SERVICE QUALITY MANAGEMENT
OF DOMESTIC TOUR OPERATORS IN THAILAND

Submitted by Kanyanit Wichianrat to the University of Exeter

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I certify that all material in this thesis which is not my own work has been identified and that no material has previously been submitted and approved for the award of a degree by this or any other University.

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Abstract

The aim of this thesis is to improve the overall service quality provided by domestic tour operators in Thailand. The structure of the analysis is divided into two main sections; the tour operator's analysis and the tourist's analysis. The tour operator's analysis adopted a mixed method approach with a participant-selection design combining a questionnaire survey with interview questions. There were 22 returned questionnaires, and 7 tour operators participated in an in-depth interview. The results proposed the framework of quality management, which is divided into two perspectives: the company strategy's perspective and the service process's perspective. On the other hand, the analysis of tourists is based the author's intense systematic review of relevant literature in developing a theoretical model. The 371 completed questionnaires were used to explore which demographic characteristics have influences on service performance, and the results presented three factors: the size of the organisation; sector of organisations; and having know tour operator before trip. The subsequent analysis of tourists was in developing a structural equation model and identifying interrelationships between service quality, experience quality, customer satisfaction and behavioural intention. The result indicates that experience quality has a stronger influence on customer satisfaction and customers' future behavioural intentions than service quality. The thesis demonstrates the two significant theoretical contributions that (1) service quality has become the essential requirement of doing business meanwhile experience quality has gained more power as its effect on customer retention and (2) social media is a potential technique to enhance tour operator performance, customer satisfaction and retention. In addition, the suggestions to the managerial implications of the tour operator are focusing on the experience quality when competing with the rivals accordingly with conformance the business standard of quality.

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Chapter 1 Introduction

1.1 Introduction

The tourism industry is a complex area, dealing with many factors including service products. These are abstract, ideas, and concepts which require a comprehensive understanding of service characteristics to deliver high quality service. The application of service quality measures to the tourism business can provide greater customer satisfaction, attract more customers and encourage greater competitiveness with rivals. It is aimed at improving the ability to deal with rivals and to attract more sophisticated customers. Service quality has been identified as a determinant of company performance, it influents on market share, return on investment, and contribution to cost reduction (Burch et al., 1995). Many tourism businesses have invested in quality managerial tools across their entire organisations (Asero and Patti, 2009). However, service quality is highly dependent on customer perception, with conceptualisation and operationalisation of service quality being significant issues. Thus, research from various academic scholars has focused on service quality, since the benefits arising from delivering high quality can enhance competitiveness, effectiveness, and flexibility, and lead to greater success for tourism businesses (Hudson et al., 2004; Gržinić, 2007; Butnaru and Miller, 2012).

According to Bedia and Fernandez (2008), researchers into service quality in the tourism field have tended to concentrate on the marketing perspective rather than the management perspective. The clarification of these two perspectives are that (1) the marketing perspective presents the idea of service quality measurement and relationships with other constructs from the context of the customer, and (2) the management perspective focuses on management concepts and tools for designing and delivering a high quality of service to the customer. From a marketing viewpoint, it is not sufficient to focus only on the service quality dimension, and therefore the study of interrelationships between service quality and other related constructs in order to predict behavioural intentions has received greater attention, especially in the case of the relationships between service quality, satisfaction, perceived value, and behavioural intentions. In addition, the study of service management and quality

management has the potential to bring great benefits to the tourism industry since there is limited research which includes both marketing and operating perspectives.

The concept of service quality is defined as the customer's comparison between expectations and perceptions of the actual service received (Parasuraman et al., 1985; 1988). An important part of studying service quality is in the focus on its dimensions and assessment techniques. The SERVQUAL model, which is concerned with both expectations and perceptions, is a widely adopted instrument used to assess the gaps and the points of service failure in the tourism industry. However, there are some researchers who argue that service quality is not adequate to measure quality in the tourism industry since tourism products are a combination composed of service and experience. Tourists nowadays expect not only high-quality service, but also memorable experiences from their tourism activities. This notion is supported by Hemmington (2007), who stated that the trend of modern hospitality is more likely to focus on tourists' experiential needs rather than their functional needs. In line with Hemmington, researchers suggest that experience quality be assessed prior to the quality of the tourism product.

