. In the hotel, it is described by the levels of customer satisfaction while meeting or going beyond customers' needs with the provision of service. Such progress can be fragile for any unfortunate coincidence taking place. Customers have opposed the view that they comply with the requirements of quality, type of product/service, the number of products, service time, location, facilities, and environments.



### 2.4.2 The relationships among CS, CA, and SQ

On the online service or e-service, customers ask for the plus requirement of the quality of a website namely the information, interface, interaction between users and suppliers, booking details, service fees, payment method, and photos of features and interiors of guest rooms, restaurants, meeting rooms, pool, and spa. As described above, the term “*service quality*” on this research is a combination of service quality on the online environment (i.e. guest review online and hotel website) and different room prices setting on the sites of the hotel venue, OTAs and GDS such one of tactics of hotel room rate strategies.

SQ is indispensable for maintaining hotel performance because it relies on the guest's attitudes, beliefs and opinions about a subject (Jafar, 2000) such as “*tourist’ perception*”. This means a lot for hoteliers to elaborate on the reasons affecting their guests’ expectations and attitude before, during and after the experience (Seaton & Bennett, 1996). Normally, the opinion actuates a tourist’s choice of destination or hotel. Moreover, once the trip has begun, it will bring in the tourist’ feeling of exploring and experiencing services which implicate in levels of satisfaction with the hotel at a destination. SQ, therefore, is such a core value to evaluate whether performance comes across customer's expectations (Rianthong, Dumrongsiri, & Kohda, 2016) (Zhao, Xu, & Wang, 2018). Notwithstanding the distinction view of a tourist, the service is originated from his/her overall quality perception, in turn, predicted one’s intended behaviors (Boulding, Kalra, Staelin, & Zeithaml, 1993). SQ acts on the gratification of hotel guests (Tabaku & Cerri, 2016), but some hotels in the United Kingdom (Gilbert & Horsnell, 1998), in Korea (Hwang & Ok, 2013), in India (Sanyal, Datta & Banerjee, 2014) are run down in performance. Therefore, service quality proposes to take customer satisfaction further (Cheung & Thadani, 2012). The current study argues that all those factors play role in different degrees in different countries, with complex relationships to investment incentives. Few attempts from academic researchers have examined the CA and CS to make greater in size of hotel bookers. The Table 2.4.2 presents the studies of SQ, CS and CA in hotel and tourism setting.

*Table 2.4.2 Review of previous studies: service quality, customer satisfaction and customer attitude in the tourism and hotel settings*

<b>Author (Year)</b>	<b>Focal Variables</b>	<b>Effects</b>	<b>Design</b>	<b>Main Conclusion</b>
Li et al. (2017)	influence of response in week t-1	Management response on customer engagement.	Panel data of 108,410 reviews from 212 hotels	MR is a continuous, dynamic and reciprocal communication process to engage travelers on online platforms.

Radojevic et al. (2017)	Hotel visitors	Correlations Between the Rating Scores.	13,410 hotels located in 80 destinations	hotel attributes and the personal characteristics of visitors influence CS
Abdullah et al. (2016)	website interactivity	the perceived website interactivity in hotel sector	n/a	customer perception of hotel website interactivity influences customer intention to revisit the hotel website in the future
Guizzardi, A., Porns, F. Ranieri, E. (2017)	dynamic pricing strategy	hotel room price	panel of 357 hotels in Milan and Rome	the dynamic price tends to be non-deterministic in both leisure and business-oriented destinations and across star rating.
Fuentes, E., M. (2017)	price and stars	hotel classification	14,000 hotels globally from Booking and TripAdvisor	the hotel star-rate links to satisfaction on the scores awarded by former customers
Algeciras & Ballester, (2017).	model for evaluating RM	Revenue Management	276 responses of survey	Revenue Management causes customer satisfaction in the hotels
Chua, B. et al. (2015)	low price vs. high price	price, value, satisfaction, and loyalty	online questionnaire	Interactional quality affects satisfaction and loyalty.
Ferguson, J. L. (2015)	price-setting practices	perceptions of price unfairness	price-setting practices from the literature	price changes to the consumer during poor economic times potentially reduces perceptions of price unfairness
Steppe, R. (2017)	the general data protection regulation	price discrimination based on the processing of personal data.	practices from the literature	price discrimination is based, and the right not to be subject to certain discriminatory pricing decisions
Geethe, M., Singha, P., Sinha. S. (2017)	customer review length and review title	effects on customer ratings	online reviews from 20 hotels in Goa	consistency relationship between customer ratings and actual customer feelings
Ladhari, R., Michaud, M. (2015)	positive comments vs. negative comments	comments generated on Facebook	The survey, 800 university students	comments generated on Facebook influence in the users' decision-making process

Mauri, A. G., Minazzi, R. (2013)	the comments (positive vs. negative)	the stream of research on word-of-mouth	349 young adults, the online survey	hotel purchasing intention engages in expectations of the customers and valence of the review.
Torres, N. E., Adler, H., Behnke, C. (2014)	hotel General Managers	feedback from consumers and internal sources	Quantitative data – online	a strong link between CS survey scores and online reviews
Heo & Lee (2011)	Perception of price fairness	Pricing policy based on customer demand levels	Survey	Fairness perceptions play a role in customers' behavior and consumer characteristics influence fairness perceptions of RM
Dieck & Jung (2017)	technology for the social media networks	integrating satisfaction and continued usage intention	16 interviews and 258 questionnaires with luxury hotel guests	social media affects attitude and satisfaction with continued usage intentions

Source: developed by the author

### **2.4.3 The relationship between SQ and the guest online reviews**

The impression of guest reviews online gets rolling the e-service quality around the luxury hotels. It explains 93 percent proportion of variance in e-WOM and 85 percent of purchase intents (Alexandris, Dimitriadis, & Markata, 2002). If the service quality shines customers satisfaction, they will keep on booking towards guest online reviews (Mauri & Minazzi, 2013), recommending to others (Ladhari & Michaud, 2015) and referring to intangible aspects of their hotel stay (Berezina, Bilgihan, Cobanoglu, & Okumus, 2016). For example, a 1% increase in online user rating lifted 2.68% sales per room in Paris and up to 2.62% in London without the notice of higher stars on the sales (Ogut & Tas, 2012). Moreover, the hotel website, online feedback site, OTAs site and social networking site are accumulated as online platforms that enable customers to preferred information, share comments, reviews and photos on purposes. On the positive sides, they would keep relying on guest reviews to decide to book at a hotel (Mauri & Minazzi, 2103); or be happy with the hotel management response on the guest's comments (Li, Peng, Jiang, & Law, 2017); and vice versa.

### **2.4.4 The relationship between SQ and the hotel website**

The association between e-service quality of hotel website and online lookers has been explored by many researchers. It transmits information over worldwide digital lines between hoteliers and customers (Casaló, Flavián, & Guinalú, 2008). The service quality of a website calls for lookers with its features (Chang & Chen, 2008), trust (Everard & Galletta, 2014) and content (Yeung & Law, 2004). As a

result, it brings together CS (Zhao, Xu, & Wang, 2018) and CA positively (Gavilan, Avello, & Navarro, 2018).

#### **2.4.5 The relationship of SQ and the hotel room rate strategy**

Carry on with the application of hotel room rate strategy in the online and offline platforms, it has been a visible change in the quality of service delivery. The hotel's rate policy may cause dis-satisfied to customers (Price, Arnould, & Deibler, 1995). The discounted room rates are applied for prepayments which sometimes make the other customers angry by paying the full room rate (Algeciras & Ballestero, 2017). Also, the lower room rate on OTAs sites may surprise customers online but discourage other hotel guests who have no bookings in advance with the hotels and pay a higher rate compared with OTAs. Hence, customers are keen on the treat of hoteliers to contain hopeful mode (Roy, Balaji, Soutar, Lassar, & Roy, 2018).

To be more precise, almost luxury hotels do come expensive with elegant design. Yet they want a substantial amount of service fee which is less affordable for the most resident to foreign customers. The hotel tends to prevent the improper application of RM from seeking stereotypical judgments into people's thinking. This might result in social disorder and chaos to build consumer purpose for faithfulness (Algeciras & Ballestero, 2017). Moreover, it may lead to a good reputation (Guo, Zheng, Ling, & Yang, 2014). For example, hotels can offer hotel guests offline room rates compared to the expected last-minute rates (Guizzardi, Porns, & Ranieri, 2017). Customer attitude and satisfaction are out to be prioritized because customers while using the standard of hotel service quality, (Li, Ye, & Law, 2013) are spending a great deal of their quality time for achieving higher profits and performance productivity (Gavilan, Avello, & Navarro, 2018). Implementing a good service quality is such a solution that helps customers have more time relaxing if they are on vacation, or enables them to complete their outstanding tasks away from the office for a business trip (Hung C. , 2017).

The service quality on a guest online review, hotel website and room rate strategy, thus, draws pronounced attention to developing customer satisfaction, attitude, and loyalty towards the benefits of hotel users, practitioners and researchers.

#### **2.5 Guest online review (GOR)**

Guest online review is subjective opinions of a guest's experience after staying at a property. There are only guests who booked through the online travel agencies and/or stayed at the hotel property can leave a review. Each guest review can contribute a better experience to potential guests if that review is valuable. Otherwise, it can discourage the guest booking' aim in negative property' features and/or failure of service quality. The items of guest review online are related to guest feedback, the response of management and decision-making of users.

### **2.5.1 Guest online feedback (OF)**

Feedback on the base of guest reviews is now at the center of any hotel business. Therefore, reading guest feedback is useful to hoteliers in avoiding it turning into a burden on performance. The guest feedback on the Internet might be reliable (Cheung & Thadani, 2012) to encourage customers to pay more to have service like that (Fuentes M. E., 2016). However, a good online review employs customer satisfaction on service quality (Mauri & Minazzi, 2013). On the contrary, a bad comment is caused by unpleasant experiences that can hurt the hotel's credit and customer' buying determination (Wei, Miao, & Huang, 2013). Especially, customers can revenge the hotel's name if he/she suffers from unpleasant incidents (Wei, Miao, & Huang, 2013). 95% of online users searched for travel reviews before reserving for a travel product (Travel Tripper , 2018). TripAdvisor is one of the trustworthy site for lookers, the review online is posted on this online travel community will make bigger booking intention results (Casaló V. L., Flaviána, Guinalúa, & Ekincib, 2015). As a result, each online reviewer is such a visitor's view of satisfying of hotel service despite his/her characteristics of nationality and characteristic destination, the value for money, sleep quality and service overall (Radojevic, Stanistic, & Stanic, 2017).

The e-WOM is being used as a low-cost tool to get new customers and to expand consumers' recommendation (Reimer & Benkenstein, 2018). This is to seek for more customers who are willing to rely on e-WOM as an online key of information. Nevertheless, consumers are likely influenced by early negative information, led to a pessimistic set of reviews in overall (Sparks & Browning, 2011). A negative or positive idea now is easily posted by end-users on the Internet for their own subjective opinion of experiences and assessment (Ladhari & Michaud, 2015). Thus, as a part of decision-making phases or choice selections, prospective customers can come to the prior buyers' zone to get information before buying. Hence, for future users, those reviews might strengthen or weaken from a hotel brand, eventually affect the establishment's reputation.

### **2.5.2 Management response (MR)**

Online users expect to see how hotel management responds to those in case of harmful reviews. Even though the social media networks are not the only places where hotel businesses can shine online, the hotels are possible to read what the others say about the venues and decide whether it's seemly right for the hotels. To answer guest reviews, the hotels can recognize where potential guests are via 3<sup>rd</sup>party sites. The MR emphasizes the hotel is extremely grateful to all customers for their comments (Sparks, So, & Bradley, 2016) towards the frequency, speed, and length of response (Li L. , Penga, Jiang, & Law, 2017).

However, many hotels ignore the importance of responding to guest reviews or neglect to respond, or even get nervous that their responses may work against them

and push potential guests away. Therefore, hotel management's role is to keep track of chats and real-time reviews on multiple platforms to handle complicated issues of online guest feedback (Soyoung & Busser, 2018). The advanced Internet technology allows surfers to scan and select hotels due to the guest positive reviews online (Mauri & Minazzi, 2103). An example of this is the two experiments in Germany and Macau where the authors indicated that the review valence significantly affects hotel booking (Chan I. C., Lam, Chow, Fong, & Law, 2017). On the CA, they might buy back service based on management response of feedback provided by formers including trust, friendly use, usefulness and enjoyment (Chiu, Chang, Cheng, & Fang, 2009). For instance, when hotel management responds to guest reviews, it is not just responding to the guest who wrote the review as the review and response are on the site and can be seen by anyone who is searching for hotel reviews before reserving a room.

### **2.5.3 Decision-making process (DM)**

The customer's decision-making process is the process of making choices by finding the decision, searching for information, and making alternative solutions. This process is mixed up by internal reasons (i.e. customer's psychology, attitude, motivation, belief and aims); and external factors (i.e. timing, marketing mix, choices and feedback from the others, etc.) (Sirakaya & Woodside, 2005). It widens possibilities for users to opt for the most suitable alternative approach. Occasionally, the customer satisfaction differs in respects by the various combinations of recovery measures from hotel settings (Ladhari & Michaud, 2015). For example, respondents expressed higher satisfaction with the service when a 50% refund is given (Sparks & Kennedy, 2001) unless customers switch to the hotel's competitor (Keaveney, 1995) when price and performance are inconsistent (Voss, Parasuraman, & Grewal, 1998).

Furthermore, the attempt to make customers happy and loyal to a hotel brand is one of the criteria and outcomes of the marketing role in this boundless fierce market. Customers might be eager to pay premium prices for a booking based on hotel star rating and scores awarded by formers (Ogut & Tas, 2012). However, the online reviews stress the sensation to entrust for booking aims (Sparks & Browning, 2011). Besides, in an increasingly networked society where customers can interact with others and venues through social sites, CA is a behavioral manifestation of business that goes beyond transactions (Verhoef & Reinartz, 2010).

The arguments exist with many prior findings in the theory lenses of guest online reviews in the hotel setting.

### **2.6 Hotel website (HW)**

Li and the rest (2017) defined hotel website is such e-service quality of the hotel setting at the pre-purchase phase, to provide an important way of communication

with its customers on the Internet (Chen & Dhillon, 2003). The hotel website quality is evaluated by online users through the performance of a website service (Aladwani & Palvia, 2002). The good quality of a website is significant for hotel' standard service (Li, Ye, & Law, 2013). The hotel website's dimensions aim at information and boundary, customer view of hotel website and trust.

### **2.6.1 Information and interface (II)**

A website's setting provides information for its online users (Jeong, Oh, & Gregoire, 2003) included functionality (Ip, Law, & Lee, 2012) and booking details (Ma, Law, & Ye, 2008). It comes to pass a media channel (Schmidt, Cantalops, & Santos, 2008) for 1<sup>st</sup> interaction with its users (Jiang Z. , Wang, Tan, & Yu, 2016). Information on the website occurs the acceptable impact on customer satisfaction (Bai, Law, & Wen, 2008). It also entertains customers' needs (Loiacono, Watson, & Goodhue, 2002), to revisit the website (Abdullaha, Jayaraman, & Kamal, 2016), and to boost the management awareness in the online market (Bauer, Hammerschmidt, & Falk, 2005). Besides, the design and features of a website play a significant tool in building website' value and relationship marketing on the Internet (Bilgihan & Bujisic, 2014). However, some websites of hotels skip over their sale transactions with potential customers (Schmidt, Cantalops, & Santos, 2008). Or find no significant difference between the content and website interface (Hsu & Cathy, 2005). Also, customers find a distrust of the information which was misleading and dissatisfy the quality of service (Chathoth P. K., 2007). Only 67.3% of the hotels in Vietnam integrated technology into mobile and online services (Grant Thornton, 2017).

Therefore, the balance between information technology and service is first-rate with respect (Nath & Singh, 2010) to dignify online customers (Gavilan, Avello, & Navarro, 2018). Especially, it should be effort-free for using websites on the market zone of luxury hotels (Davis, 1989). Consequently, the information and interface of hotel' online service are used to attract CA and CS, and the revenue for sale booking.

### **2.6.2 Customer perception of hotel website (CP)**

Different people have different perceptions of something. Especially, online users are active in this digital age, which can be uneasy to estimate their attitude and satisfaction in any interactions with e-service. The customer cognition of the hotel website is complicated (Hsu & Cathy, 2005). It is made up from opinions and sentiment (Li, Ye, & Law, 2013) and service demands (Liu S. , Law, Rong, Li, & Hall, 2013) which could be classified its performance by the features and elements of the website (Musante, Bojanic, & Zhang, 2009). Nevertheless, some hoteliers operate the website such a reservation channel (i.e. Hong Kong, Shanghai, and Beijing) (Ma, Law, & Ye, 2008), but missing the payment methods integration and the communication interactivity between users and service providers (Chang &

Chen, 2008). Those issues of hotel websites can spell customer satisfaction (Belanche D. C., 2012) as it will dawn on customer attitude negatively, especially, when high-paying customers are expecting excellent service of luxury hotels (Salavati & Hashim, 2015).

Overall, trying to understand the customer view of a hotel website is a competitive advantage in e-commerce to heighten customers' experiences, attitudes, and satisfaction.

### **2.6.3 Trust (T)**

It is not straight forward to trust something. In the online platform, trust a hotel website means the website has been given the responsibility of making important decisions. For example, online users entrust the hotel website to believe that something is true, and afterwards, they can buy a service/product (i.e. room) and make the payment transaction on the website. This kind of assurance is considered as e-trust. Corritore et al. (2003) referred e-trust to a personal confident expectation on attitude without online risks; this belief is reliable and dependable (Everard & Galletta, 2014). When customers find confidence in proceeding on the website, the relationship between users and suppliers is heightened for directing them to repurchase service online (Abdullaha, Jayaraman, & Kamal, 2016). As a result, the reliance carries weight with buying travel services online (Amaro & Duarte, 2015) (Wen I. , 2010), or in the indirect way of booking online (Kamarulzaman, 2007) to bear upon e-service with risk (Chang & Chen, 2008). It tries to establish loyal customers (Ribbink D. , Riel, Liljander, & Streukens, 2004) for website success. However, some distrust comments and misleading information bring pressure to websites (Ahmad & Sun, 2018). It might open on to buyers' misgiving (McKnight, Choudhury, & Kacmar, 2002). When it comes to CA with threats, it is severe (Mukherjee & Nath, 2007). For the convenience and quality assurance, OTA channels are choices for some online users (Rahimnia F. H., 2013).

Therefore, building trust on the website promises the future of e-commerce (Wang & Emurian, 2005). It is necessary to put those issues in the hotel management's consideration to create relationship marketing with online users for swelling higher transactions on the hotel websites towards CA and CS.

