1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
1̃8
19
20
21
22
23
24
25
26
2̃8
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
5̃6
57
58
59
60

Satisfaction, value and intention to return in hotels

Abstract

Purpose – This research investigates employee and guest satisfaction, guests' perceptions of value and their intention to return. Considered are: hotel workers' job satisfaction, how job satisfaction impacts on guests' satisfaction with the service experience and with the physical attributes of the hotel, and finally how these variables affect perceived value and intention to return.

Design/methodology/approach – Structural equation modeling is used to analyze data from a large global hotel chain.

Findings – Guest satisfaction with service and the physical attributes of the hotel differentially impact guest outcomes of intention to return and perceptions of value. Key findings include guest satisfaction with the physical attributes of a hotel are significantly more strongly linked to guests' intention to return than are satisfaction with service received. Staff job satisfaction is significantly linked to guests being more satisfied with the service experience and their return intentions. Of all the factors directly contributing to guests' return intentions, guest satisfaction with the physical attributes of the hotel was largest in impact. In contrast guest satisfaction with service is linked to guests' perceptions of value, while satisfaction with the physical aspects is not significant. Guests' perceptions of value do not impact intention to return.

Research limitations/ implications – The research was conducted within one global hotel chain, which while possibly a limitation may also be considered a control for organizational variables. However, its single organizational nature does not diminish the importance of the findings.

Practical implications – Hotel managers need to consider the importance of the physical attributes of properties in what has been largely a services dominated debate. What guests value may not lead to repeat business.

Originality/value - Providing excellent customer service may not be the main motivation for return business. Also, holistic measures of guest satisfaction may not accurately measure what guests' value. Perceived value is not a significant predictor of intention to return.

Keywords: Guest satisfaction; employee satisfaction; physical attributes; service experience; perceived value; intention to return.

Article Classification: Research Paper

Introduction

Customer loyalty and perceived value from service experiences have been identified as important factors in enhancing profitable business outcomes (Acheampong and Asamoah, 2013), and have been shown to be associated with customer satisfaction (Rauch *et al.*, 2015). Satisfied customers in turn have been linked with satisfied employees (Bitner, 1990; Spinelli and Canavos, 2000). Despite the importance of employees' and customers' behaviors on business outcomes in hotels these issues have not been addressed holistically. It is this significant gap in literature that we address in this research. The variables that we explore include employee satisfaction, guest satisfaction with the service experience, guest satisfaction with the physical attributes of the hotel, intention to return and perceptions of the overall value offered by hotels. This study contributes to the literature in the important area of service provision in the field of hotel management, while adding to the theoretical debate surrounding perceptions of value. In particular we extend the research of Wilkins *et al.,*

1

(2007) by evaluating the importance of the different issues experienced by customers. We also extend the research of Kandampully *et al.,* (2001) and Ryu *et al.* (2012) by highlighting the importance of the physical attributes of hotels in relation to overall satisfaction and guests' intention to return.

By providing insights into the factors that contribute to guests' perceptions of value and intention to return, this study is also relevant to practitioners in the highly competitive hospitality industry. As Ogle, (2009, p.160) pointed out, "the guest is irrefutably the hotel's *raison d'etre*, and the accommodation product arguably the defining feature/characteristic of the hotel". Because the accommodation division of a hotel typically returns the bulk of both the firm's revenue and its profits (DeVeau *et al,* 1996), it follows that the physical aspects of guestrooms are an important factor in achieving guest satisfaction.

First, an overview is provided of an extensive literature relating to employee and guest satisfaction, guest perceptions of value and intention to return. Second, hypotheses are developed that address the research issues arising from the study. Third, descriptive and correlation analysis, then structural equation modeling, are used to analyze data relating to a global hotel chain. Finally, the results and implications for theory and practice are discussed.

Literature review
Employee satisfaction
Employee satisfaction is a measure of the extent to which people like their jobs and their positive perceptions of job quality (Al-Refaie, 2015; Lee *et al.,* 2015; Jung and Yoon, 2015). Understanding job satisfaction is important, as it is regarded as a major influence on employee behavior and organizational effectiveness (Spector, 1997; Spinelli and Canavos, 2000). The importance of job satisfaction is underlined by its status as the most studied organizational variable in an extensive literature (Hirschfeld, 2000). Low levels of job satisfaction have been associated with increased absenteeism and turnover, and have the potential to affect customer satisfaction adversely (Kihye *et al.,* 2015). Dimotakis *et al.* (2011) proposed that job satisfaction represents affective events that are associated with work well-being, with satisfaction being linked to improved productivity (Taris and Schreurs, 2009). Qin *et al.* (2014) noted that group-level job satisfaction is likely to influence individual-level job satisfaction of group members, where group members have higher satisfaction levels in groups where the members' work attitudes are positive rather than negative.

One measure that has been extensively used in job satisfaction research is the Minnesota Satisfaction Questionnaire (MSQ) (Weiss *et al.,* 1967), measuring two separate components, intrinsic and extrinsic job satisfaction. Intrinsic job satisfaction has an affective basis, capturing how people feel about their jobs, and is associated with job involvement. Extrinsic job satisfaction is based on how workers feel about aspects of work that are external to the job tasks, or connected with the work itself (Hirschfeld, 2000). The scales may be combined to form one holistic measure of job satisfaction, which is used in this research. The MSQ has been used extensively in organizational research and has been shown to be a valid and reliable measure of overall job satisfaction and its component parts (Hirschfeld, 2000; Weiss *et al.,* 1967).

Support for a link between job satisfaction and customer satisfaction has been provided by Bitner's (1990) research into service quality and service satisfaction. In other studies employee and customer satisfaction have been found to be positively correlated (Bernhardt *et al.,* 2000; Koys, 2003). The relationship is due to satisfied employees tending to deliver better services, which leads to a satisfactory service experience for their customers. Thus,

2

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

employee satisfaction is a significant determinant of customer satisfaction that indirectly influences financial performance (Chi and Gursoy, 2009).

Customer satisfaction
The hotel industry is a highly competitive global industry and there is growing demand for services beyond those traditionally offered (Kandampully and Suhartanto, 2000). Pizam *et al.* (2016, p. 23) argued that hospitality experiences are a combination of physical products and services, with good service and customer satisfaction being an expected part of day-to-day operations (Gursoy and Swanger, 2007). It is not surprising then, that overall customer satisfaction and perceptions of value are increasingly prominent areas of interest for scholars and hotel managers alike (McDougall and Levesque, 2000). In hospitality research customer satisfaction has been shown to be multidimensional and dynamic with links to satisfaction with the physical aspects of hotels and customers perceptions of value (Ryu *et al.,* 2012). In other research Jawahar (2006) found that employee satisfaction is correlated with employee loyalty, supporting the view of Oliver (1999), who found that loyalty and satisfaction are linked.