Regarding relationships, both service quality and experience quality have relationships with customer satisfaction, and some studies have found that service quality is an antecedent of customer satisfaction. Customer satisfaction is necessary for businesses as it plays an important role in customer retention; fully satisfied tourists are more likely to become loyal customers. Repeat customers are very important to the tourism business, and as such, the prediction of customer behaviour after obtaining service cannot be neglected. Hence, the identification of relationships between service quality, tourist experience, satisfaction, and behavioural intentions helps marketers to better understand their customers and to create a strategy to compete effectively in a highly competitive industry.

Consequently, the operating perspective of service quality management is also important since it focuses on quality assessment where a service is being delivered to a customer by a tourism provider. Many businesses have developed various techniques to create and deliver services to customers, and some of them use quality as a marketing tool to compete with other rivals, to attract new customers, and to retain previous customers. Service quality management covers all activities

undertaken to deliver services. Thus, an understanding of a customer's perception of service quality is a guide for marketers to manage and improve the process of delivery correctly. To deliver a high-quality of service experience, a business must design a good quality management system which will constantly maintain and improve quality where possible. The service design stage is very important for businesses. Managers can link the process with customer expectations and business strategies to provide greater customer satisfaction. However, even when the service process has been well designed, businesses should still be concerned with service encounters, especially with staff, since there will be unexpected situations which occur. Therefore, excellent quality management, with respect to both service quality and experience quality, will entail greater customer satisfaction and retention.

While many businesses focus on service quality and satisfaction and try to increase the levels of both, some fail to retain their existing customers. As a result, much of the research into tourism studies has focused on structural equation modelling (SEM) to analyse the key effects on customer's behavioural intentions. Therefore, this research will develop SEM to examine the interrelationships between service quality and related constructs as an analysis from a marketing perspective, along with the SERVQUAL GAP analysis to identify the current processes of tour operators.

1.2 Overviews of Domestic Tourism and Tour Operators in Thailand

The tourism industry has long been a major component of the Thai economy, generating revenue for local purposes and for national development (Harun, 2012). Domestic tourism has now also become more significant for the Thai tourism industry. Initially, the development of the domestic tourism industry depended heavily on directives and marketing campaigns from the government and the business sector. Most these marketing campaigns were aimed at domestic tourists to support the recovery of tourism businesses from various crises, such as the Tom Yum Kung crisis in 1997, the tsunami in 2004, the coup d'état in 2006, and many political demonstrations from 2008 to 2010 and during 2012/2013. And these marketing campaigns were successful.

According to the National Statistical Office of Thailand, the estimation of tourism revenue directly contributing to the Thai GDP in 2016 is 2.53 trillion baht, the equivalent of 1.7 percent of GDP and the number of Thai tourists increased during the period 2014 to 2016. Although foreign tourists have generated more revenue than Thai tourists, the number of domestic tourists has increased by a higher percentage than the number of foreigners. The number of tourists here was calculated from their total both visit and overnight trips during the year so one tourist can either have more than one trip a year. The number of tourists increased from 227,226,449 in 2014 to 249,074,211 in 2015, and 265,387,106 in 2016. The average expenditure per person increased by 7% per year and the revenue contribution per person rose by around 15% -16% (see Table 1.1).