### **2.7 Hotel room rate strategy (RRS)**

People have different opinions about whether we should pay less in advance to purchase service/product or solely focus on high demand in need. The two sides are not contradictory with each other and both are required for individual and venue's economics. The hotel room rate strategy is utilized for the different markets with different booking channels by the hotel management to maximize the hotel's profit through room sale. The hotel room sale is included cooperating with third parties. They are OTAs, travel agencies and GDS. Such cooperation normally occurs commission fee which is being able to cause a higher room rate charged to



the consumer. While selling rooms for the business group, the hotel offers with negotiated room rates (lower rates than rack rates or publish rates). Additionally, housing for walk-in guests (who stay at a hotel without booking in advance) hotel can expand profit with the highest room rate (Hotel news now, 2018). As a result, hotel room rates can be changed in all channels (Algeciras & Ballestero, 2017) and improved competitive advantages (Nair, 2018). The hotel room rate strategy is inclined with the role of price fairness, revenue management, and purchase intention.

### **2.7.1 Price fairness (PF)**

There has been a noticeable trend towards hotel room rate fairness becoming well-paid for traveling users, and many companies have made their involvement in this industry. From the researcher' perspective, this development is both positive and negative for the advancement of tourism.

Since marketing, the price considers as a “fair” charge for the product (Bolton, Warlop, & Alba, 2003) and it is expected by previous information of memory of customer (Mazumdar, Raj, & Sinha, 2005). The most glaring merit for price fairness from service providers is top-notch to increase users’ satisfaction. It is valid that featuring branded service signatures is a popular source of income for the hotel at their peak performance. Because price transparency can reduce the guest's opinions of pricing unfairness (Ferguson J. , 2014). This financial motivation enables users to exert their choices by booking more rooms and preserving as repeated guests with their familiar hotels consistently in any stay. If most customers are economically motivated, room rate fairness, in general, will be more benefits to use hotel value and quality towards price ending strategy (Collins & Parsa, 2006). This is not only affected guests' willingness to buy products/services (Ferguson J. , 2014) but also cultivated their sense of monetary condition, such as costs, demand, competition and distribution channels (Xia, et al., 2004). Additionally, price war among the hotels might change the room rates at the same time (Viglia, Mauri, & Carricano, 2016) with optional product pricing and promotional pricing (Nair, 2018). To the corporation, the online distribution channel of OTAs can take the upper-hand of the hotel's pricing strategy.

To promote the lower prices, the businesses are inclined to achieve more profits and set a high expectation among the public with familiar marketing channels (Ling, Guo, & Yang, 2014). If the below 3-star hotels show a slight decline in uniform pricing, but higher quality hotels (i.e. above 4-star hotels) (Melis & Piga, 2017), customers will not hesitate to voice their frustration and disapproval. It, in turn, affects the overall service quality. Therefore, the measurement on the customers’ willingness for hotels room rates should count in the previous days’ prices (Solera, Gemar, Correia, & Serra, 2019). Due to this, if consumers perceive unfair prices, they will show a greater sense of negative attitude towards the

providers (Xia, et al., 2004). Meanwhile, other potential benefits of room rate fairness are not invested in, which is a huge waste.

### **2.7.2 Revenue management (RM)**

RM is managed by the company to sell service/product as much as possible for revenue. RM has been studied in various service contexts, including hotels (e.g., study of Cross et al., 2009). The hotel Revenue Managers/Owners offer perishable service products. It enables them to the most profitable mix of customers to release vacant rooms and increase hotel revenue (Algeciras & Ballester, 2017). It can be argued that price-sensitive customers who are willing to purchase at off times can do so at favorable prices. As opposed to those insensitive customers who want to purchase at peak times, will be able to do so at higher prices than normal times (Kimes & Wirtz, 2013). This is because updated information is subject to the rooms' availabilities and the discounted room rates are always available for a review of pre-established requirements (Algeciras & Ballester, 2017). It is argued that customer loyalty intention is primarily attended by tourists in marketing. There are some reasons responsible for why more new customers than the repeated guests pay more room bookings for familiar hotels. One of the reasons is that room booking intention is the willingness and the tendency of one to take part in trading (Ferguson J. , 2014). As a newcomer to a hotel, he/she shows a greater sense of curiosity about the facility and service, thus feel strongly motivated to discover the setting. There is much need for hoteliers to grant suitable RM towards a different market target in certain scenarios which are a valuable effect on hotels and customers of many irritating.

### **2.7.3 Purchase intention (PI)**

Customer satisfaction is prioritized for purchase intention because when customers perceive service quality of hotel (Li, Ye, & Law, 2013) indicating that it is on most quality time to relax, or on the vacation away from the office for a business trip (Hung C. L., 2017). This will result in better profit or performance productivity (Gavilan, Avello, & Navarro, 2018).

Besides, a higher satisfaction level means an increase in the number of users to be provided (Napaporn, Aussadavut, & Youji, 2016). It gives rise in the income earned from more rooms sold which could be allocated to develop a hotel. However, those who uphold aspects of guest satisfaction via SQ are important and should be ordered in certain justifications. The SQ is measured in practice, but ineffective (Gilbert D. H., 1998). It is in the absence of support from operation staffs who are obliged to rely on themselves when it comes to resolving problems. For instance, incentives are in place to encourage reservation and front office staff to up-sell and cross-sell service/product (Cetina, Demirciftci, & Bilgihan, 2016). The purchase intention involves (González, Comesaña, & Brea, 2007) to measure customer satisfaction of hotel room rate strategy (Tabaku E. C., 2016). The

authorities help lessen the impact of disruptions from unattended hoteliers in operation and price policy (Choi, 2001). A full-service hotel may track ten to twenty different market segments in the transient and group markets (Steed & Gu, 2005), but the role of customer attitude is nearly impossible to replace.

The boom in digital marketing extends interactive business environments. It transfers the meaning of getting to know customer attitude. Its feature will attract customers to purchase/repurchase for greater loyalty to a hotel property (Hollebeek L. D., 2010). Customers can complain about the different rates due to discount policy of the hotel (Hanks, Cross, & Noland, 2002), and need the explanation from hoteliers (Choi & Mattila, 2004), or ask for a compensation claim against the hotel's rate policy (Price, Arnould, & Deibler, 1995). CA has a great source of changes in the firm's policies after a customer's voice. They may ask for apology and/or a refund for a complaint (Doorn J. , et al., 2010). Therefore, setting a hotel room rate strategy is not simply for being socially acceptable to every single use.

All in all, the existing knowledge supports the researcher to dig for more understanding of the online environment and room rate practices towards hotel' service quality. Therefore, customer attitude and customer satisfaction are attracting widespread interest due to their economic benefits. To increase hotel guests, the researcher identified factors affecting levels of satisfaction, attitude and loyalty through the quality of hotel service providers. Also, the mediating effect of customer satisfaction on service quality, customer attitude, and customer loyalty was accessed to highlight its significant role in the hotel setting.

### 3. RESEARCH MODEL & HYPOTHESES

#### 3.1 Research model

The results of previous studies were adapted in the path model (Fig. 3.1) which provides the knowledge of how to use the effects of online communication and room rate practices to improve customer satisfaction and attitude in the hotel setting. Accordingly, the online environment (i.e. guest reviews and hotel website) and hotel room rate strategy (i.e. setting for different prices for different guests in different booking channels) determine customer attitude, satisfaction, and loyalty towards the service quality of the hotel venue.

The below path model indicates the connections of predictors, outcome variables and mediators reflecting the literature and empirical findings. The proposed model comprises 9 constructs, as follows:

1. Guest online review (GOR) – Service quality (SQ)  
(GOR – guest feedback, management responses, and decision-making process)
2. Hotel website (HW) – Service quality (SQ)  
(HW – customer perception, information & interface, and trust)
3. Room rate strategy (RRS) – Service quality (SQ)  
(RRS – price fairness, revenue management, and purchase intention)
4. Service quality (SQ) – Customer attitude (CA)
5. Service quality (SQ) – Customer satisfaction (CS)
6. Service quality (SQ) – Customer loyalty (CL)
7. Customer satisfaction (CS) - Customer attitude (CA)
8. Customer satisfaction (CS) - Customer loyalty (CL)
9. Customer attitude (CA) - Customer loyalty (CL)

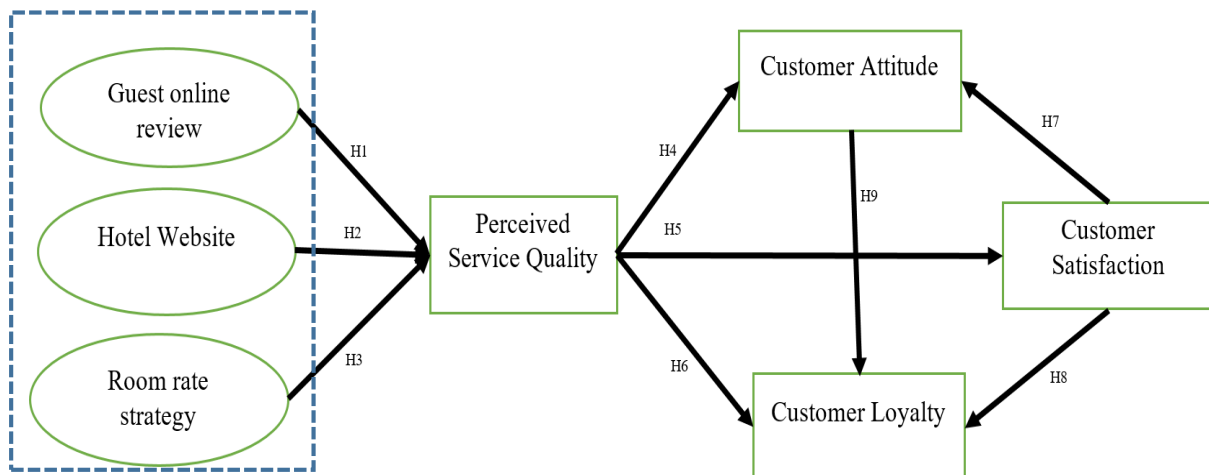


Figure 3.1 Conceptualization of the study

Source: developed by the author

### **3.2 Research hypotheses**

Based on the results collected from previous studies in Chapter 2, and the conceptual framework proposed in Section 3.1, the major hypotheses and sub hypotheses were developed and tested in this research as below:

H1: The guest online review affects service quality

- *H1a: The customer feedback affects service quality*
- *H1b: The management responses affect service quality*
- *H1c: The decision-making process affects service quality*

H2: The hotel website affects service quality

- *H2a: The customer perception of hotel website affects service quality*
- *H2b: The information and interface of hotel website affect service quality*
- *H2c: Trust affects service quality*

H3: The hotel room rate strategy affects service quality

- *H3a: The price fairness affects service quality*
- *H3b: The revenue management affects service quality*
- *H3c: The purchasing intention affects service quality*

H4: Service Quality affects Customer Attitude

H5: Service Quality affects Customer Satisfaction

H 6: Service Quality affects Customer Loyalty

H 7: Customer Satisfaction affects Customer Attitude

H 8: Customer Satisfaction affects Customer Loyalty

H 9: Customer Attitude affects Customer Loyalty

In this study, the researcher tested the impact on customer satisfaction and customer attitude towards service quality of luxury hotels, then examined the mediating effect of customer satisfaction between the link of service quality and customer attitude; and service quality and customer loyalty.

### **3.3 Theoretical lenses of the research**

The nature of this study is an exploratory and quantitative method. This needs a prior reviewing of variables, indicators, and measurements to design the research precisely. The theory of guest online review, hotel website, and room rate strategy made up the theoretical framework of this study.

#### *The Guest Online Review Theory*

The theory explores the influence of guest feedback on the various internet sites towards the perceived service quality of the hotel. Each online reviewer is such a key ‘subjective’ aspect of their degree of satisfaction in hotel service, including value to money, quality of sleep, and service overall (Radojecic, Stanistic, & Stanic,

2017). Any positive online review engages the key factor of service quality evaluation and customer satisfaction (Mauri & Minazzi, 2103). Furthermore, based on customers' previous feedback, customers are willing to pay to have that such a service (Fuentes E. , 2016). On the contrary, any negative comments caused by the unpleasant experience can hurt the hotel's reputation and customer's purchasing intention (Wei, Miao, & Huang, 2013). The more attention from management response towards the frequency, speed and length of responses, the more effective interaction with customers (Li, Peng, Jiang, & Law, 2017). From these perspectives, hotel management plays a crucial role to handle complication of online feedbacks to boost e-service quality to customers. Consequently, the association of customer satisfaction and attitude towards luxury hotels is looked through theoretical lenses of guest online reviews theory.

#### *The Hotel Website*

The growth of the Internet technology application has been used on hotel websites in hospitality and tourism management. The key function of a hotel website is an online marketing tool by using its content, interface, and consistency (Guizzardi, Porns, & Ranieri, 2017). The hotel websites impress customer perceived value on trust and price equality to attract potential customers, and the intention to revisit afterwards (Abdullah, Jarayaman, & Kamal, 2016). Therefore, if the customers are satisfied with the websites, they are eager to make the booking and recommend the website to others (Mauri & Minazzi, 2103), and in versus (Ladhari & Michaud, 2015). The theory of hotel websites, consequently, is associated with customer satisfaction and attitude on luxury hotels.

#### *The Room Rate Strategy*

Hotel managements conduct room rate strategy to maximize profit for the business. It is used to charge hotel guests with different rates, such as charging higher rates when market demand is high and lower rates to increase market demand when it is low. The room rates are different by various customer market segments, booking channels, pricing policies, promotional packages and membership programs to maximize customer loyalty level and sales revenue (Heo & Lee, 2011). As a result of the various room rate practice, customers who perceive a price as unfair may show their dissatisfaction behaviors (Heo & Lee, 2011) such as a negative attitude and/or switch to another hotel (Xia, et al., 2004). Hence, improper applications of revenue management principles might negatively impact customer satisfaction and intention for loyalty (Algeciras & Ballestero, 2017). The room rate strategy theory; therefore, engages in levels of customer satisfaction and attitude on luxury hotels.

### 3.4 Definition of variables

Definitions of key constructs and indicators are required to conceptualize and operationalize the research in Table 3.4.

*Table 3.4 Definitions of constructs and indicators*

Indicators	Definitions	Key references	Items
<b>Guest Online reviews</b>			
	<b>Customer feedback:</b> The degree of one' advice to indicate one' level of satisfaction with the perceived service quality at the hotel and one uses the Internet to share the experience with the hotel (13,14,15,16,18)	(Mauri & Minazzi, 2103), (Cheung & Thadani, 2012), (Fuentes E. , 2016)	<b>4</b>
	<b>Management responses:</b> The degree to which one believes that management responses will make the two-way communication possible, particularly when service-related complaints are expressed in online reviews by consumers (11)	(Li, Peng, Jiang, & Law, 2017)	<b>3</b>
	<b>Decision-making process:</b> The degree to which one believes that one' buying behavior is significantly affected by one's psychology and motivation; and previous positive ratings from other users. (9,10,12,17)	(Mauri & Minazzi, 2103), (Chan I. C., Lam, Chow, Fong, & Law, 2017), (Sirakaya & Woodside, 2005)	<b>4</b>
<b>Hotel website</b>			
	<b>Customer perception:</b> The degree of one' cognition of website quality is positively based on the features in a website that meet one' needs and impress the total excellence of that website and directly impact one' purchase intentions (22,24,27, 28)	(Abdullah, Jarayaman, & Kamal, 2016)	<b>3</b>
	<b>Information and Interface:</b> The degree of one' cognition of website quality is categorized as security, enjoyment, information quality, ease of use, and service quality (26,28)	(Guizzardi, Porns, & Ranieri, 2017)	<b>4</b>
	<b>Trust:</b> The degree to which one believes that hotels must establish trust relationships with their online consumers, thereby affecting the willingness of one to book rooms online (23,25,30, 31)	(Abdullah, Jarayaman, & Kamal, 2016), (Ladhari & Michaud, 2015)	<b>3</b>
<b>Room rate strategy</b>			
	<b>Price fairness:</b> The degree to which one believes that the information of how a price has been determined has a significant effect on perceptions of pricing fairness, and consequently, willingness to purchase (36, 38, 43)	(Ferguson J. L., 2014), (Xia, et al., 2004), (Heo & Lee, 2011)	<b>3</b>

<p><b>Revenue Management:</b> The degree to which one believes that Revenue management refers to selling perishable service products to the most profitable mix of customers to maximize revenue (34, 35,40, 42)</p>	<p>(Algeciras &amp; Ballestero, 2017)</p>	<p><b>6</b></p>
<p><b>Purchase Intention:</b> The degree to which one believes that booking intention is the willingness and tendency of one to participate in trading, which involves the evaluation of service quality and product information (37, 39, 41)</p>	<p>(Ferguson J. L., 2014), (Guizzardi, Porns, &amp; Ranieri, 2017), (Algeciras &amp; Ballestero, 2017)</p>	<p><b>3</b></p>

Source: developed by the author



## **4. RESEARCH METHODOLOGY**

### **4.1 Research procedure**

In an attempt to believe objective realities in the world, the researcher selected positivist research in this research strategy. Furthermore, the quantitative approach was conducted to identify knowledge on the base of purposes and existing issues. Creswell (2009) suggested that reality is generalized through theory testing and verified hypotheses without the author's beliefs and biases. The access cross-sectional data will allow the researcher to compare many different variables at the same time. In other words, it means the data will be collected from participants who complete the questionnaire over time without bias. The methodology selection is important due to guidance on how to conduct the research and may impact the quality of research results (Creswell, 2009).

The positivist research, it starts with the process of systematic and scientific research on a specific topic. Accordingly, the procedure follows as defining the research problem (from reality to previous theory perspectives), analyzing hypotheses (propose variables, constructs and path model), collecting data (create Pilot-study, edit and measure the validity of variables of the questionnaire), and generating conclusions (test the variables, measure the structural equation model (SEM) and some additional relationships among constructs).

Figure 4.1 presents an overview of the research process. The researcher first defines the research problem. The next step is the literature review to identify factors influencing customer attitude and customer satisfaction. The following step is to measure hotel guest's opinion of guest review online, hotel website and room rate strategy towards service quality in luxury hotel settings. Then, the researcher analyzes the research questions, hypotheses and path model. Lastly, the data are developed, assessed and answered.

The data were collected as a cross-sectional study by the International and domestic tourists through the online form and paper questionnaire after considering the arguments and concepts of this study. Some selected measurements were changed and/or excluded from the questionnaire to ensure they are suitable and reliable in the research context after accessing the Pilot test.

Further, the stratified sampling technique was used for this study. This served as exploratory research to find out some causal explanation features (Veal, 2006) using SPSS tool. The smart partial least squares (PLS) was used to assess the measurement model and a structural equation model. The purpose of using SPSS and PLS-SEM is clearly explained in part 4.4. Finally, a thesis was documented by the support of empirical findings of statistical analysis and discussions of theoretical background.