Service quality
The importance of service quality has been recognized in hospitality research (e.g. Grönroos, 1984, 2000; Parasuraman *et al.,* 1985; Parasuraman, 1988; Pizam and Ellis, 1999; Dedeoğlu and Demirer, 2015). In a study by Wilkins *et al.,* (2007) the researchers concluded that service quality is a second-order phenomenon comprising three first-order components: (a) quality food and beverage; (b) service excellence; and (c) physical product. Their research also suggested that customers viewed service quality as a holistic experience rather than as having separate dimensions. Similarly, Stefano *et al.* (2015) proposed that service quality is affected by expected service and perceived service. However, a study by Nasution and Movondo (2008) found that the level of customer value perceived by managers is higher than that experienced by customers across all classes of hotels. Their study found that managers and customers have different perspectives of customer value (Nasution and Movondo, 2008). Variations in perceptions of value have important implications for hotel managers, as they attempt to align customer expectations with customer satisfaction. It also highlights the need for further academic research in this area.

In their SERVQUAL model, Parasuraman *et al.,* (1985) presented a conceptual model of service quality that was developed as the result of a comprehensive study of customers and executives in a range of organizations. Customer satisfaction, loyalty and perceptions of value stem from a sense of value received (Dortyol and Kitapci, 2014), which in turn is linked to the satisfaction and loyalty of employees (Acheampong and Asamoah, 2013). SERVQUAL is created as a means of assessing service quality across industries and a measurement to determine the importance of key consumer perceptions and expectations (Udo *et al.,* 2011). The complexity of analyzing the field of customer satisfaction led Ekinci and Riley (1998) to argue that further research may be advanced by utilizing an approach that as well as validating the existence of previous dimensions also focuses on one particular type of service, for example, that in hotels. With a particular focus on the physical aspects of the hotel, the present study seeks to add to the body of research in this field.

Intention to return
He and Song (2009) found that higher perceptions of service quality and value led to higher guest satisfaction, which then increased intention to return. Satisfaction showed a significant but indirect effect on intentions via the relationship between perceived value and quality.

3

Baker and Crompton (2000) suggested that higher perceptions of service quality promoted customer satisfaction and increased visitation through positive word-of-mouth, though service quality alone may not lead to an intention to return (Pizam *et al.,* 2016). Also, managing customer experiences significantly determines the success of hospitality businesses (Miao and Mattila, 2013). However, mixed findings were found regarding the intertwining effect of quality, value, and satisfaction on customers' intentions. For instance, Cronin *et al.* (2000) found that perceived value had the most significant effect on consumers' repurchase intentions, while quality and satisfaction showed a less significant effect. Murphy *et al.* (2000) pointed out that satisfaction significantly predicted intention to return while value did not, and quality showed an indirect effect on intention to return. For example, McDougall and Levesque (2000) argued that customer satisfaction directly influenced future intentions. Rittichainuwat *et al.* (2003) suggested that satisfaction influenced the likelihood of revisiting when only satisfaction dimensions were considered, but showed no impact when other travel variables were entered. Aguilar-Rojas *et al.*(2015) found that in the face of a service failure, intent to return is conditioned by three different customer characteristics, namely affective (perceived interpersonal justice of the service received), cognitive (knowledge gained from the prior experience), and socio-demographic (i.e., gender, considering the differences in consumerism level). Weiss *et al.* (2004) found that theme restaurant attributes indicated that atmosphere satisfaction, food satisfaction, and dining frequency significantly contributed to intent to return. In tourism research Chen and Chen (2010) suggested that there was a clear link between the quality of an experience, perceived value and behavioral intentions. Furthermore Petrick (2004) examined the relationships between satisfaction, perceived value, and quality in predicting intentions to repurchase and positive word of mouth. Satisfaction, perceived value, and quality were utilized to assess which variable best explains customers' behavioral intentions. Their results revealed that quality was the best predictor of intentions to repurchase having both a moderating and direct effect.

Value

Since quality may not offer a clear competitive advantage anymore (Pizam *et al.,* 2016), organisations have reoriented their strategy by shifting their focus in order to provide superior value delivery to their customers (Ryu *et al.,* 2012). Zeithaml (1988, p.14) defined perceived value as 'the customer's overall assessment of the utility of a product or service based on perceptions of what is received and what is given'. This definition is extended by the work of Cronin and Taylor (1992) who added the important role of expectations to the definition of perceived value. The work of Cronin and Taylor (1992) expanded the definition of perceived value, as defined by Zeithaml (1988), to include the importance of customers' expectations. Murphy *et al.* (2000) found that tourists who develop a sense of quality of their trip had higher perceptions of its value, which also increased intentions to revisit. Cronin *et al.* (2000) found that perceived value had the most significant effect on consumers' repurchase intentions, while quality and satisfaction showed a less significant effect on repurchase intentions. Perceived value refers to a customer's overall evaluation of the effectiveness of a service product based on judgments of what is received and what is given (Zeithaml, 1988) and was found to play a major role in predicting purchase intention and repeat visitation (Lin and Chen, 2009). The concept of value as a process, as a co-creation between the customer and the service provider, was explored by Grönroos (2000), where the focus is not on products but on the customers' *value-creating processes* where value emerges for customers and is perceived by them The service-cantered model was further developed by Vargo and Lusch (2004).

4

Research by *Hu et al.* (2009) suggested that customers' future intentions are determined at least in part by how they perceive value. McDougall and Levesque (2000) stated that perceived value is a relative measure of the costs and other monetary features of the service in contrast to competition. High service quality ultimately leads to higher perceived value, with customers' perceptions of quality being major drivers of value (Hu *et al.,* 2009). Following Hu's research we propose that customer satisfaction with service and the physical attributes of their hotel experience will be significant antecedents of perceptions of value, and that value will be an antecedent of intention to return as suggested by Hu *et al.* (2009).

Physical attributes
Berry and Parasuraman (1991) described tangible offerings as physical facilities, equipment, personnel and communications materials. In research that found physical surroundings could significantly influence customer's responses, Bitner (1990, 1992) pointed out that relatively little empirical work has been conducted into what might be considered peripheral variables, such as the physical surroundings in which the product/service is consumed. In the past, physical attributes have generally been rated as one of the less important dimensions, of customer satisfaction, however they are still a core component of the hotel industry, as Kandampully *et al.* (2001) pointed out. The importance of physical appearance was also argued by Rauch *et al.* (2015), building on previous studies that showed increased research interest in this area (e.g. Barber and Scarcelli, 2010; Han and Ryu, 2009; Ryu and Han, 2010; Ryu *et al.,* 2012).