Table 1.1 Situation of Domestic Tourism, Whole Kingdom: 2015 – 2016

	2015	**(% of Change)**	**2016**	**(% of Change)**
Tourists (person by the number of trips)	**249,074,211**	**+ 9.61**	**265,387,106**	**+ 6.55**
- Thai	185,110,333	+ 8.95	198,787,598	+ 7.39
- Foreigners	63,963,878	+ 11.59	66,599,508	+ 4.12
Average Expenditure (Baht/Person/Day)	**3,183.230**	**+ 6.88**	**3,431.380**	**+ 7.80**
- Thai	2,248.720	+ 6.20	2,329.960	+ 3.61
- Foreigners	4,658.310	+ 7.00	5,103.230	+ 9.55
Revenue (Million Baht)	**1,857,010.98**	**+ 15.76**	**2,155,188.96**	**+ 16.06**
- Thai	803,073.31	+ 14.49	882,204.76	+ 9.85
- Foreigners	1,053,937.67	+ 16.74	1,272,984.20	+ 20.78

Source: Ministry of Tourism and Sports.

The perspectives of Thai people on travel have changed over time; they believe that travel is not only limited to relaxing, but it also covers recreational sports, meetings and conferences, and education. The Tourism Authority of Thailand (TAT), reported on July 16, 2012, that the increased number of domestic tourists were from the middle-class, governmental offices, and large private corporations. The middle-class tends to make their own reservations and travel independently. The government sector, and large Thai and foreign organisations often have incentive programs, corporate meetings, team-building events, and training forums for their staff. In these situations, the employers are more likely to choose tour operators to organise private group tours. Even in local administration, private group tours are used as an

incentive to gain votes from the lower income people. Since people who live in rural areas and have low education levels have the least potential to travel by themselves, most of them attend field trips which are provided by the local administration.

The incentive/ field trip in the context of Thailand is quite different from others; it is provided for all employees in the organisation, unlike specific ones who performed well in the others country. Due to the large numbers of participants, it is far easier to choose a tour operator to arrange and organise such trips. Private group tours accounted for more than 60% of domestic travel in 2012, as stated in an interview from the president of the Association of Domestic Travel (ADT), and this Figure is expected to show continuing growth since the government has banned all public organisations from arranging such tours abroad. Moreover, since 2012 when the Thai government extended the tax scheme, all organisations can deduct twice the actual domestic private group costs before calculating their profit.

Table 1.2 Statistics of Thai Tourists Travelling Within the Country, Whole Kingdom: 2015 – 2016

Thai Tourists	2015 (person by the number of trips)		2016 (person by the number of trips)	
	One-day trip	Overnight trip	One-day trip	Overnight trip
Travelling with tour operator	3,825,649	11,262,901	4,276,318	13,117,923
Travelling by themselves	74,443,400	95,578,383	79,958,466	101,434,891
Total	78,269,049	106,841,284	84,234,784	114,552,814
All	**185,110,333**		**198,787,598**	

Source: Ministry of Tourism and Sports.

As can be seen in Table 1.2, the Ministry of Tourism and Sports reported an increase of Thai tourists travelling within the country from 185,110,333 in 2015 to 198,787,598 in 2016. According to records, most of these Thai tourists arranged their trips by themselves and chose a one-day trip. Although many people managed their trips alone, the number of tourists who chose tour operators was still rising for both one-day and overnight trips. Therefore, studies which focus on tour operators' performance, and the relationship between this performance and customer retention is still important in the case of Thailand.

1.3 Thai Policies and Regulations Regarding Tourism Business Standards

Thai domestic tour operators are suffering from the changing market structure of tourism business. Within the tourism business, service quality remains a critical issue. The government of Thailand has issued policies to improve the overall quality of tourism businesses such as hotels, restaurants, tourist attractions, and tour operators. The Ministry of Tourism and Sports has stated its aim to improve the service quality and safety of tourism products amongst its strategies in the 10th National Economic and Social Development Plan (2012-2016). The related policies and regulations of Thai tour operators are (1) The Tourism Business and Tour Guide Act B.E. 2551 (2008) and (2) The Standard of Tourism Business (2008).