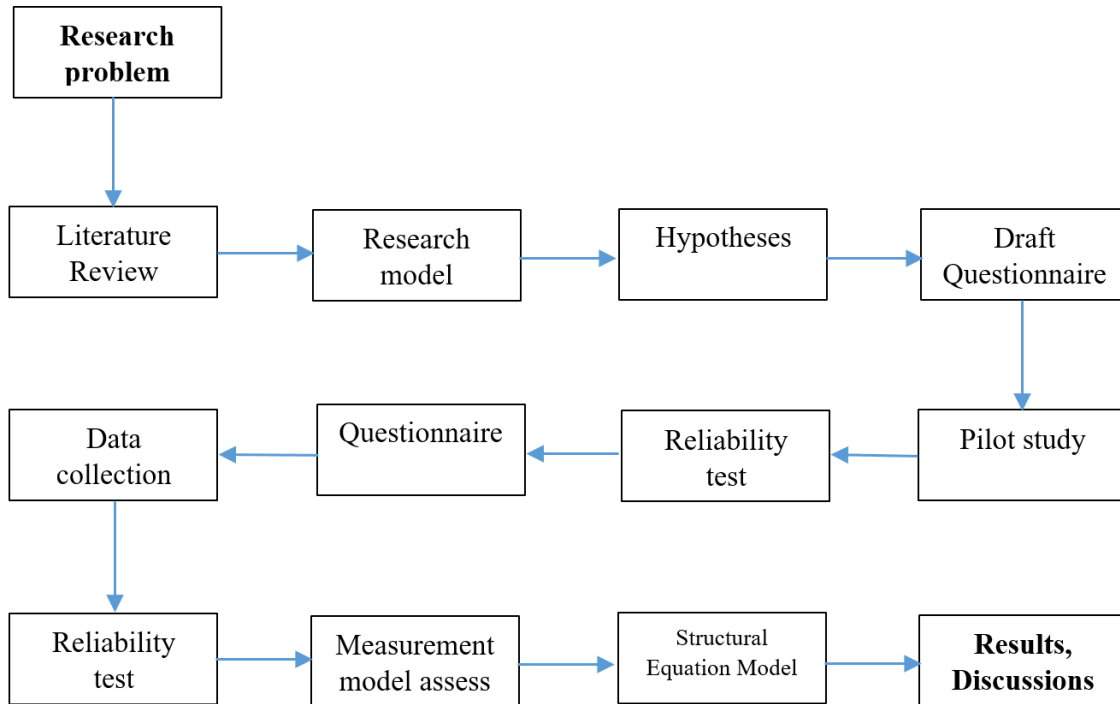


Figure 4.1. Research procedure

Source: developed by the author

## 4.2 Research sampling

A survey research was designed because of its common in the study of hotel, tourism and applied social research by numerous scholars in the world. It was used to collect information about how things are at a defined-phenomenon, so the researcher adopted a survey to achieve an acceptable standard of descriptive research in the cross-sectional data. It also enabled the researcher to examine a situation by determining important dimensions associated with a phenomenon such as respondents' satisfaction, attitudes, experiences, etc.

### 4.2.1 Demographic (N)

#### *The demographic context*

The sample framework of the study was in the luxury hotel settings in Vietnam (VN), which is the 66th largest country in the world since 331,210sq.km with a 3,260km coastline and a population of 95,261,021 inhabitants (at 15<sup>th</sup> to the world) (CIA, 2017). Hanoi in the North is the capital and the second-largest city with a population of over 1.4 million, after Ho Chi Minh City's figures at over 3.4 million. Vietnam tourism increasingly serves Domestic and International travelers who are keen on the beach, natural sightseeing, history, and culture. Currently, the International and domestic tourists to VN rose 15.5 million and 80 million tourists respectively (Vietnam Briefing, 2019). The total revenue from tourists was estimated at VND 700 trillion, approximately US\$400 million (Vietnam Briefing,

2019). The volume of markets was listed from the most to the least International visitors to VN as Asia, Europe, America, Oceania, and Africa (Vietnam tourism , 2019). Mainland Chinese as representative Asian visitors to VN was the majority in 2018 and traveled by air (23.9%) (PATA, 2019).

#### *The luxury hotel setting*

About hotel settings, the total of 391 luxury hotels/resorts (4-star and 5-star) in Vietnam included 261 4-star hotels with 33,764 rooms, 118 5-star hotels with 34,444 rooms, and 12 high-end resorts and apartments (VNAT, 2018). Whereas the 490 3-star hotels with 34,332 rooms were dominated by VN lodging services. The three main tourist destinations of VN are Ho Chi Minh City (HCMC) in the South, Hanoi in the North and Da Nang in the Central. Especially, the hotel sector in VN contributed more than US\$391million in revenues (VNAT, 2017) in which the luxury hotels and resort grew at 19% in total room revenue (CCIFV , 2018). The hotel industry; therefore, is growing healthily by International hotel groups, State companies, and local Joint Stock companies.

Throughout this paper, "luxury hotels" refers to 4 and 5-star hotels or resorts defined by the Vietnam National Administration of Tourism. The luxury hotels connect their customers with satisfying and delighting services. It is, therefore, expecting to serve hotel guests with personalized services (i.e. butler service, pick-up service with limousine, etc.), fancy public (i.e. fine-dining restaurant and bar within a hotel, health club, etc.), and a perfect in-room services with high-tech installation (i.e. roomy bedroom, attractive bathroom, etc.).

#### *The sampling' characteristics*

The particular customers of those luxury hotels are high-paying guests and in return, they expect to have high standards such as excellence in service, in rooms, in dining and everything else a good hotel offers (Trip savvy , 2019) despite the purposes of stay for business or leisure. They expect to be served like very important persons (VIPs) and, consequently, are straightforward to ask for higher requirements and/or ask for hotel' reimbursements for happening any troubles or complaints related to the quality of service or facility provided by hotels. However, it is sometimes nothing involved with hotel service/product, there are always those who find a reason to complain to the hotel to claim compensation, such as getting free of charge for the accommodation, discounting for service, upgrading to higher room standard/VIP type, etc. The reason may be caused by guests with an awful day, and a small situation simply became a big problem happening at the wrong place at the wrong time. Therefore, the hotels need to stay focused on dealing with guests, especially with guests' complaints such as follow-up or exceed guest expectations, provide proper training for the staff, keep an eye on the hotel website, respond to comments, do something with complaints, etc.

The sampling aims to draw the interest of representative participants from a large population (N). The sample's characteristics allow the author to understand, to generalize it as to represent the numbers of respondents in a population (Jennings, 2001). The predetermined attributes set up by the researcher consist of International and Vietnamese tourists who experienced service of luxury hotels within three regions of Vietnam.

#### **4.2.2 Sample size (n)**

Firstly, the sample framework employed randomly tourists on the online and offline platforms. Secondly, the researcher selected respondents who have experienced the service of luxury hotels, also, it would be ideal participants for being trained/worked in the hotel and tourism industry. The stratified random sampling technique employed to select appropriate tourists for the respective sample strictly. Next, the sample size normally recommended for the standard of 95 percent confidence level and a 5 percent margin of error. Finally, according to the sample size of Krejcie and Morgan (1970) and Hair et al. (2010), if the population is above one million sample units or/and the population is unknown, the appropriate sample size (n) will be from 300 to 384 respondents respectively. The formula arrives at this figure as below:

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

Where:

S = Required Sample size

X = Z value (e.g. 1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%))

d = Degree of accuracy (5%), expressed as a proportion (.05); It is a margin of error

### **4.3 Research approach**

The questionnaire was initially developed in English. The English version was delivered to International travelers. Then, it was translated into Vietnamese for Vietnamese respondents and been reviewed by English expertise. The data were translated into English (back-to-back translation) for coding and analysis afterward. The translation was reminded of trying to maintain the meaning of the scale items as close as possible to the English items. Subsequently, the researcher assessed the final translated version to make sure that the meaning of scale items is equivalent to its English version.

#### **4.3.1 Data collection – online form**

The online questionnaire was made by Google forms to allow the researcher to track and remind responses. This approach took a respondent from 7 to 10 minutes to fill the form. The researcher used the personal Facebook account and e-mail invitation to send Vietnamese link to Vietnam tourists. The English link was sent

to foreign tourists who are friends on social media and co-workers. All the compulsory questions were asked to complete by this online form to avoid missing data. Sometimes, when facing the respondents, they preferred to use the online form available on the researcher's mobile devices to substitute for the manual one.

#### **4.3.2 Data collection – offline form**

Regarding the offline platform, the researcher asked tourists' permission to help complete the survey. For convenience, this face-to-face technique consumed from 10 to 15 minutes of meeting Vietnamese and International hotel guests. At first, the front desk staff in two 4-star hotels in HCMC assisted the researcher to observe and collect data from in-house guests who were sitting relaxed at the lobby or informing leave for their homes. Next, the researcher got answers from applicants who were relaxing in the park or drinking coffee/beer at the downtown center of HCMC, Hanoi, and Quang Binh and Da Nang (middle). Furthermore, following the one-day Mekong delta boat tour which is one of the best places to visit in the South of VN, enabled the researcher and tour guide to ask for tourists' responses when they were waiting for the coming boats. The researcher also collected data from a few International passengers who were free at the airport boarding gate for their destinations. For time constraint, the online questionnaire was filled by the respondent's Facebook account.

#### **4.4 SPSS analysis tool**

The administration of quantitative data started in parallel with questionnaire distribution. All responses to questions were tabulated based on the sequence number given in the questionnaire. After the tabulation of all questionnaires, central editing on the tabulation sheet took place to find out and errors and missing data. The normality of each variable (independent, dependent and intervening) was tested using statistical tests. This model facilitated to identify levels of CA and CS on the factors of perceived service quality of luxury hotels/resorts.

The IBM SPSS (v.22) was used to analyze the data. The descriptive statistic was used to access participants' demographic characteristics when experience on guest reviews, hotel website, and room rate strategy. The Standard Deviation and the Variance helped the researcher measure how spread apart our data is to examine the importance level of each attribute in the study. Each factor was calculated the Cronbach's Alpha Coefficient value ( $>0.7$ ) to measure the internal consistency i.e. reliability of the measuring instrument of the questionnaire (Hair J. A., 1998), (Sekaran & Bougie, 2010). The statistic was followed by Kaiser Meyer Olkin (KMO) Bartlett's test of Sphericity to measure the validity of the questionnaire. The KMO statistic is ranged from 0 to 1, indicating the degrees to which each variable in a set is predicted without error by the other variables. Hair et al. suggested that accepting a value of 0.5 or more values between 0.5 and 0.7 are mediocre, and values between 0.7 and 0.8 are good (Hair J. B., 2006). To measure

whether the correlation matrix has significant correlations among at least some variables, the statistical probability was analyzed by Bartlett's test. The factor analysis to work on some relationships between variables was in need. Thus, a significant Bartlett's test was required, says  $p < 0.05$ .

#### **4.5 Smart PLS-SEM analysis tool**

SEM was followed to assess the overall fit of a model and test the structural model altogether (Gefen, Straub, & Boudreau, 2000). It was used to hypothesize structural linkages among variables and its respective measurements (i.e. direct and indirect relationships between one or more independent latent variables (LVs) and one or more dependent LVs (Gefen et al., 2000), and mediating effect between variables). It was such a principle statistical tool of hypotheses testing with hierarchical regression analysis based on previous theoretical and measurement assumptions of empirical data (Chin, 2010). PLS-SEM was chosen by many scholars applying the method to estimate the structural model (Henseler, Ringle, & Sinkovics, 2009). It was considered substituting PLS-SEM for CB-SEM when there is a test theoretically linear and causal model to exam relationships among variables of interest to give priority factors for achieving better customer satisfaction. Moreover, the unobserved variables can be used in SEM to tackle business problems. PLS-SEM; therefore, was suitable to use for this study.

The Smart PLS-SEM (v.2) was used to estimate the relationships between the residuals and then assess their impacts on the model. It was inclined to this study measuring the correlations based on prior theoretical knowledge. The PLS-SEM was a family of PLS algorithm. It extended the principal component and correlation analysis (Henseler, Ringle, & Sinkovics, 2009). The path model was defined as developing two sets of linear equations as the measurement model and the structural model. The PLS-SEM was a sequence of regressions of weight vectors. The PLS algorithm associated the below stages:

##### **4.5.1 Internal consistency**

Using PLS-SEM, internal consistency was tested by composite reliability (CR) (Chin, 1998). Its reliability was considered significant when the value is from above 0.7, otherwise, the value is below 0.6 indicating unreliability (Nunnally & Bernstein, 1994). The reliability of the construct was independent and separately calculated from other constructs. The bootstrapping was run to test the significance of the indicator loading as a re-sampling method (5000 re-samples). The indicator loading was significant when it is from above 0.05 level and the loading is greater than 0.7 indicating the indicator's variance of LV takes at least 50 percent of the loading (Chin, 1998).

##### **4.5.2 Convergent validity**

Convergent validity was used to measure different constructs (Urbach & Ahlemann, 2010). It could be evaluated using the value of the average variance

extracted (AVE). According to Fornell and Larcker (1981), convergent validity is sufficient when it achieves the AVE value at least 0.5.

#### **4.5.3 Discriminant validity**

Discriminant validity was used to differ the construct measurements. In PLS, cross-loading and Fornell-Larcker's criterion were commonly used for the measurement of discriminant validity (Fornell & Larcker, 1981). Accordingly, the Hetero trait - Hetero method (HTMT) was applied, it was as an estimate of the correlation between the constructs based on average of HTMT correlation as suggested by Henseler et al. (2015). The ratio of HTMT needs to be smaller than 0.9 (95% confident interval) and the HTMT values are different from 1. Therefore, the AVE of each variable should be greater than the variable's highest squares correlation with any other variable.

#### **4.5.4 Evaluation of structural model**

The structural model was validated to evaluate whether the hypotheses developed are supported by the data (Urbach & Ahlemann, 2010) after the successfully assessing of the measurement model. In PLS, a structural model could be evaluated using co-linearity assessment, path coefficients, coefficient of determination ( $R^2$  value), effect size  $f^2$ , blindfolding and predictive relevance  $Q^2$  and effect size  $q^2$

The first important criterion for assessing the PLS structural model was to evaluate each endogenous LV's coefficient of determination ( $R^2$ ).  $R^2$  measured the relationship of an LV's explained variance of its total variance. A value of  $R^2$  around 0.67 was considered substantial, values around 0.333 are average and values of 0.19 and lower are considered weak (Chin, 1998). Next, the co-linearity arose when 2 indicators are highly correlated. Co-linearity among LVs were assessed through Variance Inflated Factor (VIF). Hair et al. (2011) mentioned the threshold value of  $3 \leq VIF \leq 5$  indicates a potential co-linearity problem.

Based on Huber et al. (2007), once the bootstrapping procedure was completed, it evaluated the T-Statistics to see if the path coefficients of the inner model are significant or not. The critical t-value is 1.65 for a significance level of 10%, and 2.57 for a significance level of 1% (all two-tailed). The effect size ( $f^2$ ) was assessed to observe the effect of each exogenous construct (independent variable) on the endogenous construct (dependent variable). Furthermore, Cohen (1998) suggested effect size of 0.02, 0.15, and 0.35 indicates small, medium, and large effect, respectively.

For evaluating the magnitude of  $R^2$  values such a criterion of predictive accuracy, Stone Geisser's  $Q^2$  value was suggested to apply (Geisser, 1974; Stone, 1974). The Blindfolding procedure was assessed to measure the  $Q^2$  value for a distance D value between 5 and 10. If  $Q^2$  value is bigger than 0 indicating the model has predictive relevance of dependent variable and in contrast.

Lastly, the effect size  $q^2$  allowed assessing the contribution of an independent variable contribution to a dependent variable's  $Q^2$  value. If the predictive relevance  $q^2$  value is at 0.02, 0.15 and 0.35 indicating independent variable has a small, medium and large predictive relevance for a certain dependent variable respectively.

**Effect size  $q^2$  equation=  $(Q^2_{\text{included}} - q^2_{\text{excluded}})/(1-Q^2_{\text{included}})$**

PLS algorithms were accessed to measure loading levels, weights, path coefficients and bootstrapping (5000 re-samples) to determine whether the proposed hypotheses significant at certain levels. The measurement model and structural model were established to ensure the validity of structural relationships in the model (Anderson & Gerbing, 1988).

#### **4.6 Mediating relationship**

The mediating relationship was tested when a mediating factor as a third variable that affects the relations between the independent (predictor) and dependent (outcome) variables (Baron & Kenny, 1986). It happens when there is (1) a significant relationship between the predictor and the outcome; (2) the predictor acts as a mediator; (3) the mediating effects the outcome variable; and (4) the indirect effect (total effect when a mediator is involved) is smaller than the direct effect (without the mediating relationship). If the path value of the indirect effect is equal to zero, it is a full mediation. If the path value of the indirect effect is smaller compared to the direct effect, it is a partial mediation. Accordingly, there is a mediator variable when those guidelines are met (Kenny, Kashy, & Bolger, 1998). Again, the bootstrapping output was assessed to evaluate the significance of the mediating effect. The significant effect between the two variables was decided based on the Z-value. The Z value for 95% confidence is  $Z=1.96$ , and value for 90% confidence is  $Z=1.65$ . Figure 4.6 presents the mediator model adapted from Preacher & Leonardelli (2001) with an illustration of mediation a, b, and c' are path coefficients. And the mediation effect was tested by Sobel's test. The Sobel test is basically a specialized t-test that provides a method to determine whether the reduction in the effect of the independent variable, after including the mediator in the model, is a significant reduction and therefore whether the mediation effect is statistically significant.



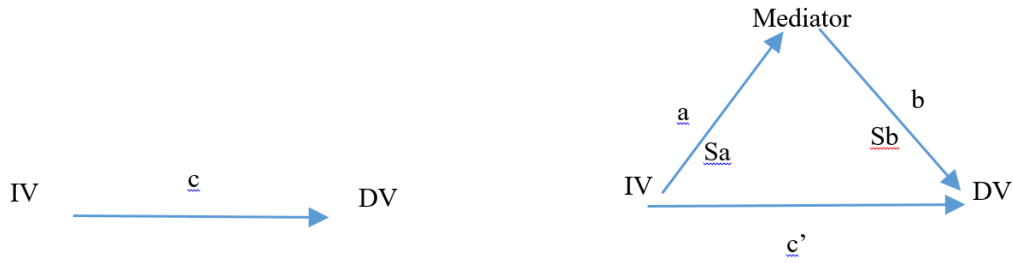


Figure 4.6 Mediator model adapted from Preacher & Leonardelli (2001)

Description of numbers is followed as

a = raw (unstandardized) regression coefficient for the association between IV and mediator.

Sa = standard error of a.

b = raw coefficient for the connection between the mediator and the DV (when the IV is also a predictor of the DV).

Sb = standard error of b.

Sobel' test equation:  $Z\text{-value} = \frac{a*b}{\sqrt{b^2*Sa^2 + a^2*Sb^2}}$

#### 4.7 Instrument development

Based on the prospect research objectives in Chapter 1 and the literature review in Chapter 2, the questionnaire was prepared with four sections. All items of the questionnaire were measured by using seven-point Likert scale statistical measures (1. Strongly Disagree, 2. Moderately Disagree, 3. Disagree, 4. Neutral, 5. Agree, 6. Moderately Agree, 7. Strongly Agree). Table 4.7 shows the measurements of all variables.