Hotels are mainly designed to provide bedrooms for rent, with attractive guestrooms being ultimately what hotels are all about (Ogle, 2009; Cheung, 2002). Therefore the hotel guestroom a core product of the hotel, with physical aspects being important determinants of repeat business (Ogle, 2009; Rhee and Yang 2014, 2015). Also, Greenwell *et al.* (2002) found that perceptions of the physical attributes were significant predictors of customer satisfaction. As noted in research by McPhail and Fisher (2010) the growing awareness of environmental issues is creating a 'green' customer with new expectations of the importance physical attributes of hotels.

In research that found physical surroundings could significantly influence customer's responses, Bitner (1990) argued the need for empirical research to examine the role of what might be considered peripheral variables, such as physical surroundings, in which the product/service is consumed. In other research Chang (2000) and Ryu *et al.* (2012) suggested that the physical environment is a direct indicator of customer satisfaction. Other research into the importance of the physical surroundings has been conducted by Ryu and Han (2010) in a study that examined physical aspects, service and food in restaurants. Their study found that relatively little is known about how the combined quality dimensions of physical surroundings impact on customer satisfaction, and in turn affect behavior.

Over the 20 or so years since Bitner's research into peripheral variables, little has changed in terms of advancing knowledge of these phenomena despite the further studies reported above. The importance of the physical aspects of hotels has implications for managers, particularly in regard to the frequency, and relative costs and benefits, of structural improvements and the refurbishment of properties.

Hypotheses Development
As discussed above, previous research (e.g. Grönroos, 1984; Parasuraman *et al.,* 1985) has suggested that service is a key dimension affecting customer satisfaction. Also, the importance of service quality in hospitality contexts has been identified (e.g., Pizam and Ellis, 1999; Chen and Hu, 2010) and links between employee job satisfaction and satisfied

5

customers have been proposed (e.g. Bitner, 1990; Spinelli and Canavos, 2000). On the basis of these studies one would expect that employee job satisfaction will be a significant predictor of guest satisfaction. Also, that satisfied guests will tend to value the experience and intend to return (Acheampong and Asamoah, 2013). Therefore, we hypothesize a model with the following relationships:

> *H1a.   Employee satisfaction is a significant predictor of guest satisfaction with*
>
> *the service experience*
>
> *H1b.   Employee satisfaction is a significant predictor of guest intention to*
> *return*
>
> *H1c.   Employee satisfaction is a significant predictor of guest perceptions of*
> *value associated with their stay at the hotel*

He and Song (2009) proposed that guest perceptions of service quality and value led to a higher satisfaction level, which then increased intention to return. Baker and Crompton (2000) also made the link between guest satisfaction and intent to return, confirming earlier service quality research (e.g. Grönroos, 1984; Parasuraman 1985). Given significant research findings linking guest satisfaction with intention to return we hypothesize that:

> *H2a.   Guest satisfaction with the service experience is a significant predictor*
> *of   intention to return*

As mentioned above, He and Song (2009) proposed that service quality and value led to a higher satisfaction level, which then increased intention to return. Baker and Crompton (2000) also made the link between guest satisfaction and intent to return. In earlier research Bitner (1992) had argued that the physical aspects of the property will be significant in the guest experience. We argue that guest satisfaction leading to intention to return should not just be associated with the service experience, but also the physical aspects of their stay, therefore we hypothesize that:

> *H2b. Guest satisfaction with the physical aspects of the property is a significant*
> *predictor of intention to return*

Wilkins et *al.'s* (2007) research suggested that from the customer's perspective service quality is a holistic experience rather than just the sum of its component parts (i.e. service, physical attributes of the property and food), and that such experiences have a bearing on guests' intention to return. On the basis of Wilkins *et al.'s* (2007) research the individual elements that form customers' experiences should be relatively equally weighted, therefore we hypothesize that:

> *H3**.** Guest satisfaction with the service experience and guest satisfaction with*
> *the physical attributes of the property are similar in level of importance in*
> *predicting guests' intention to return*

There is substantial research support for a link between guest satisfaction with service and guest perceptions of value. On the basis of research discussed above (e.g. Grönroos, 1984; Parasuraman 1985; Hue *et al.,* 2009; Chen and Hu, 2010; Dortyol and Kitapci, 2014). Our expectation is that this study will confirm that guest satisfaction with service is a predictor of intention to return. Therefore we hypothesize that:

> *H4a. Guest satisfaction with the service experience is a significant predictor of*
> *guest perceptions of value associated with their stay at the hotel*

Previous research (e.g. Bitner, 1990; Ryu *et al.*, 2012) has suggested that the physical aspects of the property will also be significant in the guest experience, including perceptions of value. While there is less research support for a link with value and the physical aspects of the property than for value with guest satisfaction, we argue that guest satisfaction with the physical aspects of hotels is likely to be as important as satisfaction with service. Therefore we hypothesize that:

6

H4b. Guest satisfaction with the physical aspects of the property is a significant predictor of guest perceptions of value associated with their stay at the hotel

Hue *et al.* (2009) argued that service quality was an important predictor of guests' perceptions of value. In other research Wilkins *et al.'s* (2007) suggested that from the customer's perspective service quality is a holistic experience, which should also be reflected in guests' perceptions of value. As with guest satisfaction and intention to return discussed above, the individual elements that form customers' perceptions of value should be relatively equally weighted, therefore we hypothesize that:

H5. Guest satisfaction with the service experience and guest satisfaction with the physical attributes of the property are similar in level of importance in predicting guest perceptions of value associated with their stay at the hotel

Research by Hue *et al.* (2009) suggested that value is an antecedent of intention to return. This supports previous research by Cronin *et al.* (2000) who found that perceived value had the most significant effect on consumers' repurchase intentions. Value was also found to play a major role in predicting repeat visitation (Lin and Chen, 2009), challenging earlier research that suggested perceived value had no impact on guests' intention to return (Murphy *et al.,* 2000). Despite the mixed findings the major body of research suggests a link between value and intention to return as the dependent variable, therefore we hypothesize that:

H6. Guests' perceptions of value associated with their stay will be a significant predictor of guests' intention to return

Methods

Design

In this study we used a cross-sectional design to determine the relationships between employee job satisfaction (EJS), guests' satisfaction with the service they received and the physical attributes of the property, guests' perceived value associated with their stay and their intention to return.

