Satisfaction and positive emotions: A comparison of the influence of hotel guests' beliefs and attitudes on their satisfaction and emotions

Anupama Sukhu[a], Hyeyoon Choi[b], Milos Bujisic[c], Anil Bilgihan[d,*]

[a] Hospitality Management Program, Peter T. Paul College of Business and Economics, University of New Hampshire, Durham, NH 03824, United States
[b] Department of Human and Consumer Sciences, Ohio University, 79 South Court Street, Athens, OH 45701, United States
[c] Department of Human Sciences, The Ohio State University, 1787 Neil Avenue, Columbus, OH 43210, United States
[d] Department of Marketing, Florida Atlantic University, 777 Glades Road, Boca Raton, FL 33431, United States

ARTICLE INFO

ABSTRACT

This research provides a comparative study of two comprehensive servicescape models to explore the underlying influence of various hotel elements on guests' satisfaction with, and emotional responses to, their hotel stays. Based on the theory of reasoned action (TRA) and the theory of planned behavior (TPB), this research sought to identify the differences in guests' beliefs and attitudes about the elements of hotels' public areas, rooms, ambiance, social, and green practices in determining their satisfaction and emotions. Two structural models were developed illustrating the theorized interrelationships between identified constructs. Data collected through an online survey from 310 guests stayed in upscale hotels with four-star ratings were used for the analysis. Results from two structural models revealed that the model with attitudes is a better predictor of guest satisfaction and emotions than the model with beliefs. Further, emotionally attached guests engage more in WOM than did satisfied guests. Hotel managers need to offer experiences that consist of elements that matter to customers since customers' attitude towards various service elements determine their satisfaction and emotional attachment with hotels. Additionally, in order to get brand promoters through WOM recommendations, hotels need to focus on emotionally attached customers than satisfied customers.

1. Introduction

In today's market, companies compete to provide unique and exceptional services to customers (Atwal and Williams, 2009; Teixeira et al., 2012) and the customers' experience defines the success of enterprises (Berry et al., 2002). A recent CNN report states that guests do not perceive hotels as places just to sleep. Instead, they perceive hotels as places to experience (Carrington, 2016). Although customers perceive an experience as a whole (e.g., hotel stay and eating in a restaurant) (Zomerdijk and Voss, 2010), there are numerous components that constitute an experience (e.g., décor of the guestroom and music in the lobby). These various servicescape elements are evaluated and judged constantly by customers (Bitner, 1992) because the customer experience encompasses every point of contact with service providers, producers, or businesses (Grewal et al., 2009). As a result, an appraisal of the total customer experience, which is defined as an internal subjective evaluation of various servicescape elements (Meyer and Schwager, 2007), takes place in a service encounter. This research attempts a thorough investigation of each of hotel servicescape elements that contribute to the total customer experience to provide theoretical and practical insights in the service industry, upscale hotels in particular.

More interestingly, what constitutes a total customer experience is also changing and evolving constantly as the habits and behaviors of consumers change. Consumers are increasingly concerned about environmental issues and thus green management is becoming a strategic tool to enhance a hotel's competitive advantage (Lee et al., 2010). As consumers are increasingly concerned about global warming and environmental protection, they are more likely to make eco-friendly decisions when selecting a hotel. Consequently, more and more hotels are implementing eco-friendly green practices and environmental strategies (Han et al., 2011). Green hotels are environmentally-friendly properties that save water, save energy and reduce solid waste. Green practices such as appeals to reuse towels have been integrated recently into the total customer experience (Jiang et al., 2015). Environmental initiatives can be implemented in a manner that is aesthetic. For instance, purchasing plants that are native to the property's location may also create a desirable servicescape. Thus, this research also attempts to extend the existing theoretical framework of servicescape literature by integrating green elements into the model.

* Corresponding author.
  E-mail addresses: anupama.sukhu@unh.edu (A. Sukhu), choih@ohio.edu (H. Choi), bujisic.1@osu.edu (M. Bujisic), abilgihan@fau.edu (A. Bilgihan).

The main purpose of this research is to comprehend the relative influence of consumers' beliefs and attitudes about various servicescape elements that predict their satisfaction and emotions in a luxury hotel context. This study compared the influence of beliefs and attitudes regarding servicescape elements on guest satisfaction and emotions. Also, it incorporates green practices to the existing servicescape model to analyze hotel guests' consumer behavior from a holistic perspective.

Previous research has shown that different servicescape elements indeed influence customers' satisfaction (Bearden and Teel, 1983; Bolton and Drew, 1991; Mittal et al., 1998; Shankar et al., 2003) and emotional responses to hotels differently. However, do various servicescape elements influence the levels of customer satisfaction and emotions differently? For example, satisfaction and emotions regarding hotel services can be generated from various elements, including the room, the lobby, employees, ambiance, and public spaces in the facility. However, a comprehensive research model that facilitates a comparative study of the relative influence of various servicescape elements on guests' satisfaction and emotions has not yet been developed. Developing and testing a comprehensive model of servicascape elements on hotel guests' satisfaction and emotions is the primary motivation of this study.

This research also focuses on the relative influence of customers' beliefs and attitudes about various servicescape elements on their satisfaction and emotions (e.g., are customers' attitudes about hotel employees more powerful in creating satisfaction and positive emotions compared to their beliefs about employees?). The current research is designed to add an additional construct to existing models, the green element, as it has recently become part of a hotel's image, to extend the traditional servicescape model. Despite the increasing attempts to market green hotels, there has been little empirical investigation of how consumers respond to such practices (Lee et al., 2010). Hence, this research identified the need to extend the traditional servicescape model with an additional "green" construct to understand consumers' reactions to environmentally friendly hotel policies. From laundry reduction to waste recycling, the green initiatives of the lodging industry have become an important trend, therefore, the comprehensive model included this factor.

Further, the physical (e.g., ambiance, spatial arrangement, and functionality of furniture) and social (e.g., employee and customer interactions) elements of a facility often are measured differently and have not been integrated in a single model (Spielmann et al., 2012). Thus, another goal of the research is to fill this gap by providing a more realistic and holistic perception of customer behavior in the hotel context.

Finally, this research also investigated the relative influence of customers' satisfaction and emotional evaluations on their word of mouth (WOM) intentions. Traditionally, models on the theory of planned behavior (TPB) use behavioral intention as the outcome variable, due to the growing influence of WOM in the hospitality industry. Do customers with an emotional attachment or satisfaction exhibit significantly higher levels of WOM intentions to promote a firm? Integrating WOM intentions as an outcome variable would allow a broader examination of the relationship between customer experience and loyalty. This has become increasingly important as more firms strive to offer experiences that encourage customer loyalty and repeat patronage (Dennis et al., 2013; Frank et al., 2014) through which they can gain a competitive advantage in the market.

2. Literature review

2.1. Theoretical background

There is a substantial amount of research that supports the notion that experience is a key factor in hotel marketing (Andersson, 2010; Gilmore and Pine, 2002; Pine and Gilmore, 1998). This viewpoint supports the notion that sensory experiences contribute to the

formation of, for example, cognitive, emotional and physiological responses that may influence or shape identity, values and behaviors (Tuominen and Ascenção, 2016). Therefore, the sensory experience should be rendered in a way that inspires moods, feelings and emotions to overrule logic and rationality in the human brain.

The built environment or physical setting of service organizations—known as the servicescape—influences consumer behavior, in that research has determined that the servicescape emotions consumers' cognitive, emotional, and physiological responses (Bitner, 1992). The servicescape consists primarily of ambient elements, such as the background attributes of the environment, including temperature, sound, lighting, and music, and the spatial arrangement and functionality of those elements—for example, the spatial layout, size, and shape of equipment, machinery, and furnishings in the physical surroundings—to fulfill certain goals or purposes. In hotel settings, these spatial arrangements and elements of functionality may vary between room and public settings. Hence, it is important to consider them as distinct entities and refer to room and public features separately to capture the consumer behaviors specific to the different settings. In addition, servicescape can include signs and symbols used in physical settings that provide cues to elicit specific responses from consumers (Becker 1977, 1981; Davis 1984; Wener 1985; Wineman 1982). Therefore, a comprehensive servicescape model should measure consumers' responses to such signs and symbols as part of the spatial arrangement and functionality of hotel rooms and public spaces. Further, employees constitute a social environment in service organizations that has been identified as part of the servicescape (Bitner, 1992; Spielmann et al., 2012). Thus, this research incorporated the social dimension of the servicescape to the model identified.

As stated above, an increasing number of hotels have adopted various environmentally friendly practices to be categorized as green hotels. This may be due to corporate guidelines or practices designed to leverage the economies of scale or adopt low-cost practices to increase profitability (Rahman et al., 2012). Because the number of eco-conscious consumers has increased, there has been an increasing trend to promote green hotels (Han et al., 2009). Because servicescape is defined as consumers' holistic experiences of the service facility (Bitner, 1992), hotels' attempts to use energy saving bulbs, low water need landscaping, their visible signs regarding green practices, and appeals to reuse and recycle materials, can also be perceived as part of the hotel servicescape. Therefore, these also were measured in this study within the "green" construct.

Servicescape provides a sense of place to customers by combining various service elements. These distinct elements together create the servicescape concept (Nilsson & Ballantyne, 2014). Yet, many studies only focus on selected elements of servicescape. Therefore, there is room to operationalize and measure many factors that contribute to the growing servicescape of the facility (Lin, 2016). This can contribute to the theoretical advancement in the field. Hence this study identifies specific factors that create a luxury hotel servicescape and measure them differently and codify them under the servicescape umbrella.

As a result, this research incorporated five distinctive elements to represent the various dimensions of servicescape: Ambiance elements (e.g., lighting, fragrance, and music as background attributes of the hotel); Room elements (e.g., spatial arrangement and functionality, and signs and symbols inside the hotel room); Public elements (e.g., spatial arrangement and functionality, and signs and symbols in hotels' public spaces); Social elements (e.g., employees), and Green elements (e.g., environmentally friendly practices).

Next, beliefs and attitudes became common when they were addressed in the theory of reasoned action (TRA) and the theory of planned behavior (TPB) (Ajzen, 1985, 1991; Fishbein and Ajzen, 1975a,b). These theories explain the human decision-making process from two different perspectives. TRA proposes that people are rational beings who make reasoned choices at the time of decision making, whereas TPB is an extended version of TRA that considers involuntary

control (e.g., subjective norms) to predict human behavior. In both cases, beliefs and attitudes play an important role in people's decision making in various contexts (Fishbein and Ajzen, 1975a,b;Ajzen and Fishbein, 1980). According to Ajzen and Fishbein (1980), attitude is defined as an individual's overall positive or negative evaluation of an object or appraisal of behavior. Attitude is related to one's salient beliefs and outcome evaluation. Beliefs are the expected likelihood of a particular outcome to occur after engaging in a behavior, whereas outcome evaluation involves the assessment of the possible consequences of a specific behavior (Ajzen and Fishbein, 1980). Attitude is derived as an aggregate total of the function of individuals' beliefs about an object multiplied by the evaluative aspect of those beliefs (Fishbein, 1963).