Table 4.7. The measurements in the questionnaire

Code	Statements	Key references
<b>Overall customer cognition of guest online reviews towards luxury hotels</b>		
<b>Guest Online Feedback</b>		
OF1	The guest online feedback is reliable	(Cheung & Thadani, 2012)
OF2	I can hurt the hotel's reputation if I get unpleasant experiences	(Wei, Miao, & Huang, 2013)
OF3	I can revenge the hotel's reputation if I get unpleasant experiences	(Wei, Miao, & Huang, 2013)
OF4	The price I paid was too high due to booking at a hotel based on the hotel star rating and scores awarded by former customers	(Fuentes E. , 2016)
<b>Hotel Management Response</b>		
MR1	The hoteliers promptly response on guest comments online	(Li, Peng, Jiang, & Law, 2017)
MR2	The hoteliers frequently response to guest comments online	
MR3	The hoteliers' response is clear and effective communication to engage customers	
<b>Decision Making</b>		
<b>Key references</b>		

DM1	I decide to make room booking with the hotel because of the guest positive online reviews	(Mauri & Minazzi, 2103)
DM2	The higher booking intentions result if the list is published on a well-known online travel community (i.e. TripAdvisor)	(Casalóa V. L., Flaviána, Guinalúa, & Ekincib, 2015)
DM3	The online rating lists are more useful and credible when published by the well-known online travel community	
DM4	Online review valence significantly affects hotel booking intention	(Chan I. C., Lam, Chow, Fong, & Law, 2017)
<b>Part 2. Overall customer cognition towards luxury hotel websites</b>		
	<b>Customer perception of hotel website</b>	<b>Key references</b>
CP1	The hotel website quality meets my needs and demands	
CP2	The hotel website quality is positively based on the excellence features of that website	(Abdullah, Jarayaman, & Kamal, 2016)
CP3	My perception of hotel website quality could impact on my attitude at first interaction with a website	(Jiang Z. , Wang, Tan, & Yu, 2016)
	<b>Information and Interface</b>	<b>Key references</b>
II1	The hotel website quality is safe	(Dolatabadi & Pool, 2013)
II2	The hotel website quality is enjoyment	(Abdullah, Jarayaman, & Kamal, 2016)
II3	The hotel website quality is information quality	
II4	The hotel website quality is ease of use	(Hasanov & Khalid, 2015)
	<b>Trust</b>	<b>Key references</b>
T1	The hotel website must establish reliable relationships with their online consumers	(Ladhari & Michaud, 2015)
T2	I'm confident in the hotel website's reliability and dependability	(Everard & Galletta, 2014)
T3	I consider taking risk of booking on the hotel website	(Mukherjee & Nath, 2007)
<b>Part 3: Overall customer cognition towards Room Rate Strategy on luxury hotels</b>		
	<b>Price fairness</b>	<b>Key references</b>
PF1	My perceptions of pricing fairness affects the price of product/service	(Ferguson J. , 2014)
PF2	My purchase intention affects the price of product/service	
PF3	If I perceived a price as unfair experience, I would occur negative attitudes toward the providers	(Xia, et al., 2004)
PF4	Costs, demand, competition, and distribution channels are taken into my consideration in pricing	
	<b>Revenue Management</b>	<b>Key references</b>
RM1	The revenue management refers to selling perishable service products to the most profitable mix of customers (i.e. rooms at the hotel) to maximize hotel revenue	(Algeciras & Ballester, 2017)

RM2	I prefer to favorable prices to purchase at off times	(Kimes & Wirtz, 2013)
RM3	I'm willing to pay a higher price than normal times to purchase at peak times	
RM4	The discounted room rates are subject to compliance with pre-established requirements	
RM5	The updated information is at hand on the number of rooms available	(Algeciras & Ballester, 2017)
RM6	Room rates can be changed simultaneously in all channels	
	<b>Purchase Intention</b>	
PI1	The room booking intention is the willingness and tendency of one to participate in trading	(Ferguson J. , 2014)
PI2	The hoteliers can offer offline room rates compared to the expected last-minute prices	(Guizzardi, Porns, & Ranieri, 2017)
PI3	Improper application of Revenue Management principles might negatively impact consumer intention for loyalty	(Algeciras & Ballester, 2017)
	<b>Overall Service Quality</b>	<b>Key references</b>
SQ1	A guest review online can evaluate service quality	(Mauri & Minazzi, 2103)
SQ2	I can use the hotel stars as a tool to choose a hotel with a willingness to pay for service/product	(Ogut & Tas, 2012)
SQ3	Online service of the hotel is useful and effective	(Bai, Law, & Wen, 2008)
SQ4	The hotel reservation and/or front office staffs can promote up-sell and cross-sell service/product	(Cetina, Demirciftci, & Bilgihan, 2016)
SQ5	My intention to book a room at a hotel involves the evaluation of service quality	(González, Comesaña, & Brea, 2007)
	<b>Customer Satisfaction (CS)</b>	
CS1	Guest online reviews affect my booking at a hotel	(Mauri & Minazzi, 2103)
CS2	The hotel management responses on the guest's online comments affect my satisfaction	(Li, Peng, Jiang, & Law, 2017)
CS3	I keep booking a room on the hotel website	(Hung C. L., 2017)
CS4	I am engaged with the online service of the hotel	(Zhao, Xu, & Wang, 2018).
CS5	I am satisfied with the hotel room rate strategy	(Barreda A. , Bilgihan, Nusair, & Okumus, 2016)
CS6	I will expect the offline or direct rates from hotel in the future	(Yang & Leung, 2018)
	<b>Consumer Attitude (CA)</b>	
CA1	I buy product/service on the hotel website	(Doorn J. , et al., 2010)
CA2	I recommend the hotel website to others	(Wang L. , Lawa, Guillet, Hung, & Fong, 2015)

CA3	I complain about the different rates and require the hotel management's explanation	(Hanks, Cross, & Noland, 2002), (Choi & Mattila, 2004)
CA4	I'll make positive comments online if I am satisfied with service quality at the hotel	(Alexandris, Dimitriadis, & Markata, 2002)
CA5	I'll ask for a refund if I am not satisfied with service quality at the hotel	(Sparks & Kennedy, 2001)
CA6	I'll switch to hotel's competitor if I'm experienced with unfair prices	(Keaveney, 1995), (Voss, Parasuraman, & Grewal, 1998)
	<b>Consumer Loyalty (CL)</b>	<b>Key references</b>
CL1	I'm willing to pay more for a booking at a hotel based on hotel star rating and scores awarded by former customers	(Ogut & Tas, 2012)
CL2	I'll make the booking with the hotel' price policy in the future	(Fuentes E. , 2016)
CL3	I trust and book the room on the hotel website	(Harrigan P. , Evers, Miles, & Daly, 2017)
CL4	To improve my relationship, the hotel can offer offline fares comparable to the expected last-minute prices.	(Yang & Leung, 2018)

Source: developed by the author

#### 4.8 Pilot-test on the questionnaire

The research's issue went with an analytical study through data analysis. The topic of interest at first was involved in short interviews with five experts who are General Managers and Managers in 3-star, 4-star, and 5-star hotels. Moreover, a Pilot-test was followed after conducting previous studies to identify existing theory and tested questionnaire design. This technique was used to ensure the content validity of the questions such as reliability (consistency from one measurement to the next) and validity (the accurate measurement of the concept). Therefore, the researcher conducted a pilot study to minimize unnecessary effort from the participants, as well as the dissipation of research resources. The information of the pilot test was collected from 2017 December to 2018 March. Those questions as below were used to identify stratified respondents before entering the next sections:

*“1. Provide the name(s) of any 4-star or 5-star hotels/resorts you have stayed in Vietnam for the past 12 months.*

*2. In your opinion, during the cycle of service (pre-arrival, arrival, occupancy and departure) which factors affect service quality? List in order of the most important to lower*

*3. You have experienced the service, what would you do in response to the levels of your satisfaction with hotel service quality? List in order of the most important to lower”*

The answer to the first-question was compulsory to let respondents go further with the survey. The three expected dimensions were followed and ended with the respondent's information as the last section. Some incomplete set of answers were

eliminated, only 59/70 complete questionnaires (84%) were eligible for data analysis (Viechtbauer, et al., 2015). Accordingly, the information was coded by Excel and analyzed for the pilot test. The data were run and modified by SPSS (v.22) to assess the consistency of constructs.

The pilot test remarked the researcher’s theoretical exploration of customer satisfaction and customer attitude. The respondents were aged from 18 to 45 years old, females (38) and males (21). The approximate frequency of daily internet use included <4 hours (14), from 4-8 hours (25) and above 8 hours (20) with  $p < 0.05$

The qualitative data on the questionnaire were collected from open-questions and coded on Excel. Those structured open-questions requested for key points in short answers for hotel’s service quality on the respondents’ satisfaction and attitude. The data were coded based on the initial research framework regarding the topic and sub-topics. The relating codes were established and combined to conduct the findings of prior researches. This newbie findings captured a clearer picture of the coming steps to collect and analyze data for the research. The results showed the main indicators of service quality for hotel guests on satisfaction were hotel room rate (34.82%) staff attitude (21.43%), guest reviews (16.7%), hotel service in general (14.29%), and hotel website (13.39%). Regarding the customer attitude, the results presented respondents in this study react to service quality on upscale hotels as follows: “*self-protection*” (35.29%); “*revenge*” (23.35%); “*repurchase*” (14.12%); and “*return*” to use the service (16.47%).

About the quantitative data of the questionnaire, the findings of the analysis subsequently merged within the interpretation of the results. Descriptive analysis, CrA, and KMO carried the impact of service quality, then influenced the degree of CA, CS, and CL. To counter for the accuracy of data, the author coded and checked the processing with SPSS. Table 4.8 shows the significance of the value of attributes with CrA’s value is at 0.7. Only the CrA’s value of guest online feedback was editable at 0.768 after excluding OF1 due to the corrected item-total correlation  $< 0.3$  (0.239). The EFA with KMO of independent variables was at 0.678 and dependent variables at 0.829. Therefore, all items were acceptable ( $> 0.5$ ) and Sig.:0.000 ( $p < 0.0005$ ).

Table 4.8. The value of attributes of Pilot test

Guest online review		Mean	Std.	CrA	KMO	Notes
Guest online feedback	OF1	5.83	0.854	0.768	0.678	exclude OF1 (Total correlation= 0.239<0.3)
	OF2	5.32	1.09			
	OF3	5.32	1.166			
	OF4	5.27	0.906			
Management response	MR1	4.86	1.444	0.904		Independent variables
	MR2	4.73	1.606			

	MR3	5.24	1.535				
Decision making	DM1	5.9	0.781	0.874			
	DM2	5.9	1.155				
	DM3	6.07	0.907				
	DM4	5.97	0.999				
<b>Hotel website</b>		<b>Mean</b>	<b>Std.</b>	<b>CrA</b>	<b>KMO</b>	<b>Notes</b>	
Customer perception	CP1	5.59	1.366	0.828	0.829	Independent variables	
	CP2	5.47	1.165				
	CP3	5.85	1.08				
Information & Interface	II1	5.63	1.388	0.918	0.829	Independent variables	
	II2	6	1.16				
	II3	6.02	1.345				
	II4	6.08	1.236				
Trust	T1	6.05	1.265	0.884			
	T2	5.93	1.143				
	T3	6.02	1.122				
<b>Room rate strategy</b>		<b>Mean</b>	<b>Std.</b>	<b>CrA</b>	<b>KMO</b>	<b>Notes</b>	
Price fairness	PF1	6.24	0.916	0.851	0.745	Independent variables	
	PF2	6.22	0.892				
	PF3	5.86	1.332				
	PF4	6.07	0.998				
Revenue management	RM1	5.15	1.257	0.8	0.745	Independent variables	
	RM2	5.83	1.117				
	RM3	5.49	1.265				
	RM4	5.8	0.996				
	RM5	5.93	1.015				
	RM6	5.68	1.252				
Purchase intention	PI1	5.9	0.885	0.667			
	PI2	5.85	1.031				
	PI3	6.2	0.783				
<b>Overall</b>			<b>Mean</b>	<b>Std.</b>	<b>CrA</b>	<b>KMO</b>	<b>Notes</b>
Service quality	SQ1	5.83	1.262	0.733	0.695	Dependent variables	
	SQ2	5.81	1.09				
	SQ3	4.36	1.483				
	SQ4	5.46	1.406				

	SQ5	4.63	1.68		
Customer attitude	CA1	4.98	1.548	0.741	
	CA2	5.44	1.5		
	CA3	5.19	1.456		
	CA4	5.46	1.006		
	CA5	4.9	1.045		
	CA6	4.29	1.543		
Customer loyalty	CL1	5.8	1.013	0.77	
	CL2	5.75	1.076		
	CL3	5.68	1.105		
	CL4	5.37	1.202		
Customer satisfaction	CS1	5.08	1.236	0.89	
	CS2	5.12	0.93		
	CS3	5.42	1.148		
	CS4	4.98	1.371		
	CS5	5.22	1.204		
	CS6	5.46	1.208		

Source: developed by the author

Subsequently, the suggestions and recommendations for modification were taken into account for the last version of the questionnaire. Also, the researcher narrowed down the Likert scale to 5 options to shorten the time and effort for respondents (*1. Strongly Disagree, 2. Disagree, 3. Neutral, 4. Agree, 5. Strongly Agree*) (see Appendix).

## 5. RESULTS

### 5.1 Descriptive statistic of respondents

SPSS was carried out to analyze the data. Regarding the section of personal information, it explored the gender, range of age, internet usage time, educational background, monthly income, working experience, etc. of the respondents.

#### 5.1.1 The characteristics of respondents

A modified questionnaire delivered to a total of 421 replies with the response rate was 91.6%. The excluded samples were incomplete or answered with all ‘strongly agree/disagree’ in the questionnaire. The final survey version was collected from June 2018 to March 2019 in three main destination cities of Vietnam (HCMC, Hanoi, and Middle). Table 5.1.1 shows the respondents' demographic. The results presented the respondents were aged from above 18 to 45 years olds. 79.4% of applicants were young from 18 to 35 years old. Females were the majority of the study (61.7%). The approximate frequency of their daily internet use included <4 hours (21.8%), from 4-8 hours (44%) and above 8 hours (34.2%). Especially, the applicants were experienced and trained in the hotel and tourism industry at 55.7% from positions of Staff, Supervisor, Manager and General Manager (44%, 14.8%, 19.9%, and 1.8% respectively). Therefore, they are strict and higher expectation from the value of service quality. The respondents mostly worked from above 5 years experienced at 61.7%. The personal income monthly from above US\$500 was 75.1% enable respondents to use service from luxury hotels. The continent regions of respondents were from Asian, American, Australian, European and African at 73.52%, 12.77%, 6.54%, 4.05%, and 3.12% respectively.

Vietnam Investment Review reported that 4.1 million Chinese tourists were taken over a total of 7.9 million international tourists to Vietnam in the half-year of 2018 (VNA, 2018). To expand the other International batch of tourists to VN, the Government implemented the e-visa system and exempted visa requirements for European tourists such as France, Germany, United Kingdom, Italy, and Spain who are staying for less than 15 days. They also extended the day-off, promoted festivals and events to the Domestic travelers. So, despite the purposes of leisure or business trip, the numbers of both local people (domestic tourists) and foreigners (inbound tourists) are gradually increasing. Additionally, an increase in income of domestic travelers enhances more chances for them to use the service of luxury hotels.

*Table 5.1.1 The demographics of respondents*

<b>Descriptions</b>	<b>n=386</b>	<b>%</b>
<b>Gender</b>		
Female	238	61.7
Male	148	38.3



<b>Age bracket</b>		
18-25	100	25.9
26-35	168	43.5
36-45	104	26.9
>45	14	3.6
<b>Daily Internet usage</b>		
<4hrs	84	21.8
4-8hrs	170	44.0
>8hrs	132	34.2
<b>Current occupation</b>		
The staff of hotel/tourism establishment	100	25.9
Freelancer	17	4.4
Lecturer in hotel and tourism management	115	29.8
Office staff	69	17.9
Businessman	17	4.4
Other	68	17.6
<b>Working experience</b>		
<1 year	38	9.8
1-3 years	75	19.4
3-5 years	35	9.1
5-10 years	111	28.8
>10 years	127	32.9
<b>Work in hotel and tourism business</b>		
0 days	90	23.3
<1 year	121	31.3
1-3 years	80	20.7
3-5 years	35	9.1
5-10 years	31	8.0
>10 years	29	7.5
<b>Hotel/Tourism working position</b>		
None	75	19.4
Staff	170	44.0
Supervisor	57	14.8
Manager	77	19.9
General Manager	7	1.8
<b>Personal monthly income</b>		
<\$500	96	24.9
\$500-\$1000	156	40.4
\$1000-\$1500	61	15.8

\$1500-\$2000	35	9.1
>\$2000	38	9.8
<b>Education</b>		
Vocational College	28	7.3
Bachelor Degree	138	35.8
Post Graduate	220	57.0
<b>Awareness of the room rate differences</b>		
Yes	334	86.5
No	52	13.5
<b>Booking intention on the hotel website</b>		
Yes	239	61.9
No	147	38.1

Source: The results of descriptive analysis from SPSS tool

### 5.1.2 The association of online communication on respondents

#### *On the OTA booking channels*

The accommodation industry grows with tourism progress. On the OTAs booking channel, the popularity of the OTA websites was shown in Table 5.1.2.1 indicating that the majority of the OTA website which foster customer experience and room revenue for the hotel was Agoda site (31%). The Booking and Traveloka sites were followed at 23% and 16%, respectively. The other choices of booking on OTAs sites were TripAdvisor, Expedia, Trivago, Kayak, and Orbitz. These OTAs sites did not only provide more channels for room bookers, but also expanded them to substitute hotel venues for cruises, guesthouses, and other types of lodging service.

*Table 5.1.2.1 The popularity of the OTA websites*

Description	n=386	%
<b>1. The popularity of the OTA websites</b>		
Agoda	120	<b>31%</b>
Booking	89	<b>23%</b>
Traveloka	63	<b>16%</b>
TripAdvisor	42	<b>11%</b>
Expedia	35	9%
Trivago	25	6%
Kayak	6	2%
Orbitz	4	1%
<b>2. Number of room bookings via websites of OTAs</b>		
1 time	35	9%
2 times	40	<b>10%</b>
3 times	39	<b>10%</b>
4 times	26	7%
5 times	40	<b>10%</b>
6 times	26	7%

7 times	15	4%
9 times	19	5%
10 times	36	9%
>10 times	43	<b>11%</b>
15 times	19	5%
>15 times	15	4%

Source: developed by the author

The users have enormous deals for booking on the OTAs site such a one-stop-shop (Liu & Zhang, 2014). For convenience, young travelers referred to this site without any considerations for loyalty. The Table 5.1.2.1 also shows the number of booking on OTA websites of online hotel bookers. The three top numbers of booking on OTA websites are >10 times, 5 times, and 10 times at 11%, 10%, and 10%, respectively. The reasons to book rooms on OTA were displayed in Table 5.1.2.2. There were many motivations for choosing OTAs as its *convenience, attending of guest online reviews, and supporting of cheap prices* at 13%, 11%, and 6%, respectively.