1.3.1 The Tourism Business and Tour Guide Act B.E. 2551 (2008)

All tourism businesses in Thailand must comply with The Tourism Business and Tour Guide Act B.E. 2551 (2008) issued by the Department of Tourism, Thailand. This act clarifies the definition of a tourism business, a tourist, and a tourist guide as follows:

(i). *Tourism business:* A business providing or facilitating one or more of such travel-related services as accommodation, food, tourist guides, or other services as described by the Ministerial Regulations to tourists for pleasure or for any other purpose.

(ii). *Tourist:* A person who travels from one place to another for pleasure, education and knowledge, entertainment, or any other purpose.

(iii). *Tour guide:* A service provider who ordinarily guides tourists in visiting places of interest and provides advice and information to tourists.

According to the definition of a tourism business in the Act, tourism businesses are generally either tour operators or travel agents. All tour operators and travel agents which are founded in Thailand must comply with this legislation. (see Table 1.3)

Table 1.3 Types of Tour Operators in Thailand

Type of License	Scope of Service	Security Bond (Baht)
1. Specific area	Provide limited service which is stated in the license	10,000
2. Domestic	Provide in country service	50,000
3. Inbound	Provide service in a foreign country	100,000

Type of License	Scope of Service	Security Bond (Baht)
4. Outbound	Provide service within or outside the country or can provide any services without another license	200,000

Source: Department of Tourism, Thailand

According to the legislation of tour businesses in Table 1.3, the Act states that tour operators will be classified by target customers and the scope of service: (1) Inbound service; (2) Outbound service; (3) Domestic service, and (4) Specific area service. The government has chosen to impose a fee of 3,000 baht for each type of tourism business license. The registrar issues the license within 7 days from the date of receiving the fee and the bond. A tourism business license becomes invalid if the tourism business entrepreneur dies, the business ceases to be a juristic person, or the entrepreneur wishes to close the business. According to the statistics of registered tour operators in Thailand on November 30, 2016, most tour operators have registered for Specific Area Licenses and number 4,596, followed by Inbound Licenses numbering 2,793. Outbound Licenses were 2,074, and Domestic Licenses, 1,356 (see Figure 1.1)

Source: http://www.tourism.go.th/
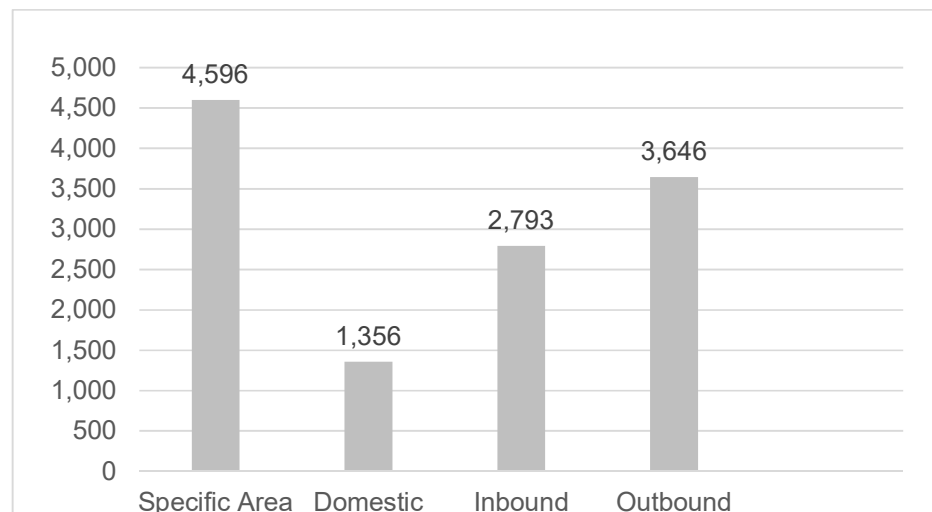
Figure 1.1 Statistics of Registered Tour Operators Categorised by License in November 2016

Tour operators who registered for specific area services were mostly located at famous tourist attractions and provided package tours in their particular area. The high number of specific area registrations benefits the governmental sector

which has increased its use of local tour guides while visiting or staying in the local community. This has been one of the plans to contribute revenue to local areas. Moreover, of the tourists who organise a trip independently; when traveling to a specific area, some will buy a one or two-day package tour from a local tour operator, rather than buying the whole package.