The TRA and TPB have been modified in previous research to capture more variance and predict human behavior in various contexts (Han and Kim, 2010). According to (Ajzen, 1991), the TRA and TPB, by their inherent nature, are open to further modifications. Later, (Perugini and Bagozzi, 2001) addressed the need to deepen and broaden the traditional TPB model with additional predictors and predicted variables. Therefore, this research retained two critical variables—beliefs and attitudes—to predict hotel guests' cognitive and emotional evaluations of various servicescape elements that led to their WOM intentions.

There is massive research supports the co-existence between beliefs and attitudes (Nachmias and Walmsley, 2015). The theoretical exposition regarding the co-existence of beliefs and attitudes were introduced by Fishbein and Ajzen, (1975a,b)). According to the research, "A person's attitude is a function of his salient beliefs at a given point in time." Fishbein and Ajzen, (1975a,b), p. 222). Beliefs are the subjective associations activated from memory regarding two concepts (Fishbein and Ajzen, 1975b). Both beliefs and attitudes found to be predicting human behavior (Olson et al., 2000). Decision making is a combination of cognitive processes that involves the influence of beliefs and attitudes simultaneously (Nabi et al., 2006). Hence this research proposed hypotheses that refers to beliefs and attitudes simultaneously predicting the consumer behavior regarding servicescapes.

Beliefs about self (Caprara et al., 2006) and surroundings (Jarvinen and Nicholls, 1996; Stackert and Bursik, 2003) have been found to influence people's satisfaction and emotions. The cognitive emotion theory (Lazarus, 1991) states that beliefs lead to emotions, and thus, people's beliefs about their surroundings can influence their emotional state of mind. In addition, the appraisal theory of emotions (Scherer, 1999) states that emotions are generated by people's appraisals of the world or situations; thus, their beliefs about the world generate emotions. To conclude, people's beliefs influence their emotions and satisfaction in various contexts.

Furthermore, satisfaction has been shown to be determined by people's attitudes (Saari and Judge, 2004), and according to the attitude theory of emotion (Bull, 1951), attitude leads to emotions. Thus, emotions intervene between, and mediate, attitudes and actions. The link that connects attitudes to satisfaction and emotion has strong support in the psychology literature.

Positive WOM signals customer loyalty and companies' success in the marketplace (Anderson, 1998; Babin et al., 2005; Blazevic et al., 2013; Chevalier and Mayzlin, 2006; Harrison-Walker, 2001; Vaerenbergh et al., 2012). As recommendations from customers reduce marketing costs and promote firms to other customers, WOM intention affects profitability, long-term success, and the competitive advantage of the firm. Hence, companies produce unique customer experiences that increase customers' intentions to promote firms via WOM (Abrantes et al., 2013;Otnes et al., 2012). Due to its importance in services marketing, this research uses WOM as the final endogenous variable and attempts to examine the relative influence of customers' emotional and cognitive evaluations on their WOM intentions. WOM does not only influences consumer purchase behavior, but is also the outcome of consumer purchases (Duan et al., 2008), hence using TBA as

the foundation to study WOM as a behavior is an important task.

The following section discusses the relationships among research constructs and develops hypotheses.

2.2. Hypotheses development

2.2.1. Social elements and customer satisfaction

Service is an integral feature of hospitality firms (Ryu et al., 2012) that shapes the service provider's image. The service climate, which is composed of employees in the facility, has a direct effect on guests' satisfaction with hotels (Yuanqiong et al., 2011). The hospitality industry has a service oriented culture in which customers evaluate firms according to customer-employee dyadic interactions (Zhao and Mattila, 2013; Zhao et al., 2014). Customers receive the total experience of the service firm not only through the physical environment, but also through service encounters that consist of customer-employee interactions or social elements in the facility (Sundaram and Webster, 2000; Lin and Mattila, 2010; Wu and Liang, 2009). Also, the importance of social elements (Jarvinen and Nicholls, 1996; Stackert and Bursik, 2003) and beliefs and attitudes (Saari and Judge, 2004) are well-supported in previous research. Extrapolating from these, we proposed the following:

H1a. There is a positive relationship between guests' beliefs about hotels' social elements and their satisfaction.

H1b. There is a positive relationship between guests' attitudes about hotels' social elements and their satisfaction.

2.2.2. Hotel room elements and customer satisfaction

The hotel room, as guests' private and personal spaces during their stays, constitutes an important aspect of the hotel experience overall (Yavas and Babakus, 2005). Consumers evaluate facilities inside the room as one of the important attributes during their stays (Qu et al., 2000). "Sight" (i.e., a guestroom that is appealing to the eye) is the dominant sense of guests. It is an important determinant of the positive first and lasting impression for guests (Ogle, 2009). Obata (2001) suggests that guestrooms become the second homes for many guests; and therefore, recommends that these rooms should be warm, comfortable and inviting. Consequently, consumers' perceptions of their rooms have been found to have an important influence on their satisfaction with the hotel stay (Choi and Chu, 2001; Juwaheer, 2004). With luxury hotels in particular, in-room amenities influence guests' satisfaction positively (Chaiyapun, 2012). Because guests' evaluations of their rooms are related both to their satisfaction and beliefs (Jarvinen and Nicholls, 1996; Stackert and Bursik, 2003) and attitudes (Saari and Judge, 2004), the following hypotheses are proposed:

H2a. There is a positive relationship between guests' beliefs about hotel room elements and their satisfaction.

H2b. There is a positive relationship between guests' attitudes about hotel room elements and their satisfaction.

2.2.3. Elements of hotel ambiance and customer satisfaction

The impact of servicescape ambiance, though composed of more elements (including color, music, scent, and layout and design) is similar to that of product goods, the packaging (e.g. box, wrapping) affecting consumer-purchasing decision (Lin and Mattila, 2010). The ambiance of the hotel influences customers' perceptions as well (Chu and Choi, 2000; Jani and Han, 2014). Ambiance is an important aspect of overall service quality that contributes towards guest satisfaction (Amin et al., 2013). Better hotel ambiance acts as a cue to better service quality and thus influences guests' satisfaction with the hotel (Callan, 1998). Hotel ambiance is key to customer satisfaction (Jani and Han, 2014). Further, beliefs (Jarvinen and Nicholls, 1996; Stackert and Bursik, 2003) and attitudes (Saari and Judge, 2004) influence

satisfaction. Therefore, the following hypotheses are proposed:

H3a. There is a positive relationship between guests' beliefs about elements of hotels' ambiance and their satisfaction.

H3b. There is a positive relationship between guests' attitudes about elements of hotels' ambiance and their satisfaction.

2.2.4. Hotel public elements and customer satisfaction

Hotels' public facilities (e.g., lobby, lounge, etc.) influence customers' stays, and therefore, customer satisfaction is influenced by the amenities in public spaces (Zhou et al., 2014). Zhou et al. (2016) find that for four and five star hotels, the public spaces and facilities (e.g., lounge, lobby, pool and gym) of the hotel can perform the special role of in guest satisfaction. Previous research also has found that amenities in hotels' public spaces influence guests' satisfaction (Berezan et al., 2013). Therefore, the following hypotheses are proposed:

H4a. There is a positive relationship between guests' beliefs about hotels' public elements and their satisfaction.

H4b. There is a positive relationship between guests' attitudes about hotels' public elements and their satisfaction.

2.2.5. Hotel green elements and customer satisfaction

Previous research has found that eco-friendly consumers notice hotels' green practices (Berezan et al., 2013). Consumer behavior regarding eco-friendly practices is shifting. Consumers' beliefs and attitudes are becoming increasingly green leading to actual behavior (Enkema, 2016). Guests' beliefs and attitudes take into account their evaluation of green practices (i.e., how good/bad is it that a hotel is green?), and in that sense, consumers' beliefs and attitudes about hotels' green elements should lead to satisfaction. Therefore, the following hypotheses are proposed:

H5a. There is a positive relationship between guests' beliefs about hotels' green practices and their satisfaction.

H5b. There is a positive relationship between guests' attitudes about hotels' green elements and their satisfaction.

2.2.6. Hotel social elements and customer emotions

Excellent customer service has become a norm in the service industry and therefore, customers have high expectations of service (Crick and Spencer, 2011). Thus, hotels' social elements (employees) constitute an integral part of the customer experience. Customer service is measured through various service encounters in which employees' performance influences customers' emotional responses to the firm (Zhao et al., 2014; Ryu and Jang, 2007). Therefore, customers' emotions are influenced by the hospitality of the employees (Teng and Chang, 2013). Employee performance serves as a cue in customers' emotional judgments of service firms. This leads to the following hypotheses:

H6a. There is a positive relationship between guests' beliefs about hotels' social elements and their emotions towards hotels.

H6b. There is a positive relationship between guests' attitudes about hotels' social elements and their emotions towards hotels.

2.2.7. Hotel room elements and customer emotions

The hotel room is considered to be one of the most important aspects of guests' stays at hotels (Chaiyapun, 2012; Juwaheer, 2011), and American guests consider hotel room amenities the most valuable attributes of their stays (Torres et al., 2014). Customers' positive emotions is therefore linked inextricably with superior amenities provided in the room (Kandampully and Suhartanto, 2000), as higher quality room amenities lead to more positive emotional responses in hotel

guests (Choi and Chu, 2001). Therefore, the following was proposed:

H7a. There is a positive relationship between guests' beliefs about hotel room elements and their emotions towards hotels.

H7b. There is a positive relationship between guests' attitudes about hotel room elements and their emotions towards hotels.

2.2.8. Elements of hotel ambiance and customer emotions

Hotel firms are investing increasingly in innovations in hotel ambiance to elicit favorable emotional responses towards the firm (Pullman and Gross, 2004). A combination of various tangible and intangible elements, including lighting, background fragrance, and music create an ambiance that completes the customer experience offering (Lin, 2004). The influence of ambiance on customer emotions is highly prevalent in upscale hotels (Ryu and Jang, 2007), as guests expect a superior customer experience in such hotels. Therefore, the following hypotheses are proposed:

H8a. There is a positive relationship between guests' beliefs about elements of hotel ambiance and their emotions towards hotels.

H8b. There is a positive relationship between guests' attitudes about elements of hotel ambiance and their emotions towards hotels.

2.2.9. Hotel public elements and customer emotions

The public facilities in hotels consist of the spatial arrangement of the furniture, lighting, and signs and symbols. The public space often serves as a recreational outlet during people's hotel stays. Hence, hotels' public space amenities contribute to customers' stays, and consequently, guests' emotions are influenced by the performance of hotels' public spaces (Torres et al., 2014). Therefore, the following hypotheses are proposed:

H9a. There is a positive relationship between guests' beliefs about hotels' public elements and their emotions towards hotels.

H9b. There is a positive relationship between guests' attitude about hotels' public elements and their emotions towards hotels.

2.2.10. Hotel green elements and customer emotions

Various research has identified the importance to customers of eco-friendly practices in the lodging industry (Han et al., 2009; Kang et al., 2012; Han and Kim, 2010). Half of American reported that they stopped buying products of certain brands due to the environmental reputation of the manufacturer (Enkema, 2016). Being green adds an affective component to the overall hotel image which is leads to emotional guest attachment (Lee et al., 2010). This led to the following hypotheses:

H10a. There is a positive relationship between guests' beliefs about hotels' green elements and their emotions towards hotels.