Employees sample - Data were collected using a company generated questionnaire that was circulated to employees worldwide as part of an annual employee survey. Completion of the questionnaire was voluntary and anonymous. Questions captured data relating to occupation, sex, and length of service, together with a series of 58 questions designed to tap employee attitudes and behaviors across a range of issues including job satisfaction. Each of the 58 questions invited participants to indicate their response on a five-point interval scale anchored at 1 = strongly agree to 5 = strongly disagree. Responses were reversed during the data coding stage to enable comparison with other research.

Questionnaires, together with envelopes for return when completed, were distributed to all employees on a predetermined date. Sealed boxes were provided at each hotel for returned questionnaires. Completed questionnaires were removed from sealed boxes and forwarded unopened to a central location for collation and coding. Overall the response rate was 39.6%, resulting in 61,116 completed questionnaires from the global hotel chain's properties worldwide.

Guests sample - Eligible participants were all persons staying overnight or longer at one of the hotels operated by a global hotel chain. The sample consisted of 170 hotels that were mainly four star properties operated by the hotel chain. Guests were invited to respond to a hotel-generated questionnaire designed to provide information on aspects of their stay. Questionnaires, together with envelopes for return when completed, were available in each guest room at all hotels. Completed questionnaires in sealed envelopes were left by guests in their rooms at the end of their stay. Sealed envelopes containing questionnaires were

7

removed from rooms by hotel staff and forwarded unopened to a central location for collation and coding.

Questionnaires captured data relating to room number, length of stay, and number of occupants, together with a series of questions designed to determine guests' perceptions and experiences associated with their stay. Questions related to guest satisfaction with the service experience, the physical attributes of the property, intention to return and an assessment of guest perceptions of the overall value of their stay. Each of the questions invited participants to indicate their response on an interval scale anchored at 1 = strongly disagree to 10 = strongly agree.

A total of 426,700 guests across the 170 properties responded over a period of 12 months. With a 2.8 percent response rate, the lowest number of responses at an individual property was 840 while the highest was 25,200. Data were aggregated at the property level for analysis.

Variables and measures

Employees

Employee satisfaction - Employee job satisfaction was conceptualized and measured using the frequently used 20 item short-form of the Minnesota Satisfaction Questionnaire (MSQ) (Weiss *et al.,* 1967). In extensive research the MSQ has been shown to be a valid and reliable measure of employee satisfaction (Spector, 1997; Hirchfeld, 2000).

Guests

Guest satisfaction, perceptions of value and intent to return were captured by an externally administered survey based on those frequently used in the hotel industry. The measures are viewed by hotels as being valid and reliable. The hotel group reports that results of the surveys across time show consistency within hotels yet discriminate between poor and well performing hotels in the group, suggesting a reasonable level of reliability and validity.

Guest satisfaction with the service experience - Guest satisfaction with the service experience was conceptualized and measured based on responses to the question: "Thinking of your experiences at this hotel please rate the following." Guests were then presented with a series of questions relating to staff service: quality of service, staff making the guest feel welcome and efficient staff service. Guests were invited to respond on an interval scale anchored at 1 = strongly disagree to 10 = strongly agree. Responses were consolidated into a single scale item representing guest satisfaction with the service experience during their stay at the hotel.

Guest satisfaction with the physical attributes of the hotel - Guest satisfaction with the physical attributes of the hotel was conceptualized and measured using a range of questions, for example "Thinking of your experiences at this hotel please rate the following". Guests were then presented with a series of questions about their room, the maintenance and upkeep of the hotel, the cleanliness of the room, whether the room/hotel décor was up to date, and whether everything in the room/hotel was in working order. Guests were invited to respond to each question on an interval scale anchored at 1 = strongly disagree to 10 = strongly agree. Responses were consolidated into a single scale item representing guest satisfaction with the physical attributes offered by the hotel.

Guest intention to return - Guest intention to return was conceptualized and measured using a single question "If in this area again how likely would you be to stay at this hotel rather than another hotel in the area"? Guests were invited to respond on an interval scale anchored at 1 = most unlikely to 10 = most likely.

Guest perceptions of value - Guest perceptions of value from their stay at the hotel were conceptualized and measured using a single question "I believe my stay at this hotel

8

represented good value". Guests were invited to respond on an interval scale anchored at 1 = strongly disagree to 10 = strongly agree.

Data Analysis

Reliability and validity of measures

Initially we conducted a confirmatory factor analysis (CFA) of the items comprising the MSQ, which showed two factors that aligned with the intrinsic and extrinsic measures of the MSQ, as proposed in the original research by Weiss *et al.* 1967. The remaining measurement scales were also validated using CFA. To assess convergent validity for each scale the Average Variance Extracted (AVE) was compared to its correlation with the remaining constructs. Convergent validity was confirmed given the AVE of the constructs was greater than .50 and also greater than the inter-factor correlations (Hair *et al.,* 2010). Composite reliability (CR) estimates were all above 0.6, the level deemed acceptable by Hair *et al.* (2010). Discriminant validity was confirmed given the Maximum Shared Variance (MSV) and the Average Shared Variance (ASV) were both less than the AVE for the constructs (Hair *et al.,* 2010). Table 1 shows the convergent and discriminant validity data for all measurement scales.

Table 1 about here

Descriptive statistics

Descriptive statistics for the five variables were calculated, and are shown at Table 2 below. Employee satisfaction approached strong levels (M=3.88). Guests reported high levels of satisfaction with the attributes of the property (M=8.74) and with the service experience (M=8.43). The lowest mean reported was for intention to return (M=5.49) indicating low levels of potential repeat business from guests. The standard deviation for intention to return (SD=1.09) also showed the broadest distribution of data. Guest perceptions of value were the next lowest (M=7.43) indicating moderate perceptions of value.

Table 2 about here

Employee job satisfaction had significant positive relationships with two of the guest outcomes: service satisfaction (r=.29) and return intention (r=.37). Both guest satisfaction variables (with the property and with service experience) were strongly related in a positive manner to the outcomes of return intention and perceived value (i.e. $r > .62$). See Table 3 for correlational statistics. No significant relationships were found between employee job satisfaction and guest satisfaction with the property or perceptions of value.

Table 3 about here

Results of the structural model

To explore the hypothesized relationships, structural equation modeling was employed using AMOS version 21. A model that fits the data well is determined by several criteria including a non-significant chi square test (although this statistic may be influenced by a large sample size), and the following three fit indices: CFI, NFI and TLI, all of which should exceed 0.9 as

9

recommended by Broome *et al.* (1997). Indicated as one of the most informative criteria, the root mean square error (RMSEA) of approximation of less than 0.5 reflects close fit, between 0.5 and 0.8 reflects reasonable fit and between 0.8 and 1.0 reflects mediocre fit (Byrne, 2009).