*Table 5.1.2.2 Reasons to book rooms on the OTAs websites*

<b>Reasons to book rooms on the OTAs websites</b>	<b>n=386</b>	<b>%</b>
Convenient booking method	51	<b>13%</b>
Can see former guests' online reviews	42	<b>11%</b>
Cheap prices	24	<b>6%</b>
Fast procedure	23	<b>6%</b>
Acceptable price	22	<b>6%</b>
Better offer rates than on hotel website or direct booking	21	5%
Prices can easily compare among hotels at the same time	19	5%
Enormous references of hotels, rooms, services	18	5%
Flexible booking way	16	4%
Best price	16	4%
Saving booking time	15	4%
Price competitiveness	14	4%
Easy searching for various criteria (budget, star rating, a destination location, room types)	13	3%
Faster booking procedure than on hotel website	12	3%
Many choices	11	3%
Full of information	11	3%
Fast confirmation	10	3%
Hotel and room photos are visual	10	3%
More benefits for members	8	2%
The room booking fee can be paid upon check-in at the hotel	7	2%
Free cancellation	6	2%
Trusted website	6	2%
The offer is easily matching	4	1%
No need to move from home	4	1%

Manageable booking	2	1%
Recommendation of my friends/others	1	0%

Source: developed by the author

*On the hotel website channels*

Table 5.1.2.3 reflects the motivations of respondents for reserving a room on the website of the hotel. The complication may arise when 43 samples (consumed 11% of the total 386 respondents) refused to take a room available on the hotel websites. To account for this action, Ahmad and Sun (2018) explained mistrust or lack of interest in the booking function of the hotel website. The contributing motivators of *nice images, ease and functional interface, and offered more benefits* were the top options for booking directly through the hotel website at 11%, 9%, and 8%, respectively. However, there was only 61.9% of respondents go on with booking intention on the hotel website. To counter this out-turn, the hotel management must exert pressure on the Sale and Marketing department to tighten direct-booking campaigns encouraging loyalty signups. For example, to increase numbers of direct booking with hotels and to attract members with discounted rates, leading hotels launched marketing campaigns such as Marriott with “*it pays to book direct*“, Hilton with “*stop clicking around*“, while Hyatt with 10% discount for Hyatt Gold Passport members (Howe, 2017). Particularly, this can avoid 15% to 30% of the booking value as commissions charged by OTAs (Clampet, 2016).

*Table 5.1.2.3. Reasons to book rooms on hotel websites*

<b>Reasons to book rooms on hotel websites</b>	<b>n=386</b>	<b>%</b>
Never book a room on hotel websites	43	<b>11%</b>
Nice images	41	<b>11%</b>
Ease and functional interface	36	<b>9%</b>
Booking directly via hotel website to be offered more benefits	30	<b>8%</b>
Can save scores awards for members	23	6%
Time convenience, have references on information and guest reviews	22	6%
Incentive information (contact, room rate, hotel service,etc.)	20	5%
Fast booking procedure	18	5%
Time convenience and can see former guest reviews and rating	16	4%
Everything is nice, but the room rates	14	4%
No cost	12	3%
Eye-catching	11	3%
Interactive setting	9	2%
Comfortable to book the room	8	2%
Friendly interface	7	2%
Convenient booking	7	2%
Luxurious website, eye-catching, many choices for customers (smoking or non-smoking rooms)	6	2%
Clear and good information	5	1%
Clear and sufficient information for different demands	5	1%

Details	4	1%
Upgrading service upon availability	4	1%
Helpful e-service with good consultant staffs	4	1%
Able to deal with better rates	4	1%
Direct contact and have the promotion	4	1%
Prompt response	3	1%
Correct information	3	1%
Booking directly with the hotel's website making us feel like VIP	3	1%
Great layout, modern design	3	1%
Easy to make reservation	3	1%
Faster communication and more convenient if you need to modify the booking	3	1%
To be sure about the room availability	3	1%
Professional	2	1%
Taking better care	2	1%
Maybe it is cheaper and easier than OTAs	2	1%
More guarantee	2	1%
Can deal with better rates, I got one offer which was cheaper than on OTA	2	1%
Can use more services (banquet, restaurant, ...) and cooperate with the hotel in the future	1	0%
Convenience for remote guests	1	0%

Source: developed by the author

The successful booking hotels of respondents in this study were over Vietnam, from the North (6%), the Central (33%) to the South (60%). The majority of luxury hotels were from the South - HCMC (Vietnamnet , 2017). 17 hotel groups were developing excellent websites for bookers of International and National hotels (Table 5.1.2.4). The results appeared the Accor, Saigon Tourist and Marriot hotel groups are displaying as top three hotel groups in Vietnam with the booking times at 33, 12, and 11 respectively. Their websites were favored by online bookers with dynamic interface, incentive information, ease to use, and especially safe and convenient booking sites.

*Table 5.1.2.4. List of hotel groups in Vietnam*

No.	Hotel groups	No. of hotels	Booking times	Region
1	<b>Accor</b>	7	33	Central, South
2	<b>Sai Gon Tourist</b>	4	12	South
3	<b>Marriott</b>	4	11	North, Central, South
4	Fusion resort	2	7	Central
5	Intercontinental hotel groups (IHG)	2	3	Central, South
6	Nikko	2	2	North, South
7	Vingroup	2	2	Central, South

8	Odyssea hospitality	2	2	South
9	Hotel Lotte	1	3	South
10	Time Square Vietnam	1	1	South
11	Siverland hotels	1	1	South
12	Muong Thanh group	1	1	South
13	Hilton Hanoi	1	1	North

Source: developed by the author

### 5.1.3 Customer attitude on qualitative data of the questionnaire

The qualitative data on the questionnaire were elaborated to identify a customer attitude such a reaction through perceived service quality towards luxury hotels. To modify the research framework, they were analyzed by some phases included familiarizing the researcher with data to generating codes, reviewing themes and naming themes, and afterward introducing the results with certain dimensions.

#### *CA\_ Self-protection*

The results revealed that self-protection were greater parts of customers' reactions in this study (Radojevic, Stanistic, & Stanic, 2017). To complain (25%), the respondents directly met hotel managers (61 answers (ans.)) and staff (35 ans.) or gave feedback in the room immediately (1 ans.) (Alexandris, Dimitriadis, & Markata, 2002). The problems need to be tackled as soonest to avoid customers turning away. In the hotel operation, training staff to handling a customer complaint is in need to navigate through a customer service issue. Respondents were concerned about the aspects of hotel services through their mood, time, authority, convenience and priority. To offer a solution to the problem, the staff can pay more attention and supply the document available in the room. Besides, respondents decided to cancel (2 ans.) or switch (2 ans.) to other hotels at 2% (Keaveney, 1995). This is such an unexpected undertone. The root cause may be unknown somehow if customers did neither say nor do anything. A promise of providing excellent service of the hotel seems to be an undertaking task to resolve and get the thing right through service recovery.

#### *CA\_ Revenge*

To revenge on perceived service quality of the hotel, respondents quickly spread the affairs through e-WOM and WOM at 23% (Chathoth P. , et al., 2014). In the online platform, the comments had a regular spot on the hotel website (17 ans.), personal Facebook and social media (12ans.), hotel's inbox (6 ans.), and OTAs' evaluation form (9ans.). Conversely, the reaction of customers on WOM was at the on-site hotel by bringing the issue to the reception staff (43 ans.), filling the commend card (10 ans.), and talking to management (7 ans.).

### *CA\_ Repurchase*

Recommend others to buy service of the hotel was rewarded by respondents' satisfaction at 17% (Chiu, Chang, Cheng, & Fang, 2009). They did recommend to others (46 ans.), share with friends (10 ans.), review to relatives (1 ans.), and talk about service quality to others (1 ans.). Only 11 respondents (3%) promised to return, rebook, rebuy or vote 5-star rating on the hotel website. The responses were such small-scale practicability compared with the big effort of hotel to achieve for loyal guests.

### *CA\_ Others*

The other reactions (15%) replied to hotel' service quality differed from one another in their ability to handle un/certainty cases (Oliver R. , 1999). They did give tips (17 ans.), show happiness (5 ans.), require rates (5 ans.), keep in touch with the hotelier (4 ans.), compliment staff (4 ans.), show satisfaction (4 ans.), keep quiet (3ans.), feel unpleasant (2ans.), and prefer nice view (2ans.). Moreover, the other answers included their appreciation on the value of service for money, staff attitudes and style of problem-solving, and giving something as a compliment or making friends to reception staff.

To conclude, the qualitative data collected the customers' reactions while receiving service at the hotels. First, they mostly protected themselves against dissatisfaction by complaining, canceling the stay or even switching to other hotels. Secondly, they took revenge for their defeat of the service through WOM or e-WOM. Next, they repurchased the service in advance, or recommended the hotels to others. Lastly, they gave tips and/or kept in touch with the hoteliers for further association.

## **5.2 Verifying data characteristics**

The missing values were removed from the sources, and the total of 386/421 valid responses (91.6%) was retained for data analysis. The common method bias or common method variance (CMV) was a normal issue in the quantitative approach when the data are conducted from only one source. The CrA values were measured to test for internal consistency among dimensions before further analysis.

Accordingly, the numbers of items were eliminated because they violated the model with corrected item-total correlation ( $<0.3$ ), such as room rate strategy (PF1, PF4, RM1, RM3, RM5, RM6, PI1), hotel website (CP2, II2, II3, T3) and guest online review (OF2, MR1, DM3, DM4). The code of items within dimensions was reorganized and modified to make it simple visual for further analysis (see detail in 5.3.1). The total CrA value was significant at 0.943. The Harman's one-factor test (Podsakoff P. M., 2003) supported the researcher to minimize the error terms for the CMV test. The cumulative percentage of total variance was explained 34.496% and KMO was at 0.876 (chi-square = 9954.163, df = 595, sig. = 0.00). Consequently, the CMV and missing data were not threatened with the dataset of the study.

### 5.3 Measurement model assessment

As explained in Chapter 4, the Smart PLS-SEM was used to conduct the analysis and test the hypotheses for its well-known tool (Nunkoo, Ramkissoon, & Gursoy, 2013) and this medium sample size at 386 (Hair J. , Hult, Ringle, & Sarstedt, 2013). Smart-PLS algorithms and bootstrapping were accessed to test for factor loadings, path coefficient and hypotheses. The purpose of this study was to demonstrate how a hotel manager can improve his/her business by understanding the relationships among guest online reviews (GOR), hotel website (HW), room rate strategy (RRS), service quality (SQ), customer satisfaction (CS), customer attitude (CA) and customer loyalty (CL). Through a survey of the hotel patrons and the subsequent structural equation modeling in Smart-PLS, the important factors that lead to customer loyalty are identified.

#### 5.3.1 Internal Consistency Reliability

A measurement model had satisfactory internal consistency reliability when the composite reliability (CR) of each construct exceeds the threshold value of 0.7. Table 5.3.1 shows that the CR of each construct for this study ranges from 0.8611 to 0.911. Therefore, the results indicated the items use to represent the constructs have satisfactory internal consistency reliability.

*Table 5.3.1. The internal consistency reliability of constructs*

	HW	GOR	RRS	SQ	CS	CA	CL
HW1	0.8133						
HW2	0.8512						
HW3	0.8026						
HW4	0.7071						
HW5	0.7009						
HW6	0.6967						
OR1		0.8356					
OR2		0.7915					
OR3		0.7455					
OR4		0.6857					
OR5		0.7453					
OR6		0.6834					
RR1			0.8862				
RR2			0.7476				
RR3			0.7824				
RR4			0.7645				
RR5			0.7468				
RR6			0.8307				
SQ1				0.6778			
SQ2				0.9039			
SQ3				0.7275			
SQ4				0.7856			
SQ5				0.8542			



CS1	0.7929	
CS2	0.8583	
CS3	0.7009	
CS4	0.7128	
CS5	0.8054	
CS6	0.6592	
CA1		0.6914
CA2		0.6845
CA3		0.8029
CA4		0.8282
CA5		0.7994
CA6		0.8282
CL1		0.7375
CL2		0.7958
CL3		0.8031
CL4		0.7812

Source: The results of internal consistency reliability from Smart-PLS

### 5.3.2 Indicator Reliability

In this research, all items in the measurement model exhibited loadings almost 0.700; ranging from a lower bound of 0.6592 to an upper bound of 0.8862. They are good indicators of perceived service quality. All items were significant at the level of 0.001. The details of the loading for each item on their respective constructs was shown in Table 5.3.2.

Table 5.3.2. The indicator reliability of the items and constructs

Variable	Item	Description	Loading	CrA	AVE	CR
GOR	OR1	I can hurt the hotel's reputation if I got unpleasant experiences	0.8356	0.843	0.5622	0.8846
	OR2	The price I paid was too high due to booking at a hotel based on the hotel star rating and scores awarded by former customers	0.7915			
	OR3	The hoteliers promptly response on online guest comments	0.7455			
	OR4	The hotelier' response is clear and effective communication to engage customers	0.6857			
	OR5	I decide to make room booking with the hotel due to guest' positive online reviews	0.7453			
	OR6	I will book a room at a hotel if it is published by the well-known OTAs (TripAdvisor)	0.6834			

<b>HW</b>	HW1	The hotel website' quality meets my needs and demands	0.8133	0.8566	0.5845	0.8934
	HW2	My perception of hotel website quality impacts my attitude at 1 <sup>st</sup> interaction with the website	0.8512			
	HW3	The hotel website' quality is safety and interesting	0.8026			
	HW4	The hotel website' quality is ease of use	0.7071			
	HW5	I'm confident in the hotel website due to its reliability and dependability	0.7009			
	HW6	I consider taking risk of booking on the hotel website	0.6967			
<b>RRS</b>	RR1	I buy a product/service based on its price	0.8862	0.8822	0.6314	0.911
	RR2	If I perceived an unfair price, I will show a negative attitude	0.7476			
	RR3	I'm willing to pay a higher price than normal times to buy a product/service at peak times	0.7824			
	RR4	I know a discounted price is linked with its condition	0.7645			
	RR5	The hoteliers can offer offline room rates compared to the expected last-minute prices	0.7468			
	RR6	Improper application of Revenue Management principles might negatively impact consumer intention for loyalty	0.8307			
<b>SQ</b>	SQ1	A guest review online can evaluate service quality	0.6778	0.8506	0.6305	0.8941
	SQ2	I can use the hotel stars as a tool to choose a hotel with a willingness to pay for service/product	0.9039			
	SQ3	Online service of the hotel is useful and effective	0.7275			
	SQ4	The hotel reservation and/or front office staffs can promote up-sell and cross-sell service/product	0.7856			
	SQ5	My intention to book a room at a hotel involves the evaluation of service quality	0.8542			

<b>CS</b>	CS1	Guest online reviews affect my booking at a hotel	0.7929	0.8512	0.5747	0.8894
	CS2	The hotel management responses to the guest online reviews build my satisfaction	0.8583			
	CS3	The hotel website affects my satisfaction	0.7009			
	CS4	I engage in the online service of the hotel	0.7128			
	CS5	The hotel room rate strategy affects my satisfaction	0.8054			
	CS6	The hotel offer of offline or direct prices affects my satisfaction	0.6592			
<b>CA</b>	CA1	I buy product/service on the hotel website	0.6914	0.8657	0.6004	0.8996
	CA2	I recommend the hotel website to others	0.6845			
	CA3	I complain about the different rates and require the hotel management's explanation	0.8029			
	CA4	I'll make positive comments online if I am satisfied with service quality at the hotel	0.8282			
	CA5	I'll ask for a refund if I am not satisfied with service quality at the hotel	0.7994			
	CA6	I'll switch to hotel's competitor if I'm experienced with unfair prices	0.8282			
<b>CL</b>	CL1	I'm willing to pay more for a booking at a hotel based on hotel star rating and scores awarded by former customers	0.7375	0.7849	0.6081	0.8611
	CL2	I'll make the bookings with the hotel's price policy in the future	0.7958			
	CL3	I trust and book the room on the hotel website	0.8031			
	CL4	To improve my relationship, the hotel can offer offline fares comparable to the expected last-minute prices.	0.7812			

Source: The results of internal consistency reliability from Smart-PLS.

### 5.3.3 Convergent Validity

The AVE was measured the value of the convergent validity of this measurement model. Table 5.3.2 also shows that all constructs have AVE ranging from 0.5622 to 0.6314, which exceed the recommended threshold value of 0.5. Thus, the study's measurement model demonstrated an adequate convergent validity.

### 5.3.4 Discriminant Validity

In this study, the measurement model's discriminant validity was assessed by using 2 measures: 1) Fornell and Larcker's (1981) criterion, and 2) cross-loading. Thus, the smart PLS algorithm was used to determine the first assessment of the measurement model's discriminant validity. The AVE value of each construct was generated. Then the square roots of AVE ( $AVE^2$ ) were calculated in manual. Accordingly, the results showed all  $AVE^2$  exceed the off-diagonal elements in their corresponding row and column. The bonded and italicized elements in Table 5.3.4.1 depict the  $AVE^2$  and the other values represent the inter-correlation value between constructs. In addition, all off-diagonal elements were smaller than  $AVE^2$  (bonded and italicized on the diagonal). Therefore, the results confirmed that Fornell and Larcker's criterion is met. The discriminant validity was met the ratio of HTMT which is expected smaller than 0.90 at 95% confident interval.

*Table 5.3.4.1 Discriminant validity of the model (adapted from Fornell and Larcker's (1981))*

	CL	CA	CS	GOR	HW	RRS	SQ
CL	<b>0.779808</b>						
CA	0.38	<b>0.774855</b>					
CS	0.3565	0.4124	<b>0.75809</b>				
GOR	0.3273	0.5727	0.3927	<b>0.7498</b>			
HW	0.4165	0.4681	0.6056	0.4318	<b>0.764526</b>		
RRS	0.7408	0.4594	0.4777	0.4634	0.6127	<b>0.794607</b>	
SQ	0.38	0.5513	0.5052	0.446	0.5098	0.5033	<b>0.79404</b>

Source: The results of discriminant validity of the model from Smart-PLS

The PLS algorithm examined the second assessment of discriminant validity through the indicators' loadings with all construct relations. Table 5.3.4.1 shows the result of cross loading between constructs and indicators. All measurement items loaded higher against the respective intended latent variable compared with other variables. It also indicated the loading of each block is higher than any other block in the same rows and columns. Thus, each latent variable as clearly separated by the loading as the theory in the model. The measurement model's discriminant validity is satisfied in the second assessment. Consequently, the measurement model established its discriminant validity.