H10b. There is a positive relationship between guests' attitudes about hotels' green elements and their emotions towards hotels.

2.2.11. Customer satisfaction, emotions, and WOM intentions

The relationship between guest satisfaction and their WOM behavior is well-supported in the lodging industry (Getty and Thompson, 1995; Litvin et al. 2008; Oh, 1999; Swanson and Hsu, 2011), as satisfied customers tend to support the firm through recommendations to friends and family. Similarly, emotionally attached customers tend to promote the firm through WOM recommendations as well (Jeong and Jang, 2011). WOM behavior is a sign of attachment to the firm (Kwon & Mattila, 2015) and customers act as brand ambassadors who contribute to the success and growth of the firm (Kandampully et al., 2015). Therefore, in our attempt to identify the relationships between customers' emotions and satisfaction and their WOM behavior, the following hypotheses are proposed:
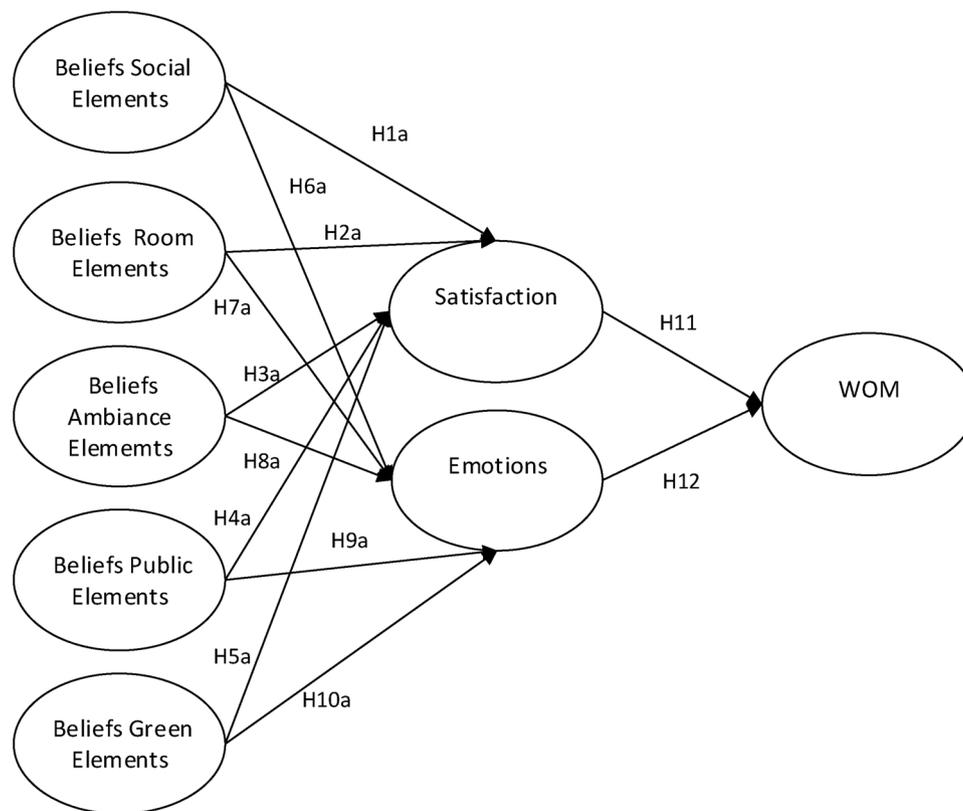
Fig. 1. The proposed relationship between hotels guests' beliefs about hotels servicescape elements and their emotion and satisfaction leading to WOM.

H11. There is a positive relationship between guests' satisfaction and their WOM intentions.

H12. There is a positive relationship between guests' emotions and their WOM intentions.

Based on the discussions above, the two research models proposed are presented in Figs. 1 and 2. Fig. 1 focuses on the relationship between guests' beliefs about servicescape elements and their emotions and satisfaction that lead to WOM. Fig. 2, on the other hand, focuses on guests' attitudes about servicescape elements and their emotions and satisfaction that lead to WOM.

3. Methods

3.1. Study context

For this study context, upscale hotels with at least a four-star rating were selected. Such hotels are luxurious, full-service facilities that provide their guests with accommodations, restaurant(s), and amenities such as swimming pools, health clubs, ballrooms, conference facilities, etc. Thus, these hotels were considered appropriate for this study because they are more likely to offer higher quality service and amenities to meet their customers' high expectations. The study was designed to capture various facets of the servicescape that contribute to the total customer experience, and luxury hotels that offer full service thus seemed to be most appropriate for the study.

3.2. Scale development

The structured self-administrated survey consisted of questions about customers' satisfaction and emotions with respect to elements of the physical environment (e.g., social, ambiance, public, and green). The questionnaire also included respondents' sociodemographics and characteristics related to their trips. Each item for the constructs studied

was measured using five-point Likert scales. Majority of the items were adopted from existing validated measures used in previous studies, although the questions were modified slightly for this research.

Items used to measure "beliefs" about: 1) social elements (e.g., "The hotel employees behaved in a professional manner"), and outcome evaluations (e.g., "How important is it that hotel employees behave professionally"; 2) room elements (e.g., "The guest room was clean"), and outcome evaluations (e.g., "How important was it to have a clean room during your hotel stay"); 3) public elements (e.g., "This hotel had legible, visible signs in public areas"), and outcome evaluations (e.g., "How important is it to have legible and visible signs in public areas of the hotel in which you choose to stay"), and 4) ambiance elements (e.g., "The lighting of this hotel was pleasant"), and outcome evaluations (e.g., "How important was it to have good lighting during your hotel stay") were adopted from Hightower et al. (2002); Keng at al. (2007) and Wakefield & Blodgett (1996).

Items used to measure beliefs about green elements (e.g., "This hotel established an active recycling program for materials in all sections of the hotel"), and outcome evaluations (e.g., "How important was it to have an active recycling program for materials in all sections of the hotel where you chose to stay") were adopted from Manaktola & Jauhari (2007). Items used to measure satisfaction (e.g., "Overall, I was satisfied with my experience staying at this hotel") were adapted from Cronin et al. (2000). In addition to the overall satisfaction attributes adapted from Cronin et al. (2000), some additional attributes were particularly developed for this study to identify whether the specific belief elements (social, room, public, ambiance) emotions satisfaction (i.e. 'I was satisfied with the hotel employees at this hotel'). Items used to measure WOM (e.g., "I will say positive things about staying at this hotel") were adopted from Gruen et al. (2006) and Hightower et al. (2002). In addition, items for emotions were developed for this study based on van Doorn's (2010) work as very few measurement scales in regards to what the study sought to measure (e.g., "In general, I was pleased with staying at this hotel") were found to exist. van Doorn's
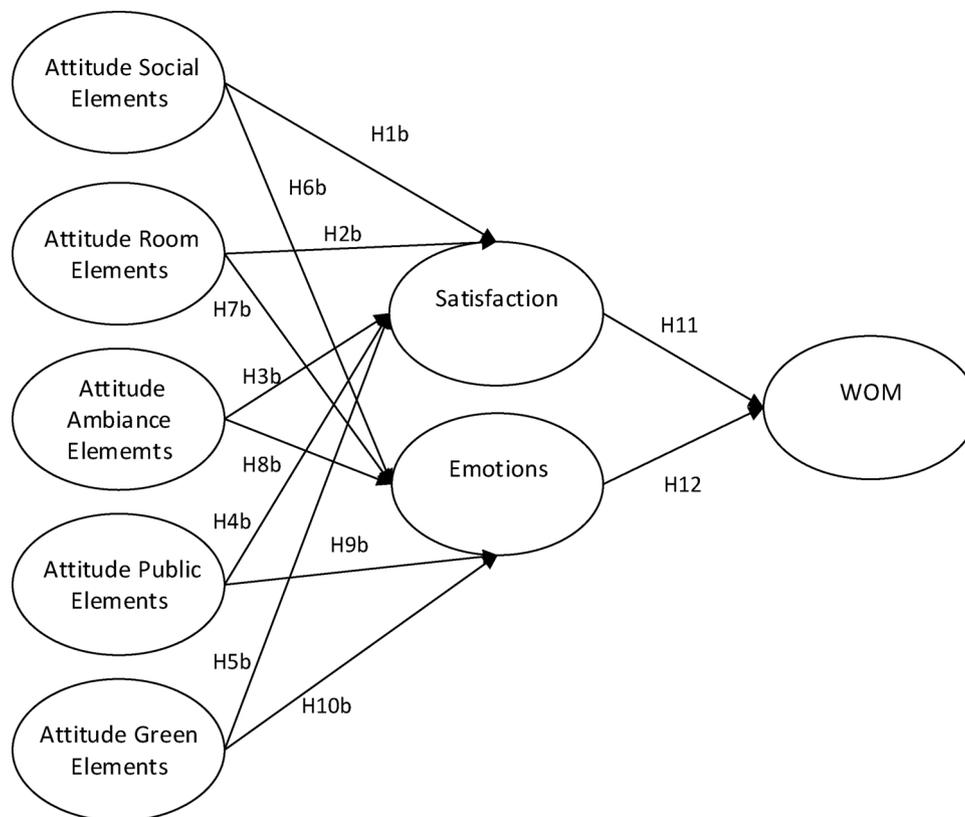
Fig. 2. The proposed relationship between hotels guests' attitude about hotels servicescape elements and their emotion and satisfaction leading to WOM.

(2010) theorized that customer engagement encompasses behaviors that include offering suggestions to the firm as a mean of co-creating and co-designing products and services. The survey questionnaires used were designed per van Doorn's (2010) theories.

Finally, to measure attitude, each of the belief items was multiplied by its consecutive outcome evaluation items to obtain attitude measures of the respective constructs. Thus, three attitude question items were used to measure hotel guests' attitudes about the room, ambiance, and public elements of the hotel, a seven-item measure was derived to assess guests' attitude about social elements of the hotel, and a four-item attitude measure was used to measure the hotel's green elements.

3.3. Survey design and sample

After the initial survey was developed, it was refined further before being made available online. One focus group interview and two pilot tests were conducted to ensure the clarity of the wording and to test the reliability of the items statistically. In addition, to ensure face validity, a former hotel manager was asked to review the questionnaire to determine whether or not the test was ethical, and whether or not it would actually measure hotel customers' evaluations of their previous hotel stays. The Cronbach's alpha for each latent variable was relatively high, ranging from 0.88 to 0.91, thus establishing high construct reliability. The revised online survey was administered though "Amazon Mechanical Turk" (MTurk: www.mturk.com) by linking survey respondents to an external online survey tool, Qualtrics. Data collected using MTurk is at least as reliable as those obtained via traditional methods and this platform can could be used to obtain high-quality data (Buhrmester et al., 2011). Only those who had stayed at an upscale hotel during their most recent hotel visit were chosen for the study. Among 411 total responses obtained, 90 did not meet the criterion of having stayed at an upscale hotel during their most recent hotel visit. In addition, 11 extreme multivariate outliers were found and eliminated from further analysis, for a final number of 310 responses. Survey data

was collected from US hotel guests that stayed in a luxury hotel in the US.