Figure 1 shows the final structural equation model with excellent fit statistics ($\chi^2 = 3.35$, $p >.05$, CFI=.998, TLI=.992, RMSEA=.031). Such fit statistics well exceed those listed as acceptable. The squared multiple correlations of the two main guest outcomes (return intentions and perceptions of value were large; .55 and .65 respectively) which demonstrates a large proportion of the variance in these outcomes were accounted for by the model.

The following highlights the hypothesized relationships and is inclusive of standardized total effects:

Employee job satisfaction (EJS) positively predicted guest service satisfaction (GSService) (EJS-GSS = .280), which may be considered a moderate effect. Thus as employees became more satisfied with their job, guests also became more satisfied with the service experience, which supports hypothesis 1a. However, much of the variance in guest service satisfaction still remains to be explained.

Employee job satisfaction positively predicted guest intention to return both directly and indirectly through guest service satisfaction (EJS-GReturn = .213), which may be considered a moderate effect. Thus hotels, with employees who were more satisfied with their job also had guests with higher return intentions (direct effect). As employee job satisfaction increased, this factor also indirectly impacted return intentions by virtue of the relationship with guests' service satisfaction, which was also found to increase. Both trends support hypothesis 1b.

No significant relationships were found between employee job satisfaction and guest perceptions of value. Thus hypotheses 1c is rejected.

Guest service satisfaction positively predicted guest intention to return, both directly and indirectly through guest satisfaction with the physical aspects of the hotel (GSService-GReturn = .250), which may be considered a moderate effect. Similarly as guests became increasingly satisfied with their service experience they were more likely to indicate increased return intentions (direct effect). Increased guest service satisfaction also functioned to increase return intentions via increases in guest physical product satisfaction (indirect effect). These trends support hypothesis 2a.

Guest satisfaction with the physical aspects of the hotel property (GSProduct) positively impacted intention to return (GSProduct_GReturn = .483) which may be considered a moderate to strong effect. This suggests that as guests became more satisfied with the hotel's physical attributes they were likely to have higher return intentions, thus supporting hypothesis 2b.

Guest product satisfaction (.48) was found to have a much stronger positive impact on guest intentions to return than did guests' satisfaction with their service experience (.25). Thus the importance of guest satisfaction with the physical attributes of the hotel is of higher importance when it comes to return intentions, a trend that is not supportive of hypothesis 3. This is a key finding of this study.

Guest service satisfaction positively impacted guest perceptions of value (GSService GValue = .834), which may be considered a strong effect and the largest in this study. Thus as guests' satisfaction with their service experience increased, so too did their perceptions of value, supporting hypothesis 4a.

No significant positive relationship was found between guest product satisfaction and perceptions of value, which fails to provide support for hypothesis 4b. Thus it appears that guest perceptions of value were more largely driven in this sample by "process" oriented

10

satisfaction (i.e., that is employee job and guest service satisfaction, as opposed to via guests' satisfaction with the physical hotel attributes).

Guest satisfaction with the service experience (.83) was found to have a much stronger positive impact on guest perceptions of value than did guest product satisfaction which was not found to have any significant relationship in the final model. Thus the importance of guest service satisfaction is of higher importance when it comes to perceptions of value, a trend that is not supportive of hypothesis 5. This is a key finding of this study.

No significant positive relationship was found between guest perceptions of value and their intention to return, which fails to provide support for hypothesis 6. Thus it appears that guest's intention to return was more directly driven in this sample by the various types of satisfaction (e.g., primarily guests being satisfied with the hotel's physical attributes, followed by guest satisfaction with their service experience along with employees being satisfied with their jobs). See Table 4 for a summary of hypothesis statistics.

Table 4 about here

Figure 1 about here

Discussion and conclusion

Conclusions

The research confirmed the links between employee job satisfaction (EJS) and guests' satisfaction with service (GSService) suggested by previous research. However, no direct link was found between EJS and what guests' value. It was only through the indirect link with guest satisfaction with service that EJS had an impact on value. On the other hand EJS was found to have both direct and indirect effects on guests' intention to return. While EJS may be a key dimension affecting GSService (Grönroos, 1984; Parasuraman *et al.,* 1985), its use beyond GSService may be limited depending on the guest outcome under investigation. Also guest value is not a predictor of intention to return challenging the findings of He *et al.* (2009). The research produced two key findings, which are discussed next.

The first key finding, that guest satisfaction with the physical aspects of the hotel (GSProduct) had a much stronger positive impact on guests' intentions to return than satisfaction with the service experienced, is a departure from previous research (e.g. Wilkins *et al.,* 2007). It was expected that satisfaction with service and product would have similar impacts on intention to return. An important outcome of the research is that the large differences in impact militate against developing and using holistic measures of guest satisfaction in attempting to predict and model guest intentions to return. This finding confirms Rauch et *al.'s* (2015, p. 99) contention that while overall customer experience is a '…cognitive bundle of attributes…' based on overall impressions, it is important for hotel managers to understand the individual attributes comprising the experience.

It is reasonable to consider from the customer's perspective that if the physical attributes of a hotel meet or exceed their expectations they will be predominantly satisfied overall and may return even if their service experience was not as satisfactory as they might have wished, thereby decreasing their perceptions of value. Conversely, if the physical attributes of the hotel do not meet customers' expectations they will be less satisfied and unlikely to return even if they were satisfied with the service experience. Services are variable and intangible

11

and guests rightly perceive they will have some influence over them via feedback. However, physical attributes are less likely to change and if they do, to change less quickly. Therefore, if the hotel's physical attributes do not meet customers' expectations and needs they will be less likely to return even if they perceive a satisfactory service experience and overall value.

The second key finding, that guest satisfaction with the service experience has a much stronger positive impact on guest perceptions of value, while satisfaction with the physical aspects of the hotel (product) was not significant, reinforces the departure from previous research noted above. Guest satisfaction with the product showed no significant relationship with what guests' value. This is an important finding as it reinforces the argument that holistic measures may not be appropriate in attempting to understand what guests' value, particularly given that the research found no link between the physical attributes of the hotel and what guests' value.

Theoretical implications

The key findings challenge the notion that providing excellent customer service is the *main* motivation for return business (e.g. He and Song, 2009). Employee job satisfaction (EJS) is also of interest given its direct and indirect impact on guests' intention to return, though this is tempered by no link being found between EJS and guest satisfaction with the physical attributes. Staff satisfaction may lead to satisfied customers (e.g. Bitner, 1990; Spinelli and Canavos, 2000) but be less important in predicting intention to return than previous research has suggested (e.g. Acheampong and Asamoah, 2013).