In general, the reliability and validity tests conducted on the measurement model are significant and fit to estimate the parameters in the structural model. All 1<sup>st</sup>-order constructs reflected the measurement and the latent construct has been described by indicators (Hair, Sarstedt, Ringle, & Mena, 2012). The 1<sup>st</sup>-order variables affected the 2<sup>nd</sup>-order variables with formative measurement which were named 2<sup>nd</sup>-order constructs (service quality and customer satisfaction - latent variable) (Jarvis, MacKenzie, & Podsakoff, 2003). Table 5.3.4.2 presents the weights of the 1<sup>st</sup>-order constructs towards the 2<sup>nd</sup>-order constructs. The results indicated that SQ is a 2<sup>nd</sup>-order construct with three significant positive 1<sup>st</sup>-order constructs (guest online reviews, hotel website, and room rate strategy) with  $p < 0.01$  and VIF values were from 1.337 to 1.729. The outcomes indicated that customers' perception and belief in hotel website (the highest weight was at 26% compared to room rate strategy and guest online reviews at 0.235 and 0.218 respectively) would positively reflect on hotel room rate strategy and guest review online they intend to use. Nevertheless, customers expected the higher hotel star rating, the higher standard, and the integrity of information and interface displayed on the website itself.

*Table 5.3.4.2 Weights of the 1-st order constructs on the designated 2nd-order constructs*

<b>second-order construct</b>	<b>first-order constructs</b>	<b>VIF</b>	<b>Weight</b>	<b>t-value</b>
	Guest online review	1.337	0.218	4.548
<b>Service quality</b>	Hotel website	1.653	0.26	4.876
	Room rate strategy	1.729	0.235	4.302

Note: t-values: 2.57 ( $p < 0.01$ )

Source: The results of the measurement model from SPSS and Smart-PLS.

## 5.4 Structural equation model

### 5.4.1 Coefficient of Determination ( $R^2$ )

The PLS algorithm function was used to measure  $R^2$  values. The  $R^2$  value indicated the amount of various independent variables that is explained by the independent variables. Thus, a larger  $R^2$  value can increase the predictive ability of the structural model. The PLS bootstrapping function was used to generate the t-statistics values. In this study, the bootstrapping generated 5000 samples from 386 cases. The results of the structural model were presented in table 5.4.1. The guest online review (GOR), room rate strategy (RRS) and hotel website (HW) perceived service quality were able to show 19.1%, 24.3% and 14.4% respectively. Referring to table 5.4.1,  $R^2$  of interaction between SQ and CA was highest at 0.295, identified SQ on tourist perception obtains 29.5% of the variance in CA. Meanwhile, SQ demonstrated

23.4% of the variance in identification CS and 13.7% of the variance in CL. On the other hand, 16.1% and 12.4% of the variance in satisfaction were shown by hotel guests perceived CA and CL respectively. Finally, CA got 13.9% of the variance in hotel guest loyalty.

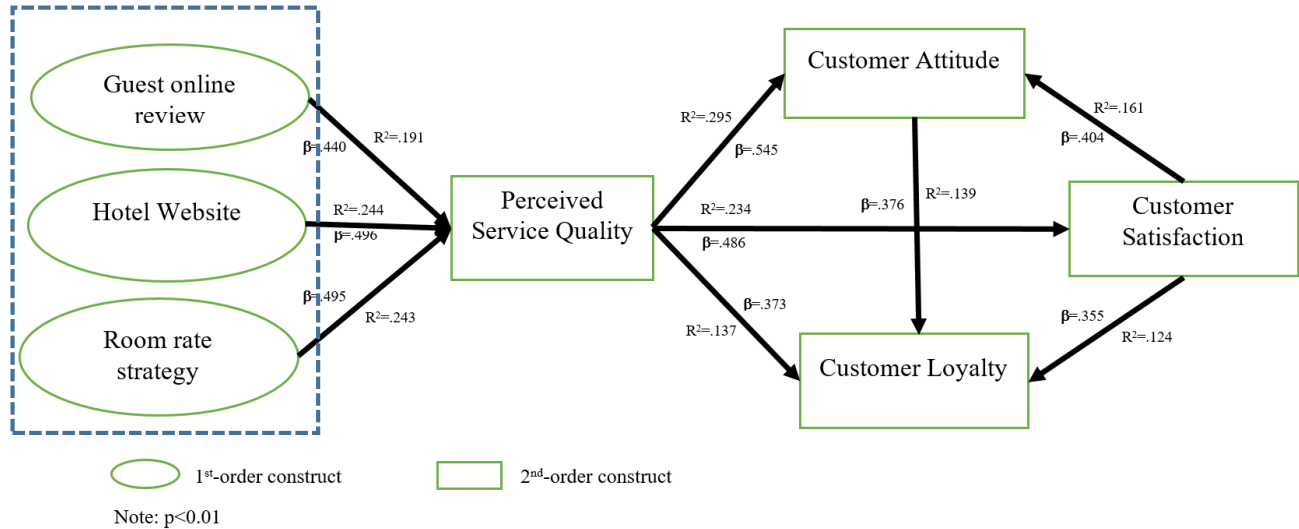


Figure 5.4.1 The results of SEM statistics

Source: The results of the structural equation model from Smart-PLS

### 5.4.2 Path Coefficients

The PLS algorithm was examined the relationships between independent and dependent variables. The PLS bootstrapping function was used to test the significant level, t-statistics for all paths. Based on the t-statistics output, the significant level of each relationship was determined. Table 5.4.3 lists down the path coefficients, observed t-statistics, and significance level for all hypothesized paths. The empirical t-values were larger than 2.57. Therefore, the coefficients were at a significance level of 1%, the p-values were smaller than 0.01 indicating the relationships are significant. Each path coefficient could be interpreted as the standardized beta coefficients in on ordinary least square regression. The path-coefficient resulted in a one-unit change of exogenous construct changes the endogenous construct by size of path coefficients when everything else remains constant (Hair, Ringle, & Sarstedt, 2011).

### 5.4.3 Hypotheses Testing

To validate the proposed hypotheses and the structural model, the path coefficient between two latent variables was assessed. The path coefficient (refer Table 5.4.3) showed all proposed hypotheses are supported. From the analysis, supported hypotheses were significant at the level of 0.01, had positive sign directions and consisted of a path coefficient value (β) ranging from 0.355 to 0.545.

Table 5.4.3 Hypotheses testing

Hypotheses	Items	R <sup>2</sup>	p-value	R <sup>2</sup>	Beta	t-value	Decision	
<b>H1 (a,b,c)</b>	<b>GOR -&gt; SQ</b>				.191	.440	9.593	Supported
H1a	GF→SQ	.170	0.0005				Supported	
H1b	MR →SQ	.132	0.0005				Supported	
H1c	DM→SQ	.140	0.0005				Supported	
<b>H2 (a,b,c)</b>	<b>HW -&gt; SQ</b>				.244	.496	11.202	Supported
H2a	II→SQ	.225	0.0005				Supported	
H2b	CP →SQ	.092	0.0005				Supported	
H2c	T →SQ	.162	0.0005				Supported	
<b>H3 (a,b,c)</b>	<b>RRS -&gt; SQ</b>				.243	.495	11.166	Supported
H3a	PF→SQ	.201	0.0005				Supported	
H3b	RM→SQ	.221	0.0005				Supported	
H3c	PI→SQ	.182	0.0005				Supported	
<b>H4</b>	<b>SQ -&gt; CA</b>				.295	.545	12.724	Supported
<b>H5</b>	<b>SQ -&gt; CS</b>				.234	.486	10.883	Supported
<b>H6</b>	<b>SQ -&gt; CL</b>				.137	.373	7.878	Supported
<b>H7</b>	<b>CS -&gt; CA</b>				.161	.404	8.664	Supported
<b>H8</b>	<b>CS -&gt; CL</b>				.124	.355	7.447	Supported
<b>H9</b>	<b>CA -&gt; CL</b>				.139	.376	7.961	Supported

Note: t-values: 2.57 (p<0.01)

Source: The results of the structural equation model from SPSS and Smart-PLS.

Based on the analysis, it shows that SQ is influenced directly with guest online review (H1a,b,c in which GF was the strongest impact SQ), hotel website (H2a,b,c in which II was the most significant effect on SQ) and room rate strategy (H3a,b,c in which RM was the highest effect SQ). The SQ directly influenced CS (H5), CA (H4) and CL (H6) ( $\beta=0.486$ ,  $t=10.883$ ;  $\beta=0.545$ ,  $t=12.724$ ; and  $\beta=0.37$ ,  $t=7.878$  respectively). In return, CS directly effected CA (H7) and CL (H8) ( $\beta=0.404$ ,  $t=8.664$ ; and  $\beta=0.355$ ,  $t=7.447$  respectively). Lastly, CL was directly associated with CA (H9) ( $\beta=0.376$ ,  $t=7.961$ ).

#### 5.4.4. Effect size (f<sup>2</sup> value)

According to Cohen (1998), to observe the effect of each exogenous construct on the endogenous construct, the assessment of effect size f<sup>2</sup> value was tested. The results presented all the exogenous constructs (GOR, HW, and RRS) represent medium effect on endogenous construct (SQ) at 0.2201, 0.2704 and 0.2357 respectively ( $0.15 < f^2 < 0.35$ ). In turn, the exogenous construct (SQ) represented large effect on endogenous construct (CL, CA, and CS) at 0.38, 0.5513 and 0.5052 respectively ( $f^2 > 0.35$ ). Further, the exogenous construct (CS) said the medium effect on endogenous constructs (CL and CA) at 0.2209 and 0.1797 respectively.

#### 5.4.5. Blindfolding and predictive relevance $Q^2$ and effect size $q^2$

Stone and Geisser (1974) suggested that evaluating the magnitude of  $R^2$  values as a criterion predictive accuracy. Using the Blindfolding procedure for 7 omission distance D, Table 5.4.5 shows  $Q^2$  values are larger than 0 ranging from 0.1214 to 0.2161. It indicated the model has predictive relevance for a certain endogenous construct as CS, CA and CL. The results also depicted the predictive relevance of the exogenous construct's contribute to the endogenous latent variable's  $q^2$  value. Henseler et al. (2009) said blindfolding procedures only apply to latent variables that have a reflective measurement model operationalization. Consequently, SQ and CA constructs had a medium predictive relevance for a certain endogenous construct at 0.2161 and 0.1824 respectively ( $0.15 < q^2 < 0.35$ ); and CS and CL constructs were a small predictive relevance for a certain endogenous construct at 0.1409 and 0.1214 respectively ( $0.2 < q^2 < 0.15$ ).

*Table 5.4.5. The results of Blind-folding statistics*

Total	SSO	SSE	$Q^2(1-SSE/SSO)$	$q^2$
CL	1544	135662%	0.1214	small
CA	2316	189355%	0.1824	medium
CS	2316	198965%	0.1409	small
SQ	1930	151301%	0.2161	medium

Source: The results of Blind-folding statistics from Smart-PLS.

### 5.5 Mediating effect of customer satisfaction

As discussed in Chapter 4, the direct and indirect relationships can be examined by conducting mediating or moderating analysis. According to the theoretical suggestion, CS is as a key mediating factor that influences other variables (Morgan & Hunt, 1994). Therefore, this section was assessed the significance of the mediating effect of CS.

#### 5.5.1 Link between service quality and customer attitude (CA)

The proposed concept determined SQ as an exogenous construct (independent variable) while CS and CA as endogenous constructs (dependent variables). It was re-estimated by constraining the direct effect of SQ on CA to examine the mediating effect of CS. All of the four necessary conditions for the existence of the mediation effect were met in this study. Three of the requirements, including a ( $SQ \rightarrow CS$ ), c ( $SQ \rightarrow CA$ ) and b ( $CS \rightarrow CA$ ) were significant (figure 5.5.1a). Lastly, the condition was met when the parameter estimate between c' (SQ and CA) became less significant than the parameter estimate ( $\beta_{SQ}$  to  $\beta_{CA}$ ) in the constrained model. The outcome acknowledged CS acted as a partial mediating role ( $b = 0.180$ ,  $t = 1.7751$ ,  $p < 0.05$  and  $c = 0.508$ ,  $t = 4.8283$ ,  $p < 0.01$ ) (figure 5.5.1a).



The direct effect of SQ on CA was  $c=0.553$ . The total effect of SQ on CA through CS  $c'=0.460$  with z-value was at 1.75 and  $p<.079$ .

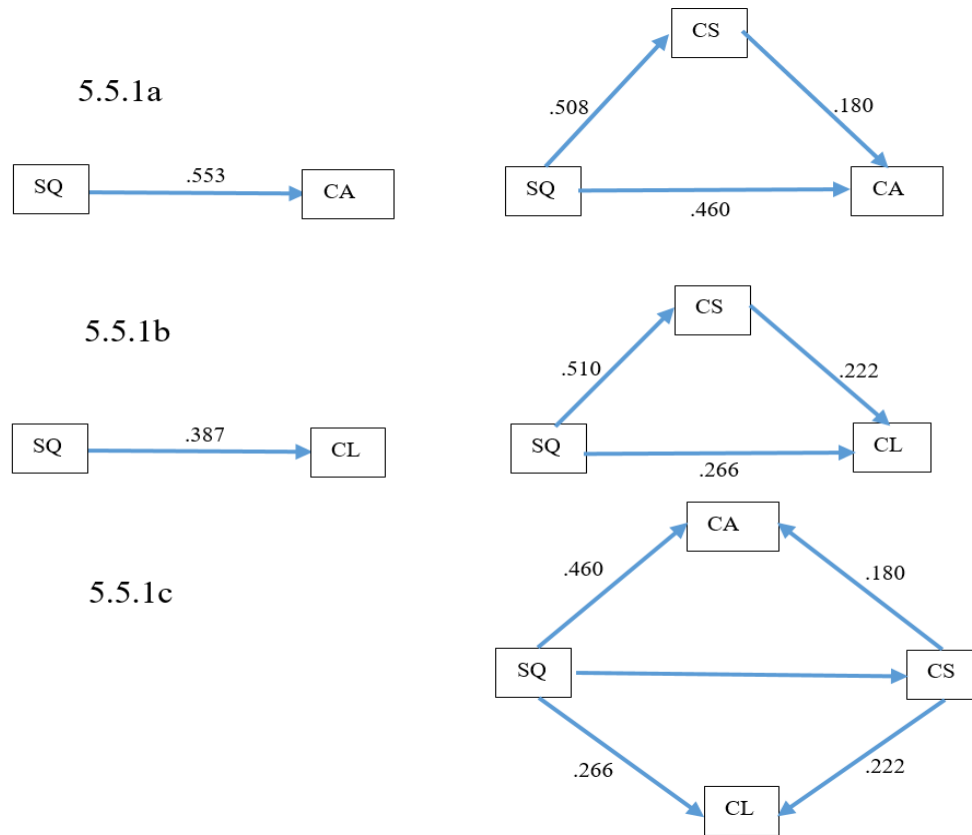


Figure 5.5.1 The results of the mediating effect role of customer satisfaction

Source: The results of Boost strapping from PLS

### 5.5.2 Link between service quality and customer loyalty

Similarly, the three requirements including d ( $SQ \rightarrow CS$ ), f ( $SQ \rightarrow CL$ ) and e ( $CS \rightarrow CL$ ) were significant. And the parameter estimate between  $f^2$  (hotel service quality and brand loyalty) was less important than the parameter estimate ( $\beta_{SQ}$  to  $\beta_{CL}$ ). The CS was such a partial mediating role ( $e = 0.222$ ,  $t = 2.1379$ ,  $p < 0.05$  and  $d = 0.510$ ,  $t = 7.6628$ ,  $p < 0.01$ ). The direct effect of SQ on CL was  $f = 0.387$ . The total effect of SQ on CL through CS was  $f^2 = 0.266$  with the z-value: 1.65 and  $p < .099$ .

Therefore, CS had a mediating role of two links: between SQ and CA; and SQ and CL (figure 5.5.1.c) and such a partial mediation effect with the Z value at 1.75 ( $p < 0.079$ ) and 1.65 ( $p < 0.099$ ) respectively (Table 5.5.2).

Table 5.5.2 Mediating role of customer satisfaction

	Path	Path Coefficient	Standard error	Z value	Type of mediation	Results
<b>a</b>	SQ -> CS	0.508	0.068			The relationship between service quality and customer attitude is significantly mediated by customer satisfaction (p<0.079)
<b>b</b>	CS -> CA	0.180	0.100			
<b>c</b>	SQ -> CA	0.553				
<b>c'</b>	SQ -> CS -> CA	<b>0.460</b>		<b>1.75</b>	partial	
		c'<c				
<b>d</b>	SQ -> CS	0.510	0.067			The relationship between service quality and customer loyalty is significantly mediated by customer satisfaction (p<0.099)
<b>e</b>	CS -> CL	0.222	0.132			
<b>f</b>	SQ -> CL	0.387				
<b>f'</b>	SQ -> CS -> CL	<b>0.266</b>		<b>1.65</b>	partial	
		f'<f				

Source: The results of Boost strapping from Smart-PLS and Sobel's test

## 6. DISCUSSION OF RESULTS

### 6.1 Summary of main findings

Based on the research' results, CS and CA were found to have a significant correlation on the service quality of the hotels. Afterwards, the service quality had a knot-on effect on hotel guests' levels of satisfaction, attitude, and loyalty towards the online community and room rate practices.

Furthermore, CS effected on CA and customer loyalty. Customer loyalty was also influenced positively by CS and CA. Additionally, CS was found to have a partial mediation effect on the relationship of two links as service quality and customer attitude; and service quality and customer loyalty.

As shown in Table 6.1, a summary of the research hypotheses is provided under each research question. All hypotheses (i.e., H1 (a,b,c), H2 (a,b,c), H3 (a,b,c), H4, H5, H6, H7, H8 and H9) were supported by the empirical findings.

*Table 6.1 Summary of the research questions and hypotheses*

Research questions and Hypothesis statements		Result
<b>Q1.</b> Is customer satisfaction a significant predictor of customer attitude?		
H7	Customer Satisfaction affects Customer Attitude	Supported
<b>Q2.</b> Are there positive relationships among online communities, customer satisfaction and customer attitude towards perceived service quality?		
H1	The guest online reviews affect service quality <i>H1a: The customer feedback affects service quality</i> <i>H1b: The management responses affect service quality</i> <i>H1c: The decision-making process affects service quality</i>	Supported
H2	The hotel website affects service quality <i>H2a: The customer perception of hotel website affects service quality</i> <i>H2b: The information and interface of hotel website affect service quality</i> <i>H2c: Trust affects service quality</i>	Supported
H4	Service Quality affects Customer Attitude	Supported
H5	Service Quality affects Customer Satisfaction	Supported
<b>Q3.</b> Are there positive correlations among hotel room rate strategy, customer satisfaction and customer attitude towards perceived service quality?		
H3	The hotel room rate strategy affects service quality <i>H3a: The price fairness affects service quality</i>	Supported

	<i>H3b: The revenue management affects service quality</i>	
	<i>H3c: The purchasing intention affects service quality</i>	
H4	Service Quality affects Customer Attitude	Supported
H5	Service Quality affects Customer Satisfaction	Supported
<b>Q4.</b> How do luxury hotels can leverage the service quality to earn higher sales volume on customer attitude and satisfaction?		
H6	Service Quality affects Customer Loyalty	Supported
H7	Customer Satisfaction affects Customer Attitude	Supported
H8	Customer Satisfaction affects Customer Loyalty	Supported
H9	Customer Attitude affects Customer Loyalty	Supported

Source: developed by the author

## 6.2 Discussion of the survey findings

In this section, the findings of the survey are presented by the underlying research questions. The results are discussed and compared with previous related studies.