3.4. Data analysis

Regarding data analysis, SPSS 21.0 were used to process the descriptive statistics and reliability analysis on the collected data and to assess the demographic profile of the respondents and the internal consistency of the constructs. Later, to analyze the research model, two-step Structural Equation Modeling was deployed using AMOS. Following the recommended two-stage analytical procedures for SEM, first the measurement model (validity and reliability of the measures) and later the structural model was tested (Hair et al., 2013). SEM requires data not to violate the assumption of normality, thus, normality of the data was tested and skewness and kurtosis showed that data did not violate normality assumptions.

4. Results

4.1. Sampling and description of data

Table 1 shows the sociodemographic profiles of the respondents. The sample consisted of 168 (54.2%) females and 142 (45.8%) males, whose ages ranged from 18 to 80. Nearly half of the respondents (45.5%) were 25–34 years old, followed by respondents between 35–44 years (21.3%) those 18–24 (15.8%). Regarding education level, the highest percentage of respondents held a bachelor's degree (38.1%), followed by a high school diploma (29.0%), and graduate degrees (32.2%).

Table 2 describes characteristics of the respondents' trips. Visitors to the hotel included 74.8% new customers and 25.2% repeat customers.

Table 1
Sociodemographic profileof respondents.

Sociodemographic		Frequency	Percentage
Gender	Male	142	45.8
	Female	168	54.2
Age	18 to 24	49	15.8
	25 to 34	141	45.5
	35 to 44	66	21.3
	45 to 54	27	8.7
	55 to 64	18	5.8
	Over 65	9	2.9
Ethnicity	Caucasian	238	76.8
	Asian	30	9.7
	African American	23	7.4
	Hispanic or Latino	13	4.2
	Other	6	1.9
Marital Status	Single	170	54.8
	Married	124	40.0
	Other	16	5.2
Employment	Full time	185	59.7
	Part time	47	15.2
	Student	34	11.0
	Unemployed	28	9.0
	Retired	8	2.6
	Other	8	2.6
Income	Less than $25,000	48	15.5
	$25,000-$49,999	112	36.1
	$50,000-$74,999	76	24.5
	$75,000-$99,999	38	12.3
	$100,000 or more	36	11.6
Education	High school diploma	90	29.0
	Associate's degree	53	17.1
	Bachelor's degree	118	38.1
	Master's degree	41	13.2
	Doctoral degree	6	1.9
	Unwilling to answer	2	0.6
Home location	Northwest	72	23.2
	Midwest	72	23.2
	West	82	26.5
	South	84	27.1

Table 2
Trip-related characteristics of the respondents.

Trip-related characteristics		Frequency	Percentage
First/Repeat visit to hotel	New customer	232	74.8
	Repeat customer	78	25.2
	2 times	30	9.7
	3-4 times	27	8.7
	More than 4 times	21	6.8
Number of nights stayed	1 night	64	20.6
	2 nights	102	32.9
	3 nights	87	28.1
	4 nights	28	9.0
	More than 4 nights	29	9.4
Purpose of visit	Business	34	11.0
	Leisure	220	71.0
	Combination of both	56	18.1
Hearing about the hotel	I already knew of it	82	26.5
	The Internet	141	45.5
	Friends and relatives	57	18.4
	Media (e.g., TV)	7	2.3
	Travel agency	9	2.9
	It was part of the travel package	14	4.5
Primary decision maker	Spouse/partner	28	9.0
	Joint decision with significant others	34	11.0
	Other family members/ relatives	30	9.7
	Company you work for	22	7.1
	Friend	18	5.8
	Other	11	3.6
	Yourself	167	53.9
Room selection by	Hotel website	87	28.1
	Travel-related sites	44	14.2
	Phone reservation	33	10.7
	Other	3	1.0
Reason for the visit	Leisure	216	69.7
	Visiting relatives and friends	86	27.7
	Business reasons	76	24.5
	Attending events	81	26.1
	Culture	39	12.6
	Sports and recreation	30	9.7
	Other	30	9.7
Hotel services used	Lobby	258	83.2
	Restaurant	186	60.0
	Hotel amenities	257	82.9
Member of the hotel	Yes	44	14.2
	No	266	85.8
Hotel location	Northwest	68	21.9
	Midwest	65	21.0
	West	88	28.4
	South	89	28.7

4.2. Confirmatory factor analysis

A confirmatory factor analysis (CFA) was conducted on customers' beliefs about the hotel servicescape elements to understand the psychometric properties of the constructs identified (see Table 3). Goodness of fit indices were used to assess the model, and were acceptable overall (X^2/df = 2.19, RMSEA = 0.06, NFI = 0.89, CFI = 0.94, GFI = 0.89, and RFI = 0.88: (Anderson et al., 1995).

In addition, in order to verify the reliability of the constructs identified, Cronbach's alpha and Composite reliability (CR) were calculated for all of the constructs, and estimated values exceeded the recommended 0.70 threshold (Nunnally and Bernstein, 1994), indicating CR (Bagozzi and Yi, 1988) for all constructs. Because the average variance extracted (AVE) for all of the constructs was greater than 0.50 (Fornell and Larcker, 1981), we concluded that more than 50% of the variance in the constructs identified was contributed by the indicators. Moreover, we obtained significant standardized factor loadings for all of the indicators. These analyses gave evidence of convergent validity.

To assess discriminant validity, we followed (Fornell and Larcker, 1981) suggestion, as it has been identified as one of the most stringent measures of validity (Farrell, 2010). To meet discriminant validity, the AVE of a construct should be less than its squared correlation with other constructs. This assumption was supported in all constructs. Further, the maximum shared variance and average shared variance were less than the AVE (Hair, 2010). Therefore, we concluded that discriminant

validity was achieved (See Table 4).

We performed the same procedures for the endogenous constructs before we proceeded to test the structural model for the belief measures.

A CFA was conducted for WOM, satisfaction, and emotions to understand the model fit, as well as the reliability and validity of the constructs identified (Table 5). The goodness of fit indices supported the model (X^2/df = to 2.39, RMSEA = 0.07, NFI = 0.97, CFI = 0.98, GFI = 0.95, and RFI = 0.95). Because the fit indices were above the recommended thresholds (Anderson et al., 1995), we concluded that the model with the endogenous constructs achieved an acceptable fit.

Cronbach's alpha and CR were calculated for all of the constructs identified in order to verify their reliability, and the results exceeded the recommended 0.70 threshold for Cronbach's alpha (Nunnally and Bernstein, 1994) and 0.60 for CR (Bagozzi and Yi, 1988) for all of the constructs. Moreover, the AVE of all the constructs was greater than

A. Sukhu et al.

Table 3
Results of CFA for beliefs about hotel servicescape elements: Reliability coefficients, and AVE.

Construct	Std. Loading Factor	Cronbach's alpha	CR	AVE
Social Beliefs	0.770	0.885	0.886	0.609
	0.782			
	0.790			
	0.757			
	0.792			
Public Beliefs	0.747	0.796	0.797	0.567
	0.789			
	0.722			
Room Beliefs	0.739	0.809	0.835	0.629
	0.821			
	0.816			
Ambiance Beliefs	0.734	0.828	0.812	0.591
	0.818			
	0.751			
Green Beliefs	0.690	0.880	0.883	0.521
	0.638			
	0.809			
	0.806			
	0.758			
	0.712			
	0.567			

Note: X^2 = 392.189, df = 179, CFI: 0.94, NFI: 0.89, IFI: 0.94, GFI: 0.89, RMSEA: 0.06.

Table 4
Measures of discriminant validity for beliefs about servicescape elements.

Construct	AVE	MSV	ASV	Correlations				
				F1	F2	F3	F4	F5
F1:Social Beliefs	0.609	0.548	0.427	**0.780**				
F2:Public Beliefs	0.567	0.548	0.425	0.740	**0.753**			
F3:Room Beliefs	0.629	0.516	0.396	0.718	0.687	**0.793**		
F4:Ambiance Beliefs	0.591	0.537	0.442	0.688	0.733	0.702	**0.769**	
F5:Green Beliefs	0.521	0.266	0.171	0.413	0.377	0.323	0.516	**0.722**

Note: diagonal values in bold in the correlation table are the square root of AVE and other off-diagonal values are correlations between variables.

Table 5
Results of CFA for endogenous constructs: Reliability coefficients, and AVE.

Construct	Std. Loading Factor	Cronbach's alpha	CR	AVE
Emotion	0.836	0.854	0.857	0.787
	0.837			
	0.776			
Satisfaction	0.851	0.895	0.896	0.741
	0.894			
	0.837			
WOM	0.807	0.895	0.897	0.684
	0.879			
	0.796			
	0.825			

Note: X^2 = 76.619, df = 32, CFI: 0.98, NFI: 0.97, IFI: 0.94, GFI: 0.95, RMSEA = 0.07.

0.50 (Fornell and Larcker, 1981); therefore, we concluded that more than 50% of the variance in the constructs was contributed by the indicators. We also obtained significant standardized factor loadings for all the indicators, thereby demonstrating convergent validity (Table 5).

As above, we followed the same stringent statistical procedures to determine discriminant validity (Farrell, 2010). As shown in the table, the square roots of AVE were higher than their correlations with other constructs. This assumption was supported in all constructs. Further, the maximum and average shared variances were less than the AVE

Table 6
Discriminant validity measures for endogenous constructs.

Construct	AVE	MSV	ASV	Correlations		
				F1	F2	F3
F1:WOM	0.684	0.677	0.558	**0.827**		
F2:Emotions	0.787	0.709	0.658	0.779	**0.887**	
F3:Satisfaction	0.741	0.709	0.609	0.718	0.842	**0.861**

Note: diagonal values in bold in the correlation table are square roots of AVE and other off-diagonal values are correlations between variables.

(Hair, 2010). Therefore, we concluded that discriminant validity was achieved (Table 6).

Because the measurement model showed good fit and acceptable indices, a SEM was used subsequently to test the theorized relationship between the constructs. The goodness of fit indices supported an acceptable model fit (X^2/df = 2.04, RMSEA = 0.06, NFI = 0.87, CFI = 0.93, GFI = 0.85, and RFI = 0.85). As the fit indices were above the recommended thresholds (Anderson et al., 1995), we concluded that the structural model achieved an acceptable fit.