Regarding advertisements and insurance; tour businesses which advertise their tour services must provide the following details: (1) name, place of business, and identification number; (2) travel period; (3) service charge and payment procedure; (4) characteristics and type of travel vehicle; (5) destination and rest area as well as special attractions (characteristics and type of accommodation and the number of meals to be provided; (6) number of tour guides (if provided), and (7) minimum number of tourists for each trip. However, if there is a modification to these services, the tour business should inform the tourists prior to receiving the service charge. This regulation relates to the service guarantee of ensuring that tourists receive the same service as published in the advertisement. Moreover, tourism businesses must provide accident insurance for every tourist at the minimum level of coverage previously determined by committee of this Act.

Tour guides are a key component of tour businesses, so tour guides must apply for a tour guide license from the registrar and meet the following qualifications: (1) be not less than eighteen years of age on the application date; (2) hold Thai nationality, and (3) hold a bachelor's degree or equivalent that relates to (i) being a tourist guide or (ii) tourism and comprises subjects related to tourist guide/tourism work. Or, they must have a diploma in the field of tourist guide work or tourism which comprises subjects related to tourist guide work at a level not lower than that prescribed by the committee. The reason for specifying a minimum limit of knowledge for tour guides is to ensure that tourists receive an accepTable quality of service and accurate information about tourist attractions.

The last content item of the Act is the Tourism Business Protection Fund. This fund provides advance payments in damages to affected tourists. For example, the tourism business may fail to comply with an agreement in relation to tourism activities, the matter advertised or represented to the tourist, or the provisions of the Act.

1.3.2 The Standard of Tourism Business

Thailand's Office of Tourism Development, which has direct responsibility for inspecting and controlling tourism businesses, launched a Standard of Tourism Business project, in 2008. The standard assesses the level of quality standards in three dimensions: (1) Organisation and management; (2) Tour operation, and (3) Ethics and social responsibility. This standard also provides training around quality standards and certifies the standard of each tour operator with three different star ratings: (1) ★★★ (Standard); (2) ★★★★ (Good), and (3) ★★★★★ (Excellent). Tour operators are assessed on the sum of their Key Performance Indicators (KPIs) regarding the following three components:

(i). <u>Organisation and Management</u>: The KPIs comprise a vision, a strategy, a policy, leadership, corporate governance, employee knowledge and development, a tour programme, business alliances, and location of the business.

(ii). <u>Tour Operation</u>: The KPIs focus on trip planning which comprises a tour programme, sales promotion, cooperation with other parties before and during trips, assigning the right tour guide to each specific tour programme, knowledgeable office employees, provision of appropriate facilities to customers, organisation of trips with concern for safety and the effects on tourism resources, and support for the community economy.

(iii). <u>Ethics and Social Responsibility</u>: The KPIs include having a business code of conduct with concern for social morale, staff training in conservation of the environment and energy, delivery of accurate historical knowledge, and responsibility for tourist and social activities.

The indicators aim to focus on quality from a management perspective rather than a marketing one. This KPIs scorecard focused on the company's performance which is different from the concept of service quality from the point of view of customers. The project is operated by various scholars from universities who have excellent knowledge in the field of management. Since this is a voluntary project, there are a small number of tour operators attending the project and most of them are large tour operators who are registered as inbound or outbound tour operators.