**Research Question 1:** Is customer satisfaction a significant predictor of customer attitude?

The research findings confirmed that CS is such a predictor of CA. In this study, the CS positively influenced CA through perceived service quality on the luxury hotels ( $\beta = 0.404$ ,  $t = 8.664$ ).

The researcher's experimental set up bears a close resemblance to previous studies that examine the direct relationship between customer attitude and satisfaction (Tabaku, 2016; Doorn et al., 2010; Steed & Gu, 2005). Also, the CS was found to have a significant partial mediation effect on the relationship between the link of service quality and CA ( $\beta = 0.460$  with z-value: 1.75 and  $p < .079$ ). The CA in this study can describe as making self-protection, complaining, canceling, or switching to other hotels (respectively, from the most to the least reaction).

The service quality builds CS and CA in an effective communication (Tabaku, 2016; Doorn et al., 2010; Steed & Gu, 2005). On social media, it makes customers loyal to the accommodation service venues in this competitive market internationally. Besides, if the hotel business promotes higher service quality and CS to earn extraordinary chances to sell product/service, it can bridge the gaps between buyers and service providers, especially in online relationships.

For example, when hotel guests are sharing opinions on social media about their value for money, sleep quality, and service perceived, other lookers may comment on negative ideas or recommend the service to the others. The transaction can heighten the degree of customer attitude and loyalty to loosen the sale to hotel competitors.

Therefore, this study informs the connection between the independent variable as CS (predictor) and the dependent variables as CA and customer loyalty (outcome).

In other words, CS positively influences CA in the hotel service for further relationships.

**Research Question 2.** Are there positive relationships among online communities, customer satisfaction, and customer attitude towards perceived service quality?

*2.1 The factors of online guest reviews that influence customer attitude and satisfaction towards perceived service quality*

GOR – SQ

In this study, guest reviews online identified a positive influence on the value of perceived service quality ( $\beta = 0.440$ ,  $t = 9.593$ ). The study provided additional support for previous studies of Diaz and Cotra (2013); Mauri and Minazzi (2013); Yoon, (2002); Ponte et al. (2015); and Ye et al. (2011) examining service quality on the guests' comment and reviews online.

Customers can find positive/negative reviews on the site of a hotel or OTAs. They also can share their comments on the hotel's service quality on those sites. As proposed by Wei et al. (2013), they found that the sharing of unpleasant experiences can lead guests to hurt the hotel's reputation. This issue additionally concurred thoroughly with a study of Fuentes (2016). The results showed the impact of the booking intention of customers. Their booking aims count on others' feedback on the star rating and scores awarded to select the hotel, then be willing to pay with higher prices for that.

Besides, the role of service quality in this regard was consistent with the study of Li et al. (2017). They examined the role of management response to provide clear and effective communication for customer engagement online frequently. Further, the guest feedback was the most significant ( $R^2 = 0.170$ ,  $p < 0.0005$ ) affecting hotel SQ on the internet. The positive reviews of online guests were also a remarkable point to consider as the study of Mauri & Minazzi (2013) and Casalóa et al. (2015). They mentioned the higher booking intention results if the hotel lists on a popular online travel community as TripAdvisor.

For instance, Casalóa et al. (2015) examined the influence of online reviews on the credible value of the site, or Cantallops & Salvii (2014) studied the effects of guest reviews online. The results of prior studies showed a clear advantage in the use of the Internet. The findings also found widen knowledge of the researcher on the score rating in the hotel industry, like studies of Gavilan, Avello, and Navarro (2018), and Ahmad and Sun (2018).

GOR – CA & CS

Based on the research findings, CA & CS were found to be positively influenced by service quality as CS ( $\beta = 0.486$ ,  $t = 10.883$ ) and CA ( $\beta = 0.545$ ,  $t = 12.724$ ). The connection between service quality and CA was the highest significant level, among others.

The findings of this study are consistent with strong support from previous studies (Mauri & Minazzi, 2103; Wei, Mao & Huang, 2013) examining SQ such a core value to evaluate CA and CS. Therefore, the positive/negative reviews on the TripAdvisor site can rise the booking intention of customers. Furthermore, when there are service-related complaints on the Internet, the management response can enhance customer engagement attitude and problem-solving skills. Notably, the process of decision-making was such of customer's buying behavior, which is significantly affected by previous positive ratings from other users and afterward effected the hotel booking results. Furthermore, these initial findings carried out with the contribution of customers' decision-making process differs from some published. This, in turn, will be substantial to the sustainable progress of e-service management.

In conclusion, this study determines that the service quality based on guest reviews online significantly influences CS and CA in the hotel context.

## *2.2 The factors of the hotel website that influence customer attitude and satisfaction towards perceived service quality*

### *HW – SQ*

From the analysis, this study demonstrated that hotel website positively influenced service quality ( $\beta = 0.496$ ,  $t = 11.202$ ).

The result was in general agreement with previous studies. It examined the impact of e-service quality of the hotel website as a tool to benefit suppliers for improving relevant booking channels like a study of Hsu et al. (2012). A hotel website was used conveniently by online lookers searching for information and accessing transactions like the study of Amaro and Duarte (2015). It increased the relationship marketing and management, which heighten CS and CA as outcomes like prior studies of Ribbink et al. (2004) and So et al. (2014). Thus, the researcher proposed the path of building customer loyalty, and the statistical analysis supported this idea as a result. Therefore, the value was inclined with the benefits of lower prices and time saving as a study of Vincent (2003) and will motivate users to reload the website in the future as the study of Abdulla et al. (2016).

On the luxury hotel website, its dimensions were identified as one of the predictors of service quality with strong support from past studies. The core problem of utilizing the hotel website's functionality should be paid more attention. A challenging of providing incentive information, friendly interface with safety web page needs more focus. Customers concerned about the hotel website's quality as a study of Liu et al. (2013) because of its impact on their first interaction. These values favorably correlated with a report of Jiang et al. (2016) and supported the idea of Hasanov (2015). Furthermore, building trust among online bookers was set to become a reason for obtaining loyal customers to hotel brand names with reliability and dependability on the venues' website.

## HW – CA & CS

The satisfaction degree of online customers based on e-service, including web page quality and guest comments. In contrast to earlier findings of Wang et al. (2015), this study found trust was one of supporting items of e-service quality affecting the online booking intentions but as a mediator. The information and interface of hotel website was additionally the most significant variable ( $R^2=0.225$ ,  $p<0.0005$ ) influencing e-service quality. It influenced the online ratings and reviews on hotel booking consideration.

For example, the effect of the luxury hotel website's service quality in Taiwan (Hung, 2017), and in China (Li, Penga, Jiang, & Law, 2017) was studied, but in Vietnam. For instance, Kim et al. (2011) observed the consumer attitude of purchase intention on e-service quality in Korea. The online business also contributes to higher CS to earn extraordinary chances of selling products/service to buyers.

Therefore, the study confirms the leading role of the hotel website, including guests' perception of hotel websites, information and interface, and trust. It can achieve CA and CS on service quality of upscale lodging.

**Research Question 3.** Are there positive correlations among hotel room rate strategy, CS, and CA towards perceived service quality?

### RRS – SQ

Based on the research findings, the hotel room rate strategy affected the service quality ( $\beta=0.495$ ,  $t=11.166$ ). The result was consistent with previous studies of Guizzardi et al. (2017); and Yang and Leung (2018) about the hotel room rates. The study also concurred thoroughly with studies by Kim et al. (2019) in the Caribbean and by Yang et al. (2016) in the Houston hotel market about price interactions and strategic responses. It was agreed with the research of Rodriguez and Talon (2017), measuring the effect of hotel revenue management in Barcelona and the cross-channel disparities in U.S lodging markets by Yang and Leung (2018).

Besides, the experiments inclined with the study of Ferguson (2014) about price fairness, and it may occur negative attitudes toward the providers if customers experienced low prices by Xia et al. (2004). Next, the application of revenue management was found to be in line with the study of Kimes & Wirtz (2013). It engaged customers in paying a higher price than standard times to purchase at peak times willingly or providing discounted room rates for customers by a study of Guizzardi, Porns, and Ranieri (2017). It also confirmed that the hoteliers can offer last-minute prices as a study of Algeciras and Ballestero (2017). Lastly, it additionally proved the idea of consumer intention for loyalty based on proper hotel room rate strategy.

### RRS – CS & CA



To ensure proper hotel room rate strategy, Hotel Revenue Managers need to develop a better navigational structure of revenue management. And afterward, it can result in getting CA and CS. Moreover, the revenue management was the most significant dimension of hotel room rate strategy affecting hotel service quality in this study ( $R^2 = 0.221$ ,  $p < 0.0005$ ). The purchase intention was significantly similar to the fundamental motivation of customers due to their intelligence with a more advanced of knowledge exploring many hotel booking channels in this digital age. The price transparency was significant and in line with a study of Ferguson (2014) to avoid the risk of low prices. Thus, completed and glassy conditions of room rates are crucial for hotel Revenue Managers to come by definite CA and CS.

The empirical results show that the hotel room rate strategy is essential for Hotel Revenue Managers because they decide the allocation of resources to improve business performance by selling more rooms from various offerings for various niche markets. It also implies that customers with perceived service quality towards the hotel room rate strategy have upper satisfaction and attitude.

**Research Question 4.** How do luxury hotels can leverage the service quality to earn higher sales volume on customer attitude and satisfaction?

In this study, online guest reviews, hotel websites, and hotel room rate strategy influenced SQ. This, in turn, affects customer satisfaction, attitude and results in customer loyalty. Additionally, the hotel website got the highest value ( $R^2 = 0.244$ ,  $\beta = 0.496$ ), impacting the quality of hotel service delivery to guests.

The online community can improve customer satisfaction on the additional knowledge from guest reviews, concise information on the hotel website, and price fairness on hotel room rate strategy. The results were consistent with previous studies examining CA and CS (Tabaku, 2016; Doorn et al., 2010; Steed & Gu, 2005). Customer satisfaction also found as a partial mediator of service quality and customer loyalty ( $\beta = 0.266$  with z-value: 1.65 and  $p < .099$ ).

Customer loyalty was influenced by the SQ ( $\beta = 0.373$ ,  $t = 7.878$ ), CS ( $\beta = 0.355$ ,  $t = 7.447$ ), and CA ( $\beta = 0.376$ ,  $t = 7.961$ ). These findings received support from the literature of SQ, CS, and CA (Chen, 2006; Cronin & Taylor, 1992; O'Connor, 2002). When hotel users are motivated, they would enjoy the service and share WOM or e-WOM out of goodwill. Therefore, what they know can influence their judgment on service quality, satisfaction, and engagement attitude. The transaction helps them get lower prices, shorter time, and reshape their preferences and decision for the next purchases.

Consequently, this study reports that service quality can build CS and CA through the assistance of in the online community and room rate practices on luxury hotels. Therefore, CS and CA heighten the belief in service quality to expand the economic benefits of hotel settings in the long-term.



## 7. IMPLICATIONS

### 7.1 Gain for theory

Customer satisfaction has become significant as a part of consumer psychology to study over the world. It is more critical for creating and reinforcing customer attitudes from the supporting of service quality. CA and CS are critical concepts for business success, which is to understand its customers through the perceived quality of service/product in different dimensions and economic contexts. As the background described above, the present study aimed at identifying factors that influence CA and CS towards the service quality of luxury hotels in Vietnam.

The study supports the absent from existing theories as a generalized consideration for service quality in the hotel setting, which builds up CS and CA as outcomes. The theoretical contributions to the existing literature are as below:

1. Investigating the value of service quality and revealing the essential items of service quality for accessing CA and CS.
2. Providing insights into the role of CS in mediating the relationship between service quality, customer attitude, and customer loyalty.
3. Introducing three dimensions of service quality in developing CS, CA, and customer loyalty.
4. Providing knowledge of the relative importance of online guest reviews, hotel website, and room rate strategy factors in generating service quality in the context of luxury hotels in Vietnam. Details as follows:
  - guest online review influences service quality towards positive customer feedback, prompt and clear management response; and the process of decision-making;
  - hotel website effects service quality on the customer perception of the hotel website, concise and friendly information and interface displayed on the website, and concern for building trust on the site;
  - hotel room rate strategy impacts service quality on price fairness practice, proper revenue management, and purchasing intention of customers
5. Developing a comprehensive model to the current literature in the process of building CA and CS.

This model was developed by the key findings of the prior studies, as shown in Table 3.4. Notably, the path links of the final SEM model and mediating effect revealed by the statistical analysis considered in developing a new model. Accordingly, the proposed model consists of two aspects: customer perspectives and hotel perspectives. From customer perspectives, the cognitive process of customers explored in terms of generating satisfaction and a positive attitude towards service quality in the online and offline approaches. Regarding hotel perspectives, the strategic management process discussed in connection with

providing service quality on tourist perception focus to generate customer satisfaction, attitude, and loyalty. Moreover, the number of re-purchasing intentions could be an increase in the base of CA and CS. The new model for developing CA and CS presents in Figure 7.1.

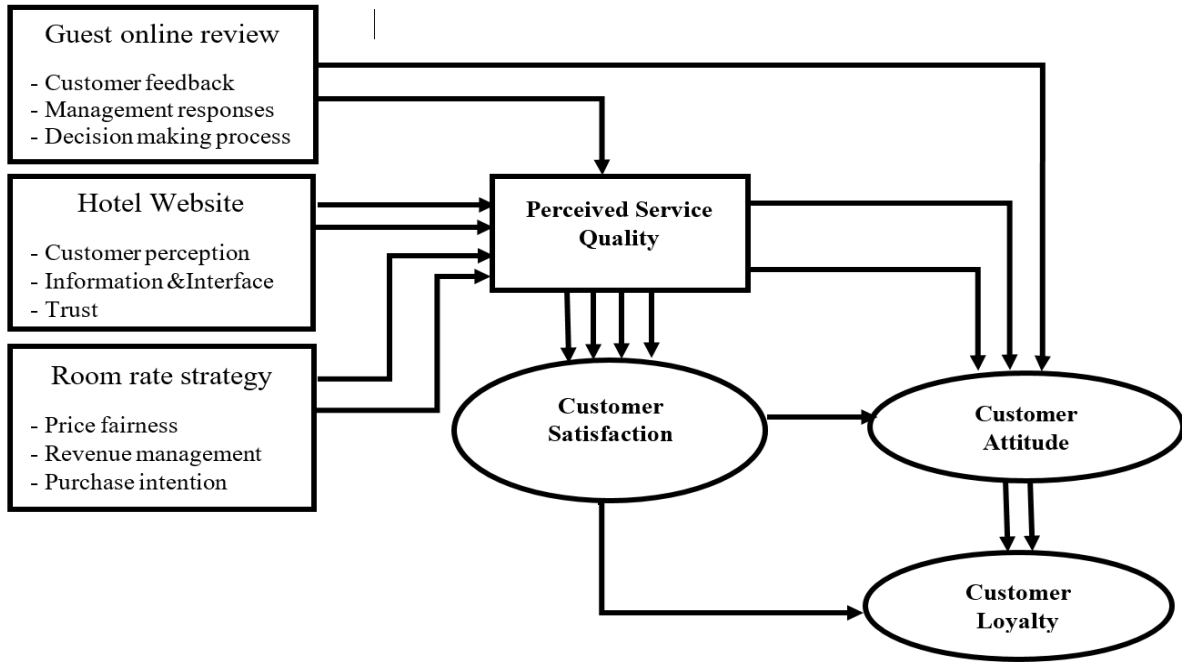


Figure 7.1 The model for customer attitude and customer satisfaction

Source: developed by the author

## 7.2 Gain for practice

The findings of this study provide important implications for hotel setting. This leverages the online community as a platform for its consumers to share experience and for hoteliers to proceed with extreme caution in room rate strategies.

The hotel Owners, Sale and Marketing Managers, Revenue Managers, Policy Makers, and Institutions are interested in the findings of this study since it gives a better understanding of how to encourage guests to make positive reviews either online or offline platforms and to book the room on the hotel website. Besides, to heighten the competitive abilities with different prices, a proper hotel room rate strategy promotes much-needed reform. Therefore, the level of customer satisfaction directly controls the customer attitude and loyalty when using service of the hotel settings.

## **8. CONCLUSIONS OF THE STUDY**

### **8.1 Overview of the study**

The outcomes of the tourism industry in Vietnam is gradually decreasing. Despite the endeavor of Government and the aid of technology, the reduction spread its effect on the performance of hotel service, especially the luxury settings. To recall the impact, the recognition of service providers on CS and CA remains unclear. The economy interest recently opens on the way to identify the origin of causes declining hotel visitors in the tourism market in Vietnam. The lack of conceptualization of CS and CA on service quality motivated the researcher to conduct this research. The relevant theories were applied to demonstrate service quality on the CS and CA in this setting. The researcher aimed to identify factors influencing CS and CA for increasing guest volumes towards luxury hotels in Vietnam.

The quantitative method was designed for this study. The previous theories assisted the workforce of hotel and tourism establishments for an increasing number of hotel users. A questionnaire was conducted by 386 stratified samples, which were guests of luxury hotels/resorts and represented the Domestic and International tourists in Vietnam via online and offline approaches. SPSS and Smart PLS-SEM were applied to analyze the empirical results.

Consequently, CS and CA can gain by service quality with the aid of an online community and room rate strategy of luxury hotels.

### **8.2 Conclusions**

The changes like hotels and tourism in the digital age, establishments can hardly depend on their present performance or work in the same competitive environment for their whole life business. To the best of the researcher's knowledge, the findings are the first study to explore the impact of online service (i.e., guest review and website of the hotel venue) and sophisticated service of hotel room rate practice on the base of CS and CA. Moreover, the combination of hotel's external factor (i.e., online guest review) and internal factors (i.e., hotel website and room rate strategy) involves the perceived service quality, which has a knock-on effect on this research area. In this study's findings, the hotel website got on top of the vital role to create service quality at the first touch with the customers in the visual interaction and lead them to book the room as the ramifications of significant practice afterward.