4.3. Hypotheses testing

Regarding the relationships between hotel guests' beliefs about the social and room elements, and their emotions and satisfaction, the research showed statistically significant positive relationships between beliefs about social elements and satisfaction, H1a (γ Beliefs Social Elements to Satisfaction = 0.28, $p < 0.002$); beliefs about social elements and emotions, H6a (γ Beliefs Social Elements to Emotions = 0.35, $p < 0.001$); beliefs about room elements and satisfaction, H2a (γ Beliefs Room Elements to Satisfaction = 0.44, $p < 0.001$); beliefs about room elements and emotions, H7a (γ Beliefs Room Elements to Emotions = 0.39, $p < 0.001$). Hence, H1a, H2a, H6a, and H7a were supported in the statistical analysis. However, the relationships between beliefs about ambiance and public elements, and customers' satisfaction and emotions were not supported. The relationship between beliefs about ambiance elements and satisfaction, H3a (γ Beliefs Ambiance Elements to Satisfaction = 0.01, $p > 0.05$); beliefs about ambiance elements and emotions, H8a (γ Beliefs Ambiance Elements to Emotions = 0.04, $p > 0.05$); beliefs about public elements and satisfaction, H4a (γ Beliefs Public Elements to Satisfaction = 0.13, $p > 0.05$), and beliefs about public elements and emotions, H9a (γ Beliefs Public Elements to Emotions = 0.05, $p > 0.05$) were insignificant. Therefore, hypotheses H3a, H4a, H8a, and H9a were not supported.

Beliefs about green elements and satisfaction H5a (γ Beliefs Green Elements to Satisfaction = 0.07, $p > 0.05$), and beliefs about green elements and emotions, H10a (γ Beliefs Green Elements to Emotions = 0.05, $p > 0.05$) were also insignificant. Therefore H5a and H10a did not find any statistical support.

However, the relationship between satisfaction and WOM (γ Satisfaction to WOM = 0.29, $p < 0.001$), and emotions and WOM (γ Emotions to WOM = 0.56, $p < 0.001$) were significant. Hence, hypotheses H11 and H12 were supported.

Fig. 3 presents the structural model for beliefs about servicescape elements, including the significant and insignificant paths between constructs.

4.3.1. Measurement model for guests' attitudes about hotel servicescape elements

A CFA was conducted on attitudes about the hotel elements to understand the validity, reliability, and model fit of the constructs identified (Table 7). Goodness of fit indices were used to assess the model fit. The results indicated an acceptable fit for the proposed/base model (X^2/df = 2.35, RMSEA = 0.07, NFI = 0.90, CFI = 0.94, GFI = 0.88, and RFI = 0.89). Because the results were in accordance with the recommended thresholds (Anderson et al., 1995), we concluded that the
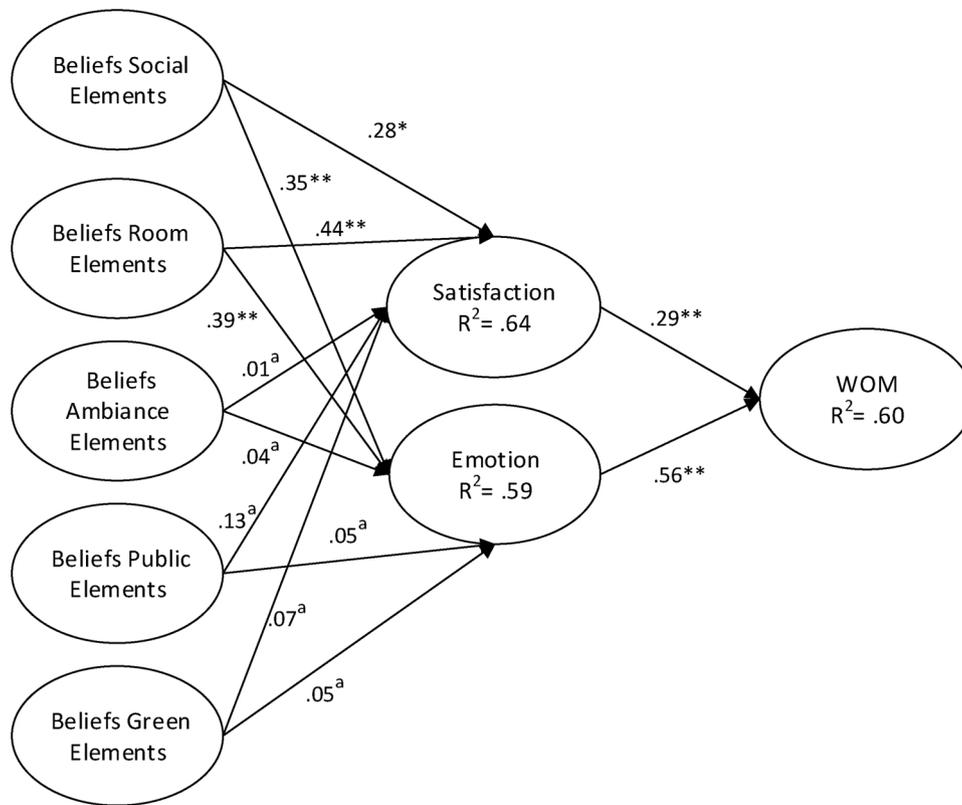
A. Sukhu et al.

*= p value is significant at the 0.002 level; **= p value is significant at the 0.001 level; ^{a} = p value is greater than the 0.05 level

Fig. 3. SEM Model for Beliefs about Servicescape Elements.
* = p value is significant at the 0. 002 level ; ** = p value is significant at the 0. 001 level ; a = p value is greater than the 0. 05 level.

Table 7
Results of CFA on attitudes about hotel elements: Reliability coefficients and AVE.

Construct	Std. Loading Factor	Cronbach's alpha	CR	AVE
Social Attitudes	0.765	0.899	0.900	0.642
	0.788			
	0.833			
	0.815			
	0.405			
Public Attitudes	0.767	0.817	0.818	0.599
	0.791			
	0.764			
Room Attitudes	0.667	0.819	0.840	0.639
	0.848			
	0.867			
Ambiance Attitudes	0.783	0.825	0.827	0.615
	0.832			
	0.735			
Green Attitudes	0.738	0.914	0.916	0.610
	0.738			
	0.829			
	0.859			
	0.802			
	0.876			
	0.660			

Note: X^2 = 419.97, df = 179, CFI = 0.94, NFI = 0.90, IFI = 0.94, GFI = 0.88, RMSEA = 0.07.

proposed model had an acceptable fit.

Next, the reliability of the constructs was checked using Cronbach's alpha, and the CR for all of the constructs was calculated as well. Estimated values exceeded the recommended 0.70 threshold for Cronbach's alphas (Nunnally and Bernstein, 1994) and 0.60 for CR (Bagozzi and Yi, 1988) for all of the constructs. The AVE for all constructs also was above 0.50 (Fornell and Larcker, 1981); therefore, we concluded that more than 50% of the variance in the constructs identified was contributed by the indicators. Furthermore, we obtained significant standardized factor loadings for all of the indicators. All of the analyses above provided evidence of convergent validity.

Next, the discriminant validity of all constructs was checked following the recommendations of Fornell and Larcker (1981), as above. The AVE for all constructs was less than their squared correlations with other constructs. This assumption was supported in all constructs for this study. Moreover, the maximum and average shared variances were less than the AVE (Hair, 2010). Therefore, we concluded that discriminant validity was achieved (Table 8).

4.3.2. Structural model for guests' attitudes about hotel servicescape elements

Following the acceptable fit for the measurement model, a structural model was developed to test the hypotheses that identified the relationship between the constructs.

Because the measurement model showed good fit and acceptable indices, a structural model was used to test the theorized relationships between constructs. The goodness of fit indices indicated an acceptable model fit (X^2/df = 1.96, RMSEA = 0.06, NFI = 0.89, CFI = 0.94, GFI = 0.85, and RFI = 0.87). Because the fit indices exceeded the values recommended (Anderson et al., 1995), we concluded that the structural model achieved an acceptable fit.

Next, we tested the relationships between hotel guests' attitudes about social, room, and employee performance with their satisfaction and emotions. The results indicated statistically significant positive relationships between attitudes about social elements and satisfaction (γ Attitude Social to Satisfaction, H1b = 0.23, p < 0.05); attitudes about

A. Sukhu et al.

Table 8
Reliability and validity coefficients for attitudes about hotel performance (Attitudes were derived by multiplying beliefs and evaluations).

Construct	AVE	MSV	ASV	Correlations				
				F1	F2	F3	F4	F5
F1:Ambiance Attitudes	0.615	0.549	0.449	**0.784**				
F2:Social Attitudes	0.642	0.548	0.464	0.741	**0.809**			
F3:Public Attitudes	0.599	0.548	0.471	0.740	0.805	**0.774**		
F4:Room Attitudes	0.639	0.487	0.338	0.613	0.698	0.640	**0.799**	
F5:Green Attitudes	0.610	0.324	0.213	0.569	0.413	0.528	0.283	**0.781**

Note: diagonal values in bold in the correlation table are the square roots of AVE and other off-diagonal values are correlations between variables.

social elements and emotions (γ Attitude Social to Emotions, H6b = 0.55, $p < 0.05$); attitudes about room elements and satisfaction (γ Attitude Room to Satisfaction, H2b = 0.72, $p < 0.05$); attitudes about room elements and emotions (γ Attitude Room to Emotions, H7b = 0.67, $p < 0.05$); attitudes about ambiance elements and satisfaction (γ Attitude Amb to Satisfaction, H3b = 0.37, $p < 0.05$); attitudes about ambiance elements and emotions (γ Attitude Amb to Emotions, H8b = 0.45, $p < 0.05$); attitudes about public space elements and satisfaction (γ Attitude Public to Satisfaction, H4b = 0.393, $p < 0.05$), and attitudes about public space elements and emotions (γ Attitude Public to Emotions, H9b = 0.59, $p < 0.05$). Therefore, H1b, H2b, H3b, H4b, H6b, H7b, H8b, and H9b were supported.

The relationship between guests' attitudes about hotels' green practices and their satisfaction with their hotel stays was not supported (γ Attitude Green to Satisfaction, H5b = 0.18, $p > 0.05$), whereas their attitudes about hotels' green practices and its relationship to their emotions about their hotel stays (γ Attitude Green to Emotions, H10b = 0.29, $p < 0.05$) was statistically significant. Hence, only H10b was found to be significant.

In addition, the relationship between satisfaction and WOM (γ Satisfaction to WOM, H11 = 0.20, $p < 0.05$), and emotions and WOM (γ Emotions to WOM, H12 = 0.62, $p < 0.05$) were both significant in the attitude model. Thus, hypotheses 11 and 12 received statistical support (attitudes and beliefs). Fig. 4 shows the path coefficients of relationships between guests' attitudes about servicescape elements and their emotions and satisfaction that lead to WOM.

Comparison of the two models (Guests' Beliefs about Hotels' Servicescape Elements and their Emotions, Satisfaction, and WOM, and Guests' Attitudes about Hotels' Servicescape Elements and their Emotions, Satisfaction, and WOM)

Comparison of the results of the two models facilitates an in-depth understanding of consumer behavior in service management. Moreover, such a comparison produces far-reaching results with respect to satisfaction and emotions in hotel guests. To examine the relative influence of consumers' beliefs and attitudes about servicescape elements on their emotions and satisfaction in more detail, an analysis of the variance explained in the two constructs, customer satisfaction and emotions, was necessary. Customers' beliefs about servicescape elements explained 64% of the variance in satisfaction, and 59% of the variance in emotions, while the model of consumers' attitudes about servicescape elements explained significantly higher levels of variance in satisfaction ($R^2 = 79\%$) and emotions ($R^2 = 88\%$).