The findings presented here also extend those of Kandampully *et al.* (2001) who noted the importance of physical attributes. The study highlights the importance of the physical attributes of hotels in relation to guests' satisfaction and their intention to return. The findings do not support the work of Berry and Parasuraman, (1991) who considered physical attributes to be one of the least important issues. As discussed above the study extends the research of Wilkins *et al,* (2007) and Rauch *et al.* (2015). Finally this study responds to the work of Bitner (1990) who called for more empirical work to explore the importance of the physical product/surrounds in which service is consumed in relation to customer satisfaction and loyalty.

Practical implications

The importance of the physical aspects of hotels has not been clearly understood in what has largely been a services dominated debate. This study shows that links between the physical attributes of properties and customers' intentions to return have important implications for managers at both the strategic and operational levels. Strategically, investing in upgrades and improvements to properties is essential if hotels are to increase repeat business, which is an important business outcome. At the operational level hotel managers should ensure that the physical aspects of properties are maintained to the highest possible standard.

Also, with a growing awareness of sustainability issues, particularly by eco-tourism, physical attributes and future designs will need to incorporate features that meet this growing need as discussed by McPhail and Fisher (2010). In hotels that share customer types, such as business and leisure, the allocation of space and visibility of each group should be considered in the design to heighten the customers' experiences. For example, providing facilities for business guests to meet and work in areas not overlooking relaxing holidaymakers.

Limitations and further research
The research was conducted within one global hotel chain, which, whist possibly a limitation may also be considered a control for organizational variables. However, its single

12

organizational nature does not diminish the importance of the findings. While this study is interested in the hotel context specifically it may be useful to broaden the study to include other service industries. By including other chains and industries the generalizability of results will be increased.

Future research should consider further the influence of guest satisfaction with service and physical attributes on perceived value and intention to return. In this respect hotel location and rating may be important influencing aspects. Given excellent physical attributes and satisfactory service experience, a location that does not meet expectations or is in some way unsatisfactory may impact on both variables and vice versa. The changing needs of guests over time should be explored in order to attempt to predict future directions of needs and expectations in relation to the physical attributes of hotels especially in the context of growing ecological awareness and concern of customers. Future research may also apply Wieseke et *al.'s* (2008) approach by comparing two levels of a categorical variable (e.g. low versus highly satisfied employees).

Of theoretical and practical importance for further research is the relationship between guests' perceptions of value and their intention to return. It may have been assumed from previous research that what guests' value drives an intention to return, though this research suggests this is not the case.

References

Acheampong, I. and Asamoah, K. (2013), "Service delivery and business growth among banks in Ghana using the service profit chain model", *International Journal of Global Business*, Vol. 6 No. 20, pp. 57-79.

Aguilar-Rojas, O., Fandos-Herrera, C. and Flavián-Blanco, C. (2015), "What may lead you to recommend and revisit a hotel after a service failure instead of complaining?", *International Journal of Contemporary Hospitality Management*, Vol. 27 No. 2, pp. 214-235.

Al-Refaie, A. (2015), "Effects of human resource management on hotel performance using structural equation modeling", *Computers in Human Behavior*, Vol. 43, pp. 293-303.

Baker, D. and Crompton, J. (2000), "Quality, Satisfaction and behavioral intentions", *Annals of Tourism Research,* Vol. 27 No. 3, pp. 785-804.

Barber, N. and Scarcelli, J. (2010), "Enhancing the assessment of tangible service quality through the creation of a cleanliness measurement scale", *Managing Service Quality*, Vol. 20 No. 1, pp. 70–88.

Bernhardt, K., Donthu, N. and Kennett, P.A. (2000), "A longitudinal analysis of satisfaction and profitability*", Journal of Business Research,* Vol. 47, pp. 161–171.

Berry, L. and Parasuraman, A. (1991), *Competing through quality*, MacMillan, New York.

Bitner, M. (1990), "Evaluating service encounters: The effects of physical surroundings and employee responses", *Journal of Marketing*, Vol. 54, pp. 69-82.

Bitner, M. (1992), "Servicescapes: The impact of physical surroundings on customers and employees", *Journal of Marketing*, Vol. 56*,* pp. 57-71.

Byrne, B. (2009), *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming* (2nd Ed.), Taylor and Francis, New York.

Chang, K. (2000), "The impact of perceived physical environments on customers' satisfaction and return intentions", *Journal of Professional Services Marketing,* Vol. 21 No. 2, pp. 75-85.

Chen, C. and Chen, F. (2010), "Experience quality, perceived value, satisfaction and behavioral intentions for heritage tourists", *Tourism management*, Vol. 31 No. 1, pp. 29-35.

13

Chen, P. and Hu, H. (2010), "How determinant attributes of service quality influence customer-perceived value", *International Journal of Contemporary Hospitality Management,* Vol. 22 No. 4, pp. 535-551.

Cheung, G. (2002), "Viewing guestroom perfection", In N. Walker (ed.) *Asian Hotel and Catering Times,* Thomson Press, Hong Kong.

Chi, C. and Gursoy, D. (2009), "Employee satisfaction, customer satisfaction, and financial performance: an empirical examination", *International Journal of Hospitality Management,* Vol. 2, pp. 245-253.

Cronin, J., Brady, M. and Hult, G. (2000), "Assessing the effects of quality, value, and customer satisfaction on consumer behavioural intentions in service environments", *Journal of Retailing,* Vol. 76 No. 2, pp. 193-218.

Cronin, J. and Taylor, S. (1992), "Measuring service quality: a re-examination and extension", *Journal of Marketing*, Vol. 56 No. 3, pp. 55-68.

Dedeoğlu, B. and Demirer, H. (2015), "Differences in service quality perceptions of stakeholders in the hotel industry", *International Journal of Contemporary Hospitality Management,* Vol. 21 No. 1, pp. 130-146.

DeVeau, L., DeVeau, P., Portocarrereo, N. and Escoffier, M. (1996), *Front Office Management and Operations*, Prentice Hall, Englewood Cliffs, NJ.

Dimotakis, N., Scott, B. A. and Koopman, J. (2011), "An experience sampling investigation of workplace interactions, affective states, and employee well-being", *Journal of Organizational Behavior*, Vol. 32, pp. 572–588.

Dortyol, I. and Kitapci, I. (2014), "How do international tourists perceive hotel quality: An exploratory study of service quality in Antalya tourism region", *International Journal of Contemporary Hospitality Management,* Vol. 26 No. 3, pp. 470-495.

Ekinci, Y. and Riley, M. (1998), "A critique of the issues and theoretical assumptions in service quality measurement in the lodging industry: Time to move the goal posts", *Hospitality Management*, Vol. 17, pp. 349-362.