Another increasingly important policy, an effective hotel room rate strategy is offering unparalleled benefits to the hotels. These findings are in line with the studies conducted by Relihan (1989); Sun, Law, and Tse (2015); and Yang and Leung (2018) where yield management and cross channel prices were observed to increase revenue for hotel operator and have significant determinants of customer

perceptions and behaviors. This finding is in line with the recent literature related to competitive advantages, where Nair (2018), and Algeciras and Ballester (2017) stated that room rates were changed simultaneously in all channels without consideration in guest intention to purchase service.

The effective handling of hotel websites is offering benefits to the hotels for improving CS and CA. On the convenience of information and real-time transactions, perceived e-service quality is having a favorable attitude towards travel shopping and supporting lifestyle for users' benefits. Even trust on the hotel website would affect satisfaction and purchase intention. These findings are in line with the studies conducted by Fishbein and Ajzen (1970), Bai et al. (2008), and Wang et al. (2015), where service quality information system was observed to have significant determinants of customers' perceptions and behavior. However, this study contributed to the additional role of trust in the e-service quality components, then positively impacted the degree of CA and CS.

The influence of online ratings and reviews on the hotel's booking consideration inclines with the findings of Gavilan, Avello, and Navarro (2018). Moreover, the results of Ahmad and Sun (2018) indicated the same point of view on the effects of e-WOM and purchase intention towards attitude in the pre-purchase stage. Hence, the study's output clarified and highlighted the contribution of customers' feedback, which is substantial to the sustainable progress of e-service management in this context.

Therefore, the results of this study achieved possible ways for hoteliers to leverage service quality on CA and CS as the stable root in developing customer loyalty. In the practical aspect, this study contributed a more precise picture to Sale and Marketing Managers, especially the Digital and Content Marketing team, for filling the next-demanding up of customers with different distribution channels. This study also provided guidelines for Policymakers, Owners, Hotel Managers, and Revenue Managers to handle the guest issues on the internet and practice of setting hotel policy in the complexity of the lodging market.

### **8.3 Limitations of the study**

It is plausible that several limitations may influence the results obtained. The research scope was taken from 4-star to 5-star hotels. The restricted use of luxury setting could account for inapplicable to below 3-star hotels.

The possible source of error is from the respondents. They may confuse or contain different understandings of knowledge and information provided in the questionnaire. Additionally, the English theme of the questionnaire is not quite familiar to Asian respondents (i.e., Korean, Chinese, and Malaysian), which causes a little disappointing to them. This drawback may affect the established generalizability of the designed framework and different evaluations of the questionnaire.

Another downside engages in time constraints of respondents to fill the questionnaires on the offline approach.

As the focus of the study was on the influence of online communication and hotel room rate practice on CS and CA, other direct factors may count for, such as staff performance, service environment, service facility, etc.

The method used to collect the data only conducted from three regions of Vietnam with the hotel guests' view that would arise reasons for possible errors. Therefore, the study could be more appropriate to access longitudinal than cross-sectional data to minimize negative factors.

Those inconsistencies, as described above, need further investigation.

#### **8.4 Suggestions for future study**

There are other factors influencing service quality on the base of customer attitude and satisfaction need for future study in the literature of various research areas.

The side effects of service quality on CA and CS should consider with:

- The social and economic environment such as culture, government policy, seasoning factors, events, etc.
- The hotel's service and performance, such as hotel policy, wages, employee performance or satisfaction, etc.
- The customer's perspective, such as engagement behaviors, appropriate time and budget concerns, booking intention, travel purposes, etc.
- An online transaction such as the speed of internet, content, security, and privacy for payment, etc.

Therefore, the strategy to expand hotel guests based on CS and CA takes more effort into building a long-term relationship with customers and effective digital marketing in the hotel industry.

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## LIST OF PUBLICATIONS BY THE AUTHOR

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### EDUCATION

<b>Degree</b>	<b>Major</b>	<b>School</b>	<b>Duration</b>
Cert	Writing for Publication	Hoa Sen University, <b>Vietnam</b>	2017
<i>Cert</i>	Data science and Machine Learning	Ton Duc Thang University, <b>Vietnam</b>	2017
<i>Doctor</i>	Economics and Management	Tomas Bata University in Zlin, <b>Czech Republic</b>	2016 – 2020
<i>Cert</i>	Academic IELTS	IDP Education, <b>Vietnam</b>	2016
<i>Cert</i>	Educational teaching skills for Bachelor Degree students	Pedagogy University, <b>Vietnam</b>	2014
<i>Cert</i>	Teachers of English to Speakers of Other Languages (TESOL)	The American TESOL Institute, <b>USA</b>	2013 – 2014
<i>Master</i>	Business Administration	Open University Malaysia, <b>Malaysia</b>	2011 – 2013
<i>2<sup>nd</sup> Bachelor</i>	English	HUFLIT, <b>Vietnam</b>	(incomplete)
<i>Bachelor</i>	Business Administration	United Business Institute, <b>Brussels</b>	2007- 2009
<i>Diploma</i>	Tourism and Hospitality Management	Latrobe University, <b>Australia</b>	2003- 2005

### Academic, Research and Social Awards

<b>Awards</b>	<b>Subjects</b>
International award by Organizing Committee of the 13 <sup>th</sup> International Conference on Business Excellence, <b>Romania</b>	A best paper award from the 13th International Conference on Business Excellence, Bucharest Romania, organized by Society in Business Excellence jointly with the UNESCO Department for Business Administration at the Faculty of Business Administration in Bucharest from the 21-23 March 2019.
International grant by Transilvania University in Brasov, <b>Romania</b>	International grant for accommodation, meals, and travel by the 3 <sup>rd</sup> <b>EGOS</b> , Transilvania University in Brasov “Managing and Organizing in Challenging Times”

Commendation awards by Hoa Sen University, <b>Vietnam</b>	<ol style="list-style-type: none"> <li>1. Outstanding performance achievement in lab renovation that was qualified as a 4-star hotel in 2015</li> <li>2. "Working and leading to the moral example of Ho Chi Minh, President" in 2013</li> <li>3. 3<sup>rd</sup> prize for a dedicated academic advisor in supervising student to conduct scientific research in 2015</li> <li>4. "Lady of dual outstanding performance achievement" from 2006 to 2012</li> </ol>
Commendation awards by La Trobe University, <b>Australia</b>	<ol style="list-style-type: none"> <li>1. Bachelor Degree Scholarship of Sport, Tourism and Hospitality Management in 2005</li> <li>2. Outstanding Academic Achievement – from 2003 to 2005</li> </ol>

### ***WORKING EXPERIENCES***

- **Manager/Academic Advisor/Lab Coordinator/Lecturer:** Hoa Sen University, Tourism Faculty: Dec 2005 to date
- **Dean of Hospitality and Tourism Faculty:** Him Lam Vocational College
- **Hotel jobs and Tour guide:** Thang Long Travel and Airlines Ticket Company, Saigon Tourist and Travel Service Company, Daily Fresh Company, Pan-Pacific Kuala Lumpur International Airport Hotel, Mines Beach Resort, Putrajaya Marriot Hotel, Palace of Golden Horses, Allson Klana Nilai Hotel.
- **Professional Counsellor:** Riverside Danang hotel, Jolie Siam Company, Viet Tri Academic Company, KFC Company, Cititel Vietnam Hotel Chain.

## APPENDIX - QUESTIONNAIRE

Dear Sir/Madam,

My name is Vo Thi Nga, a Ph.D. candidate at Tomas Bata University in Zlin, the Czech Republic. Currently, I am conducting research titled "Customer attitude and satisfaction towards luxury hotels in Vietnam"

The study aims to explore the influence of the customer experience of service quality on customer attitude and satisfaction related mainly to developing customer loyalty in the luxury hotel settings of Vietnam.

The questions will take approximately 10 to 15 minutes to answer. You are therefore requested to provide honest answers because the information will be confidential and only accessed by the researcher. Taking part in this study will be voluntary and you can feel free to withdraw from the study.

THANK YOU very much for your participation.

---

Please read and answer the following questions carefully.

*1. Provide the name of any 4-star or 5-star hotels/resorts you have stayed in Vietnam for the past 12 months.*

-----  
*2. In your opinion, during the cycle of service (pre-arrival, arrival, occupancy, and departure) which factors affect service quality? List in order of the most important to lower*

1.	3.
2.	4.

*3. You experienced the service, what would you do in response to the levels of your satisfaction with hotel service quality? List in order of the most important to lower*

1.	3.
2.	4.

**Part 1. Overall customer cognition towards guest online reviews on luxury hotels**

1. Which Online Travel Agency websites (OTAs) have you booked before?(can tick more than 1 choice)

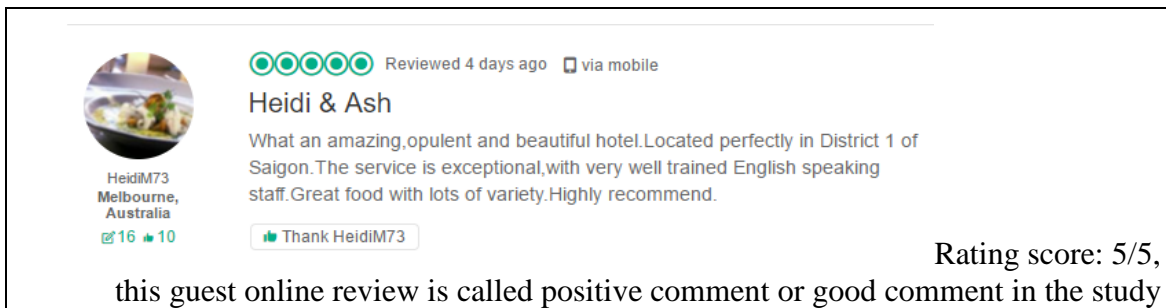
<input type="checkbox"/> Agoda.com	<input type="checkbox"/> Expedia.com	<input type="checkbox"/> Tripadvisor.com
<input type="checkbox"/> Booking.com	<input type="checkbox"/> Kayak.com	<input type="checkbox"/> Luxuryhotelsguides.com
<input type="checkbox"/> Trivago.com	<input type="checkbox"/> Traveloka.com	Other: .....

2. How many times have you booked the rooms via the websites of OTAs?  
.....

3. Why do you book a room via OTAs?  
.....

4. The scenario was developed for this study. Please read it carefully and answer the questions that follow it.

*Assuming you are planning to Vietnam, demanding for a room booking in a luxury hotel. You search on the TripAdvisor.com to see the hotel information which you have not experienced. Then you expect to see the previous guest reviews concerning your potential hotel as shown below.*



Rating score: 5/5,  
this guest online review is called positive comment or good comment in the study



Rating score: 2/5,  
this guest online review is called negative comment or bad comment in the study

Based on the scenario you just read, please indicate your level of agreement towards “Guest online reviews” to evaluate statements below from 1 to 5

	<i>1. Strongly Disagree</i>	<i>2. Disagree</i>	<i>3. Neutral</i>	<i>4. Agree</i>	<i>5. Strongly Agree</i>	
	<b>Guest Online Feedback</b>					MEASUREMENT
OF2	The negative comments can be an outlet for customers to revenge the hotel’s reputation after an unpleasant experience					
OF3	The negative comments can be an outlet for customers to hurt the hotel’s reputation after an unpleasant experience					
OF4	The price I paid was too high due to booking at a hotel based on the hotel star rating and scores awarded by former customers					
	<b>Hotel Management Response</b>					MEASUREMENT
MR1	The hoteliers frequently response to online guest comments					
MR2	The hoteliers promptly response on online guest comments					
MR3	The hoteliers’ response is clear and effective communication to engage customers					
	<b>Decision Making</b>					MEASUREMENT
DM1	I decide to make room booking with the hotel because of the guest positive online reviews					
DM2	The online rating lists are more useful and credible when published by well-known online travel communities (e.g., TripAdvisor).					
DM3	The higher booking intentions result if the list is published on a well-known online travel community (TripAdvisor)					
DM4	Online review valence significantly affects hotel booking intention					

**Part 2. Overall customer cognition towards luxury hotel websites**

- You have ever experienced in luxury hotel websites, list reasons/ideas which made you satisfied  
.....
- Which luxury hotel websites in Viet Nam have you booked the room before?  
.....
- Do you intend to book a room on the hotel website in the future? Yes  No  
Reasons to book a room on hotel websites?  
.....
- Indicate your level of agreement based on “Hotel website” to evaluate statements from 1 to 5

	<i>1. Strongly Disagree</i>	<i>2. Disagree</i>	<i>3. Neutral</i>	<i>4. Agree</i>	<i>5. Strongly Agree</i>	
	<b>Customer perception of hotel website</b>					MEASUREMENT
CP1	The hotel website quality positively meets one’ needs					
CP2	The hotel website quality is positively based on the excellence features of that website					

CP3	The hotel website quality positively impacts on one' purchase intentions	
	<b>Information and Interface</b>	MEASUREMENT
II1	The hotel website quality is security	
II2	The hotel website quality is enjoyment	
II3	The hotel website quality is information quality	
II4	The hotel website quality is ease of use	
	<b>Trust</b>	MEASUREMENT
T1	The hotel website must establish trust relationships with their online consumers	
T2	The hotel website affects the willingness of people to book a room	
T3	The hotel website influences customer intention to revisit the hotel website in the future	

### Part 3: Overall customer cognition towards the Room Rate Strategy on luxury hotels

The scenario was developed for this study. Please read it carefully and answer the questions below:

*“Assume you are coming to Vietnam to attend the seminar, and book a one-night stay at a luxury ABC hotel. During the break, you have the opportunity to talk with friends in the same workshop. At this time all three know that they are close to each other, the same room standard, the service is the same, except for room rates. Friend A came directly to the hotel and rented room at US\$ 300 per night, while friend B booked online at the OTA website (Agoda.com) 6 days before arrival is US\$ 250 per night, and you booked online at the website of the ABC Hotel 8 days before arrival and the price of \$280 / night.”*

1. Are you aware of the room rate differences of ABC hotel?  Yes  No

2. Why is it necessary to care for the room rate differences?

.....

3. Please indicate your level of agreement base on “Hotel room rate strategy” to evaluate statements below from 1 to 5

	2. Strongly Disagree	2. Disagree	3. Neutral	4. Agree	5. Strongly Agree	
	<b>Price fairness</b>					MEASUREMENT
PF1	My perceptions of pricing fairness affect the price of product/service					
PF2	My purchase intention affects the price of product/service					
PF3	If I perceived a price as unfair experience, I would occur negative attitudes toward the providers					
PF4	Costs, demand, competition, and distribution channels are taken into my consideration in pricing					
	<b>Revenue Management</b>					MEASUREMENT
RM1	The revenue management refers to selling perishable service products to the most profitable mix of customers (i.e. rooms at the hotel) to maximize hotel revenue					



RM2	The pricing according to predicted demand levels so that price-sensitive customers who are willing to purchase at off times can do so at favorable prices	
RM3	The pricing according to predicted demand levels so that price in the sensitive customers who want to purchase at peak times will be able to do so at higher prices than normal times	
RM4	The discounted room rates are subject to compliance with pre-established requirements	
RM5	The updated information is at hand on the number of rooms available	
RM6	Room rates can be changed simultaneously in all channels	
	<b>Purchase Intention</b>	MEASUREMENT
PI1	The room booking intention is the willingness and tendency of one to participate in trading	
PI2	The hoteliers can offer offline room rates compared to the expected last-minute prices	
PI3	Improper application of Revenue Management principles might negatively impact consumer intention for loyalty	

	<b>Overall Service Quality</b>	MEASUREMENT
SQ1	A guest review online can evaluate service quality	
SQ2	I can use the hotel stars as a tool to choose a hotel with a willingness to pay for service/product	
SQ3	Online service of the hotel is useful and effective	
SQ4	The hotel reservation and/or front office staffs can promote up-sell and cross-sell service/product	
SQ5	My intention to book a room at a hotel involves the evaluation of service quality	
	<b>Customer Satisfaction (CS)</b>	MEASUREMENT
CS1	Guest online reviews affect my booking at a hotel	
CS2	The hotel management responses on the guest's online comments affect my satisfaction	
CS3	I keep booking a room on the hotel website	
CS4	I am engaged with the online service of the hotel	
CS5	I am satisfied with the hotel room rate strategy	
CS6	I will expect the offline or direct rates from hotel in the future	
	<b>Customer Attitude</b>	MEASUREMENT
CA1	I buy product/service on the hotel website	
CA2	I recommend the hotel website to others	
CA3	I complain about the different rates and require the hotel management's explanation	
CA4	I'll make positive comments online if I am satisfied with service quality at the hotel	

CA5	I'll ask for a refund if I am not satisfied with service quality at the hotel	
CA6	I'll switch to hotel's competitor if I'm experienced with unfair prices	
<b>Customer Loyalty</b>		<b>MEASUREMENT</b>
CL1	I'm willing to pay more for a booking at a hotel based on hotel star rating and scores awarded by former customers	
CL2	I'll make the bookings with its price policy in the future	
CL3	I trust and book the room on the hotel website	
CL4	To improve my relationship, the hotel can offer offline fares comparable to the expected last-minute prices.	

### PERSONAL INFORMATION

1. Your gender:      Male                                      Female
2. Your age bracket: 18-25                                      26-35                      36-45                       > 45
3. Your continent: Europe                                      Africa                      Australia                      America  
                                 Asia
4. Your daily internet usage:  <4hrs                                      4-8hrs                       > 8hrs
5. Your current occupation:
  - The staff of hotel/restaurant/tourism establishment      Freelancer
  - Lecturer in hotel and tourism management                      Office staff
  - Businessman    Other: .....
6. Length of your working experience:
  - <1 year                      1-3years                      3- 5 years                      5-10years                       >10 years
7. You have ever been worked or are working in hotel and tourism establishment for:
  - 0 day                                       <1 year                                      1-3 years
  - 3- 5 years                                      5-10 years                                       >10 years
8. In your hotel and tourism establishment, which position were/are you?
  - None       Staff                      Supervisor                      Manager      General      Manager       Owner
9. Personal monthly income (USD)
  - <\$500      \$500-\$1000                      \$1000-\$1500                      \$1500-\$2000                      \$2000-\$5000
  - \$5000-\$10000                                       >\$10000
10. Your education level:

- Secondary school                       High-school                       Vocational college
- Bachelor degree                       Postgraduate

11. Provide names of the 4 to 5-star hotels that you have experienced in Vietnam:

.....  
 When did you stay at the hotel? .....  
 Where is the location of the hotel? .....  
 How many nights have you stayed there? .....  
 Purpose of visit:    Leisure                      Business                      Other:.....

12. What did you do before choosing a hotel to stay?

.....

13. What made you feel satisfied during the stay at the hotel?

.....

14. What did you do in response to the levels of your satisfaction concerning hotel service quality?

.....

15. What could the hotel do to serve you better in the next stay?

.....

The Google form is available at: <https://forms.gle/7gczY91LwVBr1hbJ9>  
 -----**Thank you very much for your participation in this study**-----

**Customer attitude and customer satisfaction towards luxury hotels in  
Vietnam**

Postoj zákazníků a zákaznická spokojenost s luxusními hotely ve Vietnamu mu

Nga Thi VO

Doctoral Thesis

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