1.4 Research Aims and Objectives

The aim of this study is to improve the overall service quality provided by domestic tour operators in Thailand and to find the related factors which contribute to existing customers to choose the tour operators again. In the case of private group tour services, tour operators were chosen by the organisation. If the employees of those organisations are happy with their experiences, then that tour operator may be chosen in the future. In addition, those employees may become future (independent) customers. It is therefore crucial that tour operators find out what factors influence employees to return to the same tour operator and/or say positive things about the operator to their employers.

Since the concept of service quality management comprises both marketing and management perspectives, this study will adopt both views to analyse the present service of tour operators in order to craft better managerial practices to enhance the quality of service. The following objectives were developed to achieve the aims of the study:

   (i).   Objective 1: To explore service design and service delivery processes, including service quality practices of domestic tour operators in Thailand.
   (ii).   Objective 2: To explore the service quality of Thai domestic tour operators from a customer perspective and other related constructs.
   (iii). Objective 3: To develop a structural equation model (SEM)
   (iv).   Objective 4: To suggest the managerial practice to improve the service quality of domestic tour operator in Thailand.

Objective 1 is related to the view of management on service quality management inside the tour operation. It will present the service process of domestic tour operators with a focus on service quality and the behaviour of tour operators regarding service quality implementation in their business. The research questions of objective 1 are:

   (i).   How do Thai domestic tour operators predict the level of service quality which tourists expect from tour operators?
   (ii).   What is the level of experience quality which Thai domestic tour operators offer to their customers?

(iii). How do Thai domestic tour operators score the importance of influential factors which contribute to excellent service quality?

(iv). What is the customer retention rate of Thai domestic tour operators?

(v). What are the communication channels which Thai domestic tour operators use?

(vi). What is the managerial process for Thai domestic tour operators?

Objective 2 focuses on customer perspective. It will investigate the level of service quality and customer satisfaction after travelling with a tour operator and the customer's intended future behaviour after the trip. The research questions of objective 2 are:

(i). How do tourists score the level of expect service quality from an excellent tour operator?

(ii). How do tourists score the level of actual service quality from their tour operator?

(iii). How do tourists score the level of experience quality which they received from their tour operator?

(iv). How do tourists score the level of satisfaction and their behavioural intentions after their trip?

(v). What are the gaps between perceived service and expected service according to the SERVRQUAL gap analysis?

Next, **Objective 3** explores the relationships between service quality, customer satisfaction, and behavioural intentions to construct a model of service quality. The research question of objective 3 is "What is the interrelationship between service quality, experience quality, tourist satisfaction, and behavioural intention?" Finaly, **Objective 4** is the integration of findings from objective 1, 2 and 3 to construct the framework of managerial practices to improve service quality of domestic tour operator in Thailand.

1.5 Structure of the Thesis

This thesis comprises five main sections (Introduction, Literature review, Research methodology, Research findings, and Conclusion) with eight chapters in all. Chapter

1 is an introduction to the thesis, followed by the literature review in Chapters 2 and 3. Chapter 2 reviews service quality concepts from both a marketing and management perspective. The marketing viewpoint is demonstrated by the development of the SERVQUAL model in a particular sector. There will also be empirical studies of the relationships between service quality and other constructs. Conversely, the management view focuses on the internal process design and delivery service, especially the role of human resources in delivering services to customers. Chapter 3 concentrates on tour operators; the background to their business, the notion of service quality in tour operations, and some studies which relate to service experience, satisfaction, and behavioural intention from international and Thai studies. Additionally, Chapter 3 will present an essential of social media in tour business. Next, the literature review informs the research design and methodology in Chapter 4.

Chapter 4, the research design methodology, presents the ideas behind and justification for this study. The techniques used to analyse each objective will be clarified. The results of the pilot study and suggestions for the adaptation of the main study are presented. Chapters 5 to 7 discuss the results of the research. Chapter 5 presents the outcomes of the study on Objective 1 which focuses on domestic tour operators. Chapter 6 covers the customer viewpoint of service quality and other constructs from the tourist study in Objective 2. Chapter 7 prevents an analysis of the Structural Equation Modelling (SEM) of service quality which relate to Objective 3. Chapter 8 is the suggested framework of service quality management of domestice tour operator in Thailand. Finally, Chapter 9 concludes the thesis by summarising the acheivement of Chapters 5, 6, 7 and 8. It then presents the contributions of thesis and suggests the managerial improvements that might be made to increase the service quality of domestic tour operators in Thailand.