Greenwell, T., Fink, J. and Pastore, D. (2002), "Assessing the influence of the physical sports facility on customer satisfaction within the context of the service experience", *Sport Management Re*view, Vol. 5, pp. 129-148.

Grönroos, C. (1984), "A service quality model and its marketing implications", *European Journal of Marketing*, Vol. 18, pp. 36-44.

Grönroos, C. (2000), *Service management and marketing: A customer relationship management approach,* John Wiley and Sons, New York.

Gursoy, D. and Swanger, N. (2007), "Performance-enhancing internal strategic factors: impacts on financial success", *International Journal of Hospitality Management*, Vol. 26 No. 1, pp. 213–227.

Hair, J., Black, W., Babin, B., and Anderson, R. (2010). *Multivariate data analysis* (7th ed.). Prentice-Hall Inc., Upper Saddle River, NJ, USA.

Han, H. and Ryu, K. (2009), "The roles of the physical environment, price perception, and customer satisfaction in determining customer loyalty in the restaurant industry", *Journal of Hospitality and Tourism Research,* Vol. 33 No. 4, pp. 487-510.

He, Y. and Song, H. (2009), "A mediation model of tourists' repurchase intentions for packaged tour service", *Journal of Travel Research,* Vol. 47 No.3, pp. 317-331.

Hirschfeld, R. (2000), "Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire short form make a difference", *Educational and Psychological Measurement,* Vol. 60, pp. 255-270.

Hu, H., Kandampully, J. and Jawaheerm T. (2009), "Relationships and impacts of service quality, perceived value, customer satisfaction, and image: an empirical study", *The*

14

Service Industries Journal, Vol. 29 No. 2, pp. 111-125.

Jawahar, I. (2006), "Correlates of satisfaction with performance appraisal feedback", *Journal of Labor Research*, Vol. 27 No. 2, p. 213.

Jung, H. and Yoon, H. (2015), "The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel", *International Journal of Contemporary Hospitality Management*, Vol. 27 No. 6, pp. 1135-1156.

Kandampully, J. and Suhartanto, D. (2000), "Customer loyalty in the hotel industry: The role of customer satisfaction and image", *International Journal of Contemporary Hospitality Management*, Vol. 12 No. 6, pp. 346-351.

Kihye, H., Trinkoff, A. and Gurses, A. (2015), "Work-related factors, job satisfaction and intent to leave the current job among United States nurses", *Journal of Clinical Nursing*, Vol. 24 No. 21-22, pp. 3224-3232.

Koys, D. (2003), "How the achievement of human-resources goals drives restaurant performance", *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 44 No. 1, pp. 17–24.

Lee, J-S., Back, K-J. and Chan, E. (2015), "Quality of work life and job satisfaction among frontline hotel employees", *International Journal of Contemporary Hospitality Management*, Vol. 27 No. 5, pp. 768-789.

Lin, L. and Chen, Y. (2009), "A study on the influence of purchase intentions on repurchase intentions: The moderating effects of reference groups and perceived risks", *Tourism Review,* Vol. 64 No. 2, pp. 28-48.

McDougall, G. and Levesque, T. (2000), "Customer satisfaction with services: putting perceived value into the equation", *Journal of Services Marketing*, Vol. 14 No. 5, pp. 392 - 410

McPhail, R. and Fisher, R. (2010), "Sustainable liquid assets: Improving hotel performance using the balanced scorecard and lean logistics", *Asian Journal of Tourism and Hospitality Research*, Vol. 5 No. 1, pp. 12-24.

Miao, L. and Mattila, A. (2013), "The impact of other customers on customer experiences: a psychological distance perspective", *Journal of Hospitality and Tourism Research*, Vol. 37 No. 1, pp. 77-99.

Murphy, P., Pritchard, M. P. and Smith, B. (2000), "The destination product and its impact on traveller perceptions", *Tourism Management,* Vol. 21 No. 1, pp. 43-52.

Nasution, H. and Mavondo, F. (2008), "Customer value in the hotel industry: What managers believe they deliver and what customers experience", *International Journal of Hospitality Management,* Vol. 27 No. 2, pp. 204-213.

Ogle, A. (2009), "Making sense of the hotel guestroom", *Journal of Retail and Leisure Property,* Vol. 8, pp. 159-172.

Oliver, R. (1999), "Whence consumer loyalty?" *Journal of Marketing*, Vol. 63, pp. 33-44.

Parasuraman, A., Zeithaml, V. and Berry, L. (1985), "A conceptual model of service quality and its implications for future research", *Journal of Marketing*, Vol. 49, pp. 41-50.

Parasuraman, A. (1988), "SERVQUAL: A multiple-item scale for measuring customer perceptions of service quality", *Journal of Retailing,* Vol. 64 No. 1, pp. 12–40.

Petrick, J. (2004), "The roles of quality, value, and satisfaction in predicting cruise passengers' behavioral intentions", *Journal of Travel Research*, Vol. 42 No. 4, pp. 397-407.

Pizam, A. and Ellis, T. (1999), "Customer satisfaction and its measurement in hospitality enterprises", *International Journal of Contemporary Hospitality Management*, Vol. 11 No. 7, pp. 326-339.

15

Pizam, A., Shapoval, V. and Ellis, T. (2016),"Customer satisfaction and its measurement in hospitality enterprises: a revisit and update", *International Journal of Contemporary Hospitality Management*, Vol. 28 No. 1, pp. 1-43.

Qin, Q., Wen, B., Ling, Q., Zhou, S. and Tong, M. (2014), "How and when the effect of ethical leadership occurs? A multilevel analysis in the Chinese hospitality industry", *International Journal of Contemporary Hospitality Management,* Vol. 26 No. 6, pp. 971-1001.

Rauch, D., Collins, M., Nale, R. and Barr, P. (2015), "Measuring service quality in mid-scale hotels", *International Journal of Contemporary Hospitality Management,* Vol. 27 No.1, pp. 87-106.

Rhee, H. and Yang, S. (2014), "How does hotel attribute importance vary among different travelers? an exploratory case study based on a conjoint analysis", *Electronic Markets*, pp. 1–16.

Rhee, H. and Yang, S. (2015), "Does hotel attribute importance differ by hotel? Focusing on hotel star-classifications and customers' overall ratings", *Computers in Human Behavior,* Vol. 50, pp. 576-587.

Rittichainuwat, B., Qu, H. and Leong, J. (2003), "The collective impacts of a bundle of travel determinants on repeat visitation", *Journal of Hospitality and Tourism Research,* Vol. 27 No. 2, pp. 217-236.