To understand which of the servicescape elements influenced satisfaction and emotions, an in-depth analysis of each of the constructs leading to satisfaction and emotions was required. Consumers' beliefs and attitudes about social and room elements remained significant in both models. Consumer beliefs about social elements had a significantly

stronger influence on their satisfaction ($\gamma = 0.28$) than did their attitudes about those elements ($\gamma = 0.23$). In contrast, their attitudes about social elements had a significantly stronger influence ($\gamma = .55$) on their emotions than did their beliefs about those elements ($\gamma = 0.35$). With respect to consumers' evaluations of hotel room elements, their attitudes seemed to have a greater influence on both their satisfaction ($\gamma = 0.72$) and emotions ($\gamma = 0.67$) than did their beliefs (satisfaction: $\gamma = 0.44$; emotions: $\gamma = 0.39$). Consumers' beliefs about hotels' ambiance and public elements did not have any influence on their satisfaction or emotions, whereas their attitudes about ambiance and public elements had a significant influence on their satisfaction and emotions. In the case of the additional green construct in the model, consumers' beliefs about hotels' green practices did not have any influence on their satisfaction and emotions, contrary to what proposed in the study. Also, the relationship between consumers' attitudes about hotel's green practices and their satisfaction also were not supported statistically. However, guests' beliefs about green elements do not take into account whether or not the guests actually are concerned about hotels being eco-friendly; thus, guests' beliefs about hotels' green elements need not necessarily enhance their satisfaction. Guests who do not care about green practices might not derive any satisfaction from them, although they know that the hotels have eco-friendly practices. However, the relationship between consumers' attitudes about hotel's green practices and emotions ($\gamma = 0.29$) was statistically significant.

The paths from consumer satisfaction and emotions to their WOM intentions were significant in both models. However, a relatively greater amount of variance in WOM intentions was explained in the attitude model ($R^2 = 63\%$) than in the belief model ($R^2 = 60\%$), such that the path from customer satisfaction to WOM intentions was stronger in the first ($\gamma = 0.29$) than in the second model ($\gamma = 0.20$). On the other hand, the path from customer emotions to WOM intentions was stronger in the second ($\gamma = 0.62$) than in the first model ($\gamma = 0.56$). Compared to their satisfaction, consumers' emotions seemed to have a significantly stronger influence on their WOM intentions in both models.

In conclusion, both models produced crucial results relevant to the field of consumer behavior. However, the second model of consumers' attitudes about servicescape elements yielded more statistically significant results, thus validating the inclusion of attitudes in consumer research designed to predict human behavior.

5. Discussion

The primary aim of this research was to understand the relative influence of consumers' beliefs and attitudes about various servicescape elements that predict their satisfaction and emotions. This study compared the influence of beliefs and attitudes about various servicescape elements—social, room, public spaces, ambiance, and green practices—on guest satisfaction and emotions. The study also incorporated green practices to the existing servicescape model to analyze hotel guests' consumer behavior from a holistic perspective. The models were tested with SEM and both models were supported well. Specifically, both models showed strong predictive power and satisfactory fits to the data. 15 of the 23 hypotheses proposed were supported statistically. The study also found that guests' satisfaction and emotions mediated the relationship between their beliefs about servicescape elements (except for those about public spaces, ambiance, and green practices) and their WOM intentions, as well as their attitudes about servicescape elements and WOM intentions (except for the path from guests' attitudes about green practices to customer satisfaction). Overall, the study objectives were achieved.

One notable finding of this study is that emotions are central to WOM behavior, indeed emotions are more important than customer satisfaction when customers provide WOM. Emotionally attached guests engage in WOM activities more than satisfied guests, hence, it is vital for hotels to market and operate with guests' emotions in mind.
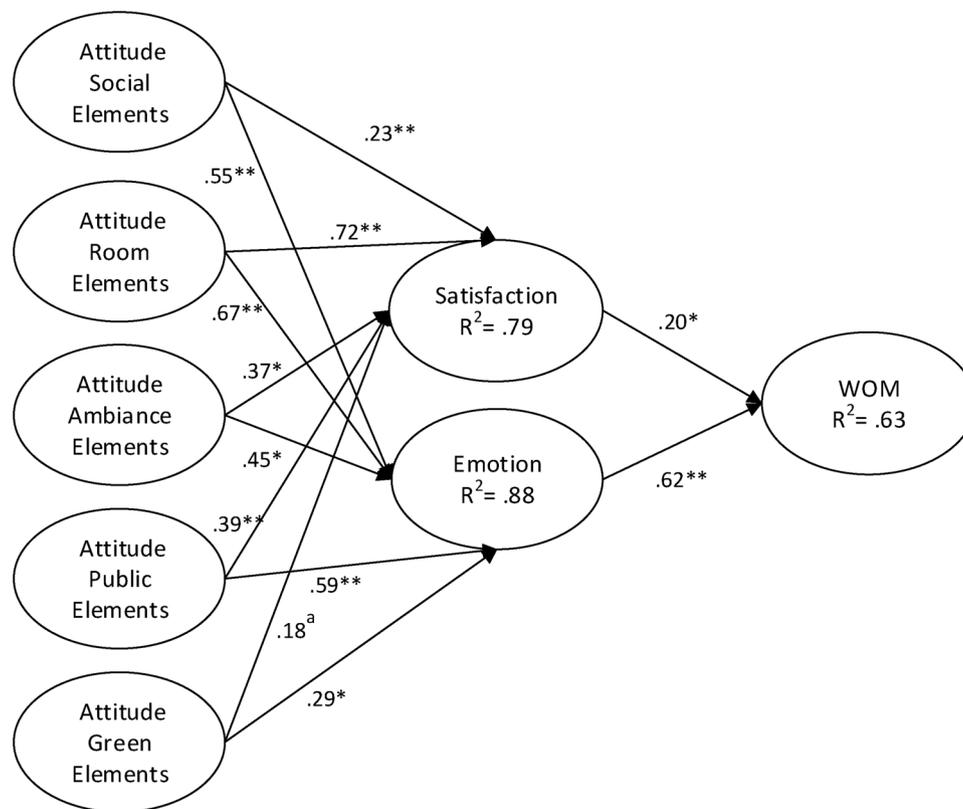
*= p value is significant at the 0.002 level; **= p value is significant at the 0.001 level; [a] = p value is greater than the 0.05 level

Fig. 4. SEM Model for Attitude about Servicescape Elements.
* = p value is significant at the 0. 002 level ; ** = p value is significant at the 0. 001 level ; a = p value is greater than the 0. 05 level.

Attitudes predict guest satisfaction and emotions more accurately compared to beliefs. The relative influence of each servicescape element on guest satisfaction and emotions also provide a deeper understanding of consumption behavior in lodging context with theoretical enhancement in the servicescape literature by adding an important factor, green behavior, to the traditional serevicescape model. Room elements are the most important determinant of both satisfaction and emotion whereas social and public elements play a vital role in creating positive emotions.

5.1. Theoretical and practical implications

The findings of this study offer several theoretical and practical implications. First, this research elaborates on the continuing studies of beliefs and attitudes and their ability to predict human behavior in various contexts (Mittal, 1990;Olson et al., 2000 Till and Busler, 2000; Verdurme and Viaene, 2003; Vitell et al. 2006). Although both models in this study explained hotels guests' behavior from two different perspectives—beliefs and attitudes about servicescape elements—the attitude model seemed to explain hotel guests' decision making processes more accurately.

The research indicated that hotel guests evaluated and judged various servicescape elements that create the total hotel experience during their stays. Customers' attitudes about hotel employees, rooms, public spaces, and ambiance influenced their satisfaction and emotions with respect to the hotel. The total customer experience includes employee service, the spatial arrangement, and functionality of, various elements inside and outside the room, signs and symbols in public areas, as well as fragrance and background music. This research analyzed these important aspects of hotels that lead to a total customer experience from

the perspective of consumer behavior. The results indicated that it is important for practitioners in the lodging industry to take into account consumers' attitudes towards the various servicescape elements offered by hoteliers. Consumers' evaluations (attitudes) about these various elements constitute their total hotel experience, which consequently influences their satisfaction with and emotions towards hotels.

A satisfied and emotionally attached pool of customers is an essential asset for a successful business. Academics have long recognized the importance of customer satisfaction (Pizam and Ellis, 1999; Prud'homme and Raymond, 2013) and emotions (Han and Jeong, 2013; Hwang and Kandampully, 2012; Mattila and Enz, 2002) in the service industry. From a practical perspective, it is beneficial for managers to comprehend how to increase customer satisfaction and emotions in their guests. This becomes particularly important in upscale hotels, where guests have much higher expectations. If such hotels fail to meet those expectations, it could lead to reduced customer satisfaction and negative emotions, which would have an adverse effect on firms' profitability and competitive advantage. Our research demonstrated that customers' attitudes about servicescape elements had a greater influence on their satisfaction and emotions than did their beliefs. In order to maximize the pool of satisfied and emotionally attached customers, management should align all service elements (employees, room, ambiance, and public space) to achieve their guests' positive evaluations and attitudes.

More importantly, hotel servicescapes undergo constant change to keep abreast of their customers' needs. For example, the number of hotels that have integrated green practices into their service continues to expand (Gao & Mattila, 2015; Rahman et al., 2012), and those practices have been fused with customers' holistic experience of their hotel stays. This research was the first attempt to integrate green

practices in the prediction of customers' satisfaction and emotions. According to the results, customers' beliefs about hotels being green need not influence their satisfaction and emotions. However, customers' *attitudes* about green practices do emotions their emotional judgments of hotels. Extrapolating from these findings, hotel management should be able to determine the eco-conscious customer segment to gain a "green advantage" in the market and increase the number of emotionally attached customers as well.

More importantly, one of the corporate objectives in the lodging industry is to offer exceptional customer experiences to increase their loyalty and induce them to actively promote the firm (Berezina et al., 2012). In order to gain customer loyalty, hotel management should focus on generating a satisfied and emotionally attached pool of customers, as the results showed that both customer satisfaction and emotions influenced their WOM intentions. However, from the results, WOM seemed to be an activity generated more by emotional attachment than customer satisfaction.

5.2. Limitations and future research

This research had several limitations that should be noted. First, the data were collected from upscale hotel consumers who are not representative of all hotel guests in the nation. However, the context of this research warranted the use of such a sample, as the purpose of this study was to include as many as servicescape elements of hotels as possible, and upscale hotels were most likely to offer all the elements of interest. However, the ability to generalize the results of this study to certain other contexts (e.g., economy hotels) may be somewhat limited. Future research can also focus on applying the current models to different hotel segments. Further, a field study would enable future researchers to surpass the limitations of a web-based survey by collecting data in an actual consumer setting, thereby increasing external validity. In addition, the customer experience is dynamic and growing. There are endless possibilities to identify additional constructs in the lodging industry that will help us understand consumer behavior. Thus, future research should focus on modifying the current model to both deepen and broaden the mechanisms that predict guests' behavior in hotel settings.