Ryu, K., Lee, H. and Kim, W. (2012), "The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions", *International Journal of Contemporary Hospitality Management*, Vol. 24 No 2, pp. 200-223.

Ryu, K., and Han, H. (2010), "Influence of the quality of food, service, and physical environment on customer satisfaction and behavioral intention in quick-casual restaurants: Moderating role of perceived price", *Journal of Hospitality and Tourism Research,* Vol. 34 No. 3, pp. 310-329.

Spector, P. (1997), *Job satisfaction: Application, assessment, causes and consequences*, Sage, Thousand Oaks, CA.

Spinelli, M. and Canavos, G. (2000), "Investigating the relationship between employee satisfaction and guest satisfaction", *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 41, pp. 29-33.

Stefano, N., Casarotto Filho, N., Barichello, R. and Sohn, A. (2015), "A fuzzy SERVQUAL based method for evaluated of service quality in the hotel industry", *Procedia CIRP,* Vol. 30, pp. 433-438.

Taris, T. and Schreurs, P. (2009), "Well-being and organizational performance: an organizational-level test of the happy-productive worker hypothesis", *Work and Stress: An International Journal of Work, Health and Organisations,* Vol. 23 No. 2, pp. 120-136.

Udo, G., Bagchi, K. and Kirs, P. (2011), "Using SERVQUAL to assess the quality of e-learning experience", *Computers in Human Behavior*, Vol. 27 No. 30, pp. 1272-1283.

Vargo, S. and Lusch, R. (2004), "Evolving to a new dominant logic for marketing", *Journal of Marketing*, Vol. 68 No 1, pp. 1–17.

Wieseke, J., Lee, N., Broderick, A., Dawson, J. and van Dick, R. (2008), "Multilevel Analyses in Marketing Research: Differentiating Analytical Outcomes", *Journal of Marketing Theory and Practice*, Vol. 16 No. 4, pp. 321-339.

Weiss, R., Feinstein, A. and Dalbor, M. (2004), "Customer satisfaction of theme restaurant attributes and their influence on return intent", *Journal of Food Service Business Research*, Vol. 7 No. 2, pp. 23-41.
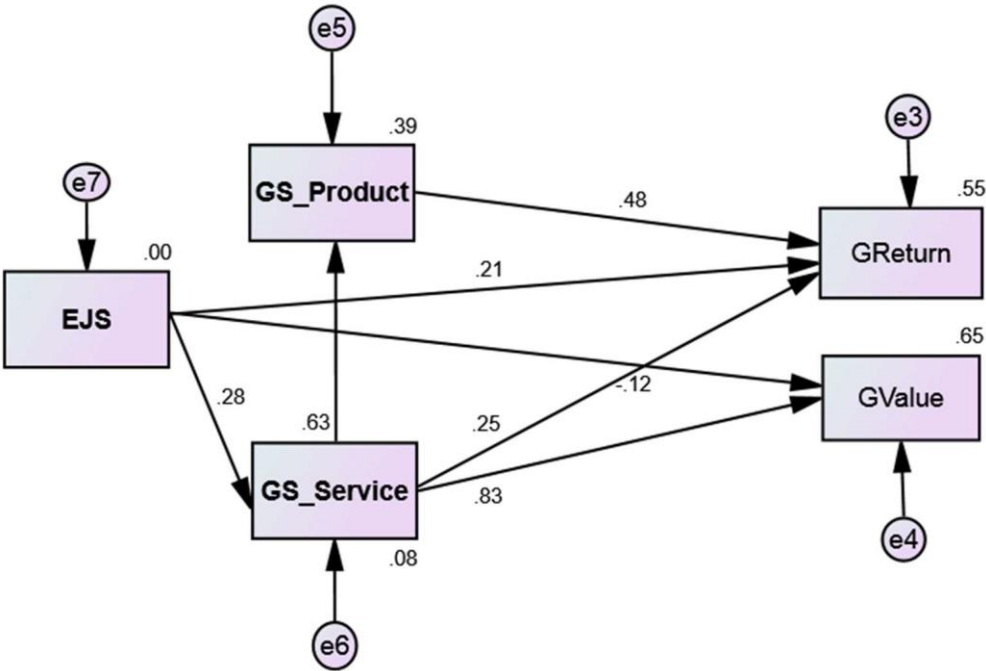
16

1
2
Weiss, D., Dawis, R., England, G. and Lofquist, L. (1967), *Manual for the Minnesota Satisfaction Questionnaire*, University of Minnesota, Industrial Relations Center, Minneapolis.

Wilkins, H., Merrilees, B. and Herington, C. (2007), "Towards an understanding of total quality service in hotels", *International Journal of Hospitality Management,* Vol. 26, pp. 840-853.

Zeithaml, V. (1988), "Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence", *The Journal of Marketing*, Vol. 52 No. 3, pp. 2-22.

3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

17

Figure 1.

Final structural equation model

Notes. Employee job satisfaction (EJS); guest satisfaction with physical hotel product (GS_Product); guest satisfaction with service experience (GS_Service); guest intentions to return (G_Return); guest perceptions of value (G_Value)

1
2
3

Table 1. *Assessment of convergent and discriminant validities*

4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21

Notes. AVE (average variance extracted); MSV (maximum shared variance); ASV (average variance extracted)

22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46

47
48
49

Table 2. *Means and standard deviations for all variables*

Measure	Range	M	SD
1. Employee job satisfaction	0 - 5	3.88	.26

1
2
3
4
5
6
7
8

Table 3. *Correlations for variables representing guest satisfaction with property, the service experience, intention to return and value*

Measure	1	2	3	4	5
1. Employee job satisfaction	-	.19	.29**	.37**	.12
2. Property satisfaction		-	.61**	.70**	.60**

9
10
11
12
13
14
15
16
17
18
19
20
21
22
23   ** *p<.001*
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Table 4. *Results of structural model*

Hypothesis	Standardized regression weight	Hypothesis supported**
1a. EJS ⌨ service satisfaction	.28	Yes
1b. EJS ⌨ Return	.21	Yes
1c. EJS ⌨ Value	-.12	No
2a. Service satisfaction ⌨ Return	.25	Yes
2b. Product satisfaction ⌨ Return	.48	Yes
4a. Service satisfaction ⌨ Value	.83	Yes
4b. Product satisfaction ⌨ Value	.14	No
3. No difference between service satisfaction & product satisfaction predicting Return	Product sat. more impt.	No
		No
5. No difference between service satisfaction & product predicting Value	Service sat. more impt.	No
		No
6. Value ⌨ Return	-.01	No

** $p < .05$. **Notes.** Employee job satisfaction (EJS)

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49