References

Jeong, E., Jang, S.(Shawn), 2011. Restaurant experiences triggering positive electronic word-of-mouth (eWOM) motivations. Int. J. Hosp. Manage. 30 (2), 356–366. http://dx.doi.org/10.1016/j.ijhm.2010.08.005.

Abrantes, J.L., Seabra, C., Lages, C.R., Jayawardhena, C., 2013. Drivers of in-group and out-of-group electronic word-of-mouth (eWOM). Eur. J. Mark. 47 (7), 1067–1088. http://dx.doi.org/10.1108/03090561311324219.

Ajzen, Icek., 1985. From Intentions to Actions: A Theory of Planned Behavior. Springer.

Ajzen, Icek., 1991. The theory of planned behavior. Organ. Behav. Hum. Decis. Process. 50, 179–211.

Ajzen, I., Fishbein, M., 1980. Understanding Attitudes and Predicting Social Behaviour. Prentice-Hall.

Amin, M., Yahya, Z., Ismayatim, W.F.A., Nasharuddin, S.Z., Kassim, E., 2013. Service quality dimension and customer satisfaction: an empirical study in the Malaysian hotel industry. Serv. Mark. Q. 34 (2), 115–125. http://dx.doi.org/10.1080/15332969.2013.770665.

Anderson, E.W., 1998. Customer satisfaction and word of mouth. J. Serv. Res 1 (1), 5–17. http://dx.doi.org/10.1177/109467059800100102.

Anderson, R.E., Tatham, R.L., Black, W.C., 1995. Multivariate Data Analysis: With Readings. Prentice Hall.

Andersson, D.E., 2010. Hotel attributes and hedonic prices: an analysis of internet-based transactions in Singapore's market for hotel rooms. Ann. Reg. Sci. 44 (2), 229–240. http://dx.doi.org/10.1007/s00168-008-0265-4.

Atwal, G., Williams, A., 2009. Luxury brand marketing–The experience is everything!. J. Brand Manage. 16 (5), 338–346.

Babin, B.J., Lee, Y.-K., Kim, E.-J., Griffin, M., 2005. Modeling consumer satisfaction and word-of-mouth: restaurant patronage in Korea. J. Serv. Mark. 19 (3), 133–139. http://dx.doi.org/10.1108/08876040510596803.

Bagozzi, R.P., Yi, Y., 1988. On the evaluation of structural equation models. J. Acad. Mark. Sci. 16 (1), 74–94. http://dx.doi.org/10.1007/BF02723327.

Bearden, W.O., Teel, J.E., 1983. Selected determinants of consumer satisfaction and complaint reports. J. Mark. Res. 20 (1), 21–28. http://dx.doi.org/10.2307/3151408.

Berezan, O., Raab, C., Tanford, S., Kim, Y.-S., 2013. Evaluating Loyalty constructs among hotel reward program members using eWOM. J. Hosp. Tourism Res., 1096348012471384. http://dx.doi.org/10.1177/1096348012471384.

Berezina, K., Cobanoglu, C., Miller, B.L., Kwansa, F.A., 2012. The impact of information security breach on hotel guest perception of service quality, satisfaction, revisit intentions and word-of-mouth. Int. J. Contemp. Hosp. Manage. 24 (7), 991–1010. http://dx.doi.org/10.1108/09596111211258883.

Berry, L.L., Carbone, L.P., Haeckel, S.H., 2002. Managing the Total Customer Experience.

Bitner, M.J., 1992. Servicescapes: the impact of physical surroundings on customers and employees. J. Mark. 56 (2), 57–71. http://dx.doi.org/10.2307/1252042.

Bolton, R.N., Drew, J.H., 1991. A multistage model of customers' assessments of service quality and value. J. Consum. Res. 17 (4), 375–384.

Buhrmester, M., Kwang, T., Gosling, S.D., 2011. Amazon's mechanical turk a new source of inexpensive, yet high-quality, data? Perspecti. Psychol. Sci. 6 (1), 3–5.

Bull, N., 1951. The Attitude Theory of Emotion (Vol. Xvii). Oxford, England: Nervous and Mental Disease Monograp.

Callan, R.J., 1998. Attributional analysis of customers' hotel selection criteria by U.K. grading scheme categories. J. Travel Res. 36 (3), 20–34. http://dx.doi.org/10.1177/004728759803600303.

Caprara, G.V., Barbaranelli, C., Steca, P., Malone, P.S., 2006. Teachers' self-efficacy beliefs as determinants of job satisfaction and students' academic achievement: a study at the school level. J. School Psychol. 44 (6), 473–490. http://dx.doi.org/10.1016/j.jsp.2006.09.001.

Chaiyapun, P., 2012. A study of luxury hotel guests' satisfaction in Bangkok, Thailand. AU J. Manage. 10 (1) Retrieved from. http://www.aujm.au.edu/index.php/AUJM/article/view/95.

Chevalier, J.A., Mayzlin, D., 2006. The effect of word of mouth on sales: online book reviews. J. Mark. Res. 43 (3), 345–354. http://dx.doi.org/10.1509/jmkr.43.3.345.

Choi, T.Y., Chu, R., 2001. Determinants of hotel guests' satisfaction and repeat patronage in the Hong Kong hotel industry. Int. J. Hosp. Manage. 20 (3), 277–297. http://dx.doi.org/10.1016/S0278-4319(01)00006-8.

Chu, R.K.S., Choi, T., 2000. An importance-performance analysis of hotel selection factors in the Hong Kong hotel industry: a comparison of business and leisure travellers. Tourism Manage. 21 (4), 363–377. http://dx.doi.org/10.1016/S0261-5177(99)00070-9.

Crick, A.P., Spencer, A., 2011. Hospitality quality: new directions and new challenges. Int. J. Contemp. Hosp. Manage. 23 (4), 463–478. http://dx.doi.org/10.1108/09596111111129986.

Cronin Jr, J.J., Brady, M.K., Hult, G.T.M., 2000. Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. J. Retail. 76 (2), 193–218.

Dennis, C., Joško, J., Alamanos, E., 2013. The wallpaper matters: digital signage as customer-experience provider at the Harrods (London, UK) department store. J. Mark. Manage. 29 (3–4), 338–355. http://dx.doi.org/10.1080/0267257X.2013.766628.

Enkema, S., 2016. Becoming Green: Putting Attitudes and Beliefs into Action. Retrieved April 13, 2018, from. https://sheltongrp.com/posts/changing-green-attitudes-to-lasting-sustainable-habits/.

Fishbein, M., 1963. An investigation of the relationship between beliefs about an object and the attitude toward that object. Hum. Relat. 16 (3), 233–239. http://dx.doi.org/10.1177/001872676301600302.

Fishbein, M., Ajzen, I., 1975a. Belief, Attitude, Intention and Behavior: An Introduction to Theory and Research.

Fishbein, M., Ajzen, I., 1975b. Belief, Attitude, Intention, and Behavior: an Introduction to Theory and Research. Addison-Wesley Pub. Co.

Fornell, C., Larcker, D.F., 1981. Structural equation models with unobservable variables and measurement error: algebra and statistics. J. Mark. Res. 18 (3), 382. http://dx.doi.org/10.2307/3150980.

Frank, B., Herbas, B., Enkawa, T., Schvaneveldt, S.J., 2014. Affect versus cognition in the chain from perceived quality to customer loyalty: the roles of product beliefs and experience. J. Retail. 90 (4), 567–586. http://dx.doi.org/10.1016/j.jretai.2014.08.001.

Getty, J.M., Thompson, K.N., 1995. The relationship between quality, satisfaction, and recommending behavior in lodging decisions. J. Hosp. Leisure Mark. 2 (3), 3–22. http://dx.doi.org/10.1300/J150v02n03_02.

Gilmore, J.H., Pine, B.J., 2002. Customer experience places: the new offering frontier. Strategy Leadersh. 30 (4), 4–11. http://dx.doi.org/10.1108/10878570210435306.

Grewal, D., Levy, M., Kumar, V., 2009. Customer experience management in retailing: an organizing framework. J. Retail. 85 (1), 1–14. http://dx.doi.org/10.1016/j.jretai.2009.01.001.

Gruen, T.W., Osmonbekov, T., Czaplewski, A.J., 2006. eWOM: The impact of customer-to-customer online know-how exchange on customer value and loyalty. J. Bus. Res. 59 (4), 449–456.

Hair, J.F., 2010. Multivariate Data Analysis: A Global Perspective. Pearson Education.

Han, H., Jeong, C., 2013. Multi-dimensions of patrons' emotional experiences in upscale restaurants and their role in loyalty formation: emotion scale improvement. Int. J. Hosp. Manage. 32, 59–70. http://dx.doi.org/10.1016/j.ijhm.2012.04.004.

Han, H., Kim, Y., 2010. An investigation of green hotel customers' decision formation: developing an extended model of the theory of planned behavior. Int. J. Hosp. Manage. 29 (4), 659–668. http://dx.doi.org/10.1016/j.ijhm.2010.01.001.

Han, H., Hsu, L.-T.(Jane), Lee, J.-S., 2009. Empirical investigation of the roles of attitudes toward green behaviors, overall image, gender, and age in hotel customers' eco-friendly decision-making process. Int. J. Hosp. Manage. 28 (4), 519–528. http://dx.doi.org/10.1016/j.ijhm.2009.02.004.

Harrison-Walker, L.J., 2001. The measurement of word-of-mouth communication and an investigation of service quality and customer commitment As potential antecedents. J. Serv. Res. 4 (1), 60–75. http://dx.doi.org/10.1177/109467050141006.

Hightower Jr, R., Brady, M.K., Baker, T.L., 2002. Investigating the role of the physical environment in hedonic service consumption: an exploratory study of sporting events. J. Bus. Res. 55 (9), 697–707.

Hwang, J., Kandampully, J., 2012. The role of emotional aspects in younger consumer-brand relationships. J. Prod. Brand Manage. 21 (2), 98–108. http://dx.doi.org/10.1108/10610421211215517.

Jani, D., Han, H., 2014. Personality, satisfaction, image, ambience, and loyalty: testing their relationships in the hotel industry. Int. J. Hosp. Manage. 37, 11–20. http://dx.doi.org/10.1016/j.ijhm.2013.10.007.

Jarvinen, D.W., Nicholls, J.G., 1996. Adolescents' social goals, beliefs about the causes of social success, and satisfaction in peer relations. Dev. Psychol. 32 (3), 435–441. http://dx.doi.org/10.1037/0012-1649.32.3.435.

Jiang, Y., Kim, Y., Okumus, F., Okumus, F., 2015. Developing multi-dimensional green value: extending social Exchange theory to explore customers' purchase intention in green hotels–evidence from Korea. Int. J. Contemp. Hosp. Manage. 27 (2).

Juwaheer, T.D., 2004. Exploring international tourists' perceptions of hotel operations by using a modified SERVQUAL approach – a case study of Mauritius. Manag. Serv. Qual. Int. J. 14 (5), 350–364. http://dx.doi.org/10.1108/09604520410557967.

Juwaheer, T.D., 2011. Gender bias in hotel guests' perceptions of service quality: an empirical investigation of hotels in Mauritius. E-Rev. Tourism Res. 9 (5), 164–189.

Kandampully, J., Suhartanto, D., 2000. Customer loyalty in the hotel industry: the role of customer satisfaction and image. Int. J. Contemp. Hosp. Manage. 12 (6), 346–351. http://dx.doi.org/10.1108/09596110010342559.

Kandampully, J., Zhang, T., Bilgihan, A., 2015. Customer loyalty: a review and future directions with a special focus on the hospitality industry. Int. J. Contemp. Hospitality Manage. 27 (3), 379–414.

Kang, K.H., Stein, L., Heo, C.Y., Lee, S., 2012. Consumers' willingness to pay for green initiatives of the hotel industry. Int. J. Hosp. Manage. 31 (2), 564–572. http://dx.doi.org/10.1016/j.ijhm.2011.08.001.

Lee, J.-S., Hsu, L.-T.(Jane), Han, H., Kim, Y., 2010. Understanding how consumers view green hotels: how a hotel's green image can influence behavioural intentions. J. Sustain. Tourism 18 (7), 901–914. http://dx.doi.org/10.1080/09669581003777747.

Lin, I.Y., 2004. Evaluating a servicescape: the effect of cognition and emotion. Int. J. Hosp. Manage. 23 (2), 163–178.

Lin, I.Y., Mattila, A.S., 2010. Restaurant servicescape, service encounter, and perceived congruency on customers' emotions and satisfaction. J. Hosp. Mark. Manage. 19 (8), 819–841. http://dx.doi.org/10.1080/19368623.2010.514547.

Mattila, A.S., Enz, C.A., 2002. The role of emotions in service encounters. J. Serv. Res. 4 (4), 268–277. http://dx.doi.org/10.1177/1094670502004004004.

Meyer, C., Schwager, A., 2007. Understanding customer experience. Harv. Bus. Rev. 85 (2), 116.

Mittal, B., 1990. The relative roles of brand beliefs and attitude toward the Ad as mediators of brand attitude: a second look. J. Mark. Res. 27 (2), 209–219. http://dx.doi.org/10.2307/3172847.

Mittal, V., Ross Jr., W.T., Baldasare, P.M., 1998. The asymmetric impact of negative and positive attribute-level performance on overall satisfaction and repurchase intentions. J. Mark. 62 (1), 33–47. http://dx.doi.org/10.2307/1251801.

Nabi, G., Holden, R., Walmsley, A., 2006. Graduate career-making and business start-up: a literature review. Educ. + Train. 48 (5), 373–385. http://dx.doi.org/10.1108/00400910610677072.

Nachmias, S., Walmsley, A., 2015. Making career decisions in a changing graduate labour market: a hospitality perspective. J. Hosp. Leisure Sport Tourism Educ. 17, 50–58. http://dx.doi.org/10.1016/j.jhlste.2015.09.001.

Nunnally, J.C., Bernstein, I., 1994. The assessment of reliability. Psychometric Theory 3, 248–292.

Oh, H., 1999. Service quality, customer satisfaction, and customer value: a holistic perspective. Int. J. Hosp. Manage. 18 (1), 67–82. http://dx.doi.org/10.1016/S0278-4319(98)00047-4.

Olson, J.C., Jerry, C., Mitchell, A.A., 2000. Are product attribute beliefs the only mediator of advertising effects on brand attitude? Adv. Soc. Rev. 1 (1). http://dx.doi.org/10.1353/asr.2000.0010.

Otnes, C.C., Ilhan, B.E., Kulkarni, A., 2012. The language of marketplace rituals: implications for customer experience management. J. Retail. 88 (3), 367–383. http://dx.doi.org/10.1016/j.jretai.2012.02.002.

Perugini, M., Bagozzi, R.P., 2001. The role of desires and anticipated emotions in goal-directed behaviours: broadening and deepening the theory of planned behaviour. Br. J. Soc. Psychol. 40 (1), 79–98. http://dx.doi.org/10.1348/014466601164704.

Pine, B.J., Gilmore, J.H., 1998. Welcome to the experience economy. Harv. Bus. Rev. 76, 97–105.

Pizam, A., Ellis, T., 1999. Customer satisfaction and its measurement in hospitality enterprises. Int. J. Contemp. Hosp. Manage. 11 (7), 326–339. http://dx.doi.org/10.1108/09596119910293231.

Prud'homme, B., Raymond, L., 2013. Sustainable development practices in the hospitality industry: an empirical study of their impact on customer satisfaction and intentions. Int. J. Hosp. Manage. 34, 116–126. http://dx.doi.org/10.1016/j.ijhm.2013.03.003.

Pullman, M.E., Gross, M.A., 2004. Ability of experience design elements to elicit emotions and Loyalty behaviors. Decis. Sci. 35 (3), 551–578. http://dx.doi.org/10.1111/j.0011-7315.2004.02611.x.

Qu, H., Ryan, B., Chu, R., 2000. The importance of hotel attributes in contributing to travelers' satisfaction in the Hong Kong hotel industry. J. Qual. Assur. Hosp. Tourism 1 (3), 65–83. http://dx.doi.org/10.1300/J162v01n03_04.

Rahman, I., Reynolds, D., Svaren, S., 2012. How "green" are North American hotels? An exploration of low-cost adoption practices. Int. J. Hosp. Manage. 31 (3), 720–727. http://dx.doi.org/10.1016/j.ijhm.2011.09.008.

Ryu, K., Jang, S.S., 2007. the effect of environmental perceptions on behavioral intentions through emotions: the case of upscale restaurants. J. Hosp. Tourism Res. 31 (1), 56–72. http://dx.doi.org/10.1177/1096348006295506.

Ryu, K., Lee, H.-R., Kim, W.G., 2012. The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. Int. J. Contemp. Hosp. Manage. 24 (2), 200–223. http://dx.doi.org/10.1108/09596111211206141.

Saari, L.M., Judge, T.A., 2004. Employee attitudes and job satisfaction. Hum. Resource Manage. 43 (4), 395–407. http://dx.doi.org/10.1002/hrm.20032.

Shankar, V., Smith, A.K., Rangaswamy, A., 2003. Customer satisfaction and loyalty in online and offline environments. Int. J. Res. Mark. 20 (2), 153–175. http://dx.doi.org/10.1016/S0167-8116(03)00016-8.

Spielmann, N., Laroche, M., Borges, A., 2012. How service seasons the experience: measuring hospitality servicescapes. Int. J. Hosp. Manage. 31 (2), 360–368. http://dx.doi.org/10.1016/j.ijhm.2011.06.001.

Stackert, R.A., Bursik, K., 2003. Why am I unsatisfied? Adult attachment style, gendered irrational relationship beliefs, and young adult romantic relationship satisfaction. Pers. Individ. Differ. 34 (8), 1419–1429. http://dx.doi.org/10.1016/S0191-8869(02)00124-1.

Sundaram, D.S., Webster, C., 2000. The role of nonverbal communication in service encounters. J. Serv. Mark. 14 (5), 378–391. http://dx.doi.org/10.1108/08876040010341008.

Swanson, S.R., Hsu, M.K., 2011. The effect of recovery locus attributions and service failure severity on word-of-mouth and repurchase behaviors in the hospitality industry. J. Hosp. Tourism Res. 35 (4), 511–529. http://dx.doi.org/10.1177/1096348010382237.

Teixeira, J., Patrício, L., Nunes, N.J., Nóbrega, L., Fisk, R.P., Constantine, L., 2012. Customer experience modeling: from customer experience to service design. J. Serv. Manage. 23 (3), 362–376. http://dx.doi.org/10.1108/09564231211248453.

Teng, C.-C., Chang, J.-H., 2013. Mechanism of customer value in restaurant consumption: employee hospitality and entertainment cues as boundary conditions. Inte. J. Hosp. Manage. 32, 169–178. http://dx.doi.org/10.1016/j.ijhm.2012.05.008.

Till, B.D., Busler, M., 2000. The match-Up hypothesis: physical attractiveness, expertise, and the role of fit on brand attitude, purchase intent and brand beliefs. J. Advert. 29 (3), 1–13. http://dx.doi.org/10.1080/00913367.2000.10673613.

Torres, E.N., Fu, X., Lehto, X., 2014. Examining key drivers of customer delight in a hotel experience: a cross-cultural perspective. Int. J. Hosp. Manage. 36, 255–262. http://dx.doi.org/10.1016/j.ijhm.2013.09.007.

Vaerenbergh, Y.V., Larivière, B., Vermeir, I., 2012. The impact of process recovery communication on customer satisfaction, repurchase intentions, and word-of-mouth intentions. J. Serv. Res. 15 (3), 262–279. http://dx.doi.org/10.1177/1094670512442786.

Van Doorn, J., Lemon, K.N., Mittal, V., Nass, S., Pick, D., Pirner, P., Verhoef, P.C., 2010. Customer engagement behavior: theoretical foundations and research directions. J. Service Res. 13 (3), 253–266.

Verdurme, A., Viaene, J., 2003. Consumer beliefs and attitude towards genetically modified food: basis for segmentation and implications for communication. Agribusiness 19 (1), 91–113. http://dx.doi.org/10.1002/agr.10045.

Wu, C.H.-J., Liang, R.-D., 2009. Effect of experiential value on customer satisfaction with service encounters in luxury-hotel restaurants. Int. J. Hosp. Manage. 28 (4), 586–593. http://dx.doi.org/10.1016/j.ijhm.2009.03.008.

Yavas, U., Babakus, E., 2005. Dimensions of hotel choice criteria: congruence between business and leisure travelers. Int. J. Hosp. Manage. 24 (3), 359–367. http://dx.doi.org/10.1016/j.ijhm.2004.09.003.

Yuanqiong, H., Li, W., Kin, L., 2011. Service climate, employee commitment and customer satisfaction. Int. J. Contemp. Hosp. Manage. 23 (5), 592–607. http://dx.doi.org/10.1108/09596111111143359.

Zhao, X.(Roy), Mattila, A.S., 2013. Examining the spillover effect of frontline employees' work–family conflict on their affective work attitudes and customer satisfaction. Int. J. Hosp. Manage. 33, 310–315. http://dx.doi.org/10.1016/j.ijhm.2012.10.001.

Zhao, X., Roy, Mattila, A.S., Ngan, N.N., 2014. the impact of frontline employees' work–family conflict on customer satisfaction the mediating role of exhaustion and emotional displays. Cornell Hosp. Q., 1938965513517172. http://dx.doi.org/10.1177/1938965513517172.

Zhou, L., Ye, S., Pearce, P.L., Wu, M.-Y., 2014. Refreshing hotel satisfaction studies by reconfiguring customer review data. Int. J. Hosp. Manage. 38, 1–10. http://dx.doi.org/10.1016/j.ijhm.2013.12.004.

Zomerdijk, L.G., Voss, C.A., 2010. Service design for experience-centric services. J. Serv. Res. 13 (1), 67–82. http://dx.doi.org/10.1177/1094670509351960.