Chapter 2 Service Quality Management in Tourism Industry

2.1 Introduction

Service quality management has become a significant strategy to enhance customer satisfaction and increase customer retention. Many companies implement service quality concepts into their entire business. Within the tourism industry, researchers mainly focus on marketing perspectives which are concentrated on service quality from the customer's perspective, rather than the management perspective. Various research studies, coming from a marketing viewpoint, have attempted to identify the definition and develop a suiTable model to assess the quality of service in their specific area and industry. There are various techniques used in tourism research to determine perceived service quality, such as SERVQUAL (Service quality), SERVPERF (Service Performance), IPA (Important- Performance Analysis), and CIT (Critical Incidents Technique). However, a recent study on service quality's methodology by Hudson et al. (2004) showed that there is no statistical difference between these methodologies and as such, marketing managers could use their preferred model, either SERVQUAL or SERVPERF.

From a marketing research perspective, the service "experience" is well-known to many in marketing and tourism studies. Some research has chosen to focus on either the service experience or both service quality and service experience to identify the level of service performance. Service quality research highlights the study of relationships, particularly with regard to customer retention. In addition to service quality, service value is another important influencing factor in customer satisfaction. Moreover, customer satisfaction and behavioural intention are variables which are always included in the service quality model. These aspects give a wider view and are beneficial in determining customer loyalty.

Conversely, the study of service quality in tourism from a management perspective is quite limited. The focus of quality management comprises three elements: service/product, human resources, and measurement. The management viewpoint is concentrated on the designing and delivering service stage. Service design can be derived from knowledge about customers' expectations. High quality service delivery

requires businesses to have standards for service processes for their employees and the provision of all sufficient facilities to staff because staff members are recognised as important for service encounters in the service delivery process. In the existing research it was found that businesses without clear monitoring and controlling systems encountered various problems.

The literature review on service quality management in the tourism industry is divided in the chapter into four sections (2.2-2.6). Section 2.2 presents a general overview of the literature on service quality concepts and the SERVQUAL, which is a widely used instrument to evaluate service quality, and the section includes a discussion of critiques of the tool. Some studies will be presented to support the SERVQUAL application in the tourism industry. Section 2.3 is a review of service quality in the tourism industry from a marketing perspective. It demonstrates the related constructs in service quality such as service value, customer satisfaction and behavioural intention, followed by experience quality which is an emerging concept in the tourism industry. Section 2.4 begins with the development of the service quality model in the tourism industry, and the relationship of service quality with other variables. These variables include customer satisfaction and the effects of those constructs on tourists' behavioural intentions. Section 2.5 focuses on service quality management practices in the tourism industry, highlighting service design and delivery and the role of the employee. Section 2.6 presents a summary.

2.2 Service Quality Concepts and Measurements

Traditional service quality can be defined as the overall evaluation of a firm's service by comparing the firm's performance with the customer's general expectations of how firms should perform. Grönroos (1984) proposed the 'missing service quality' concept which represents the gap between expected service and perceived service. Customer expectation is formed by the image which was derived from technical quality (the outcome of service) and functional quality (the way service has been delivered). Parasuraman et al. (1985) provided a 'support service quality' definition which can be evaluated from the difference between expected and perceived service. In comparing customer expectations and perceived service in the domain of service quality, expectation serves as a comparison pre-purchase standard, while perception

is a final service performance of business. Customer expectation is constructed from various sources of information including prior experience of service, word-of-mouth, customer needs, and communications and messaging from businesses or other institutions, especially the competitors (see Figure 2.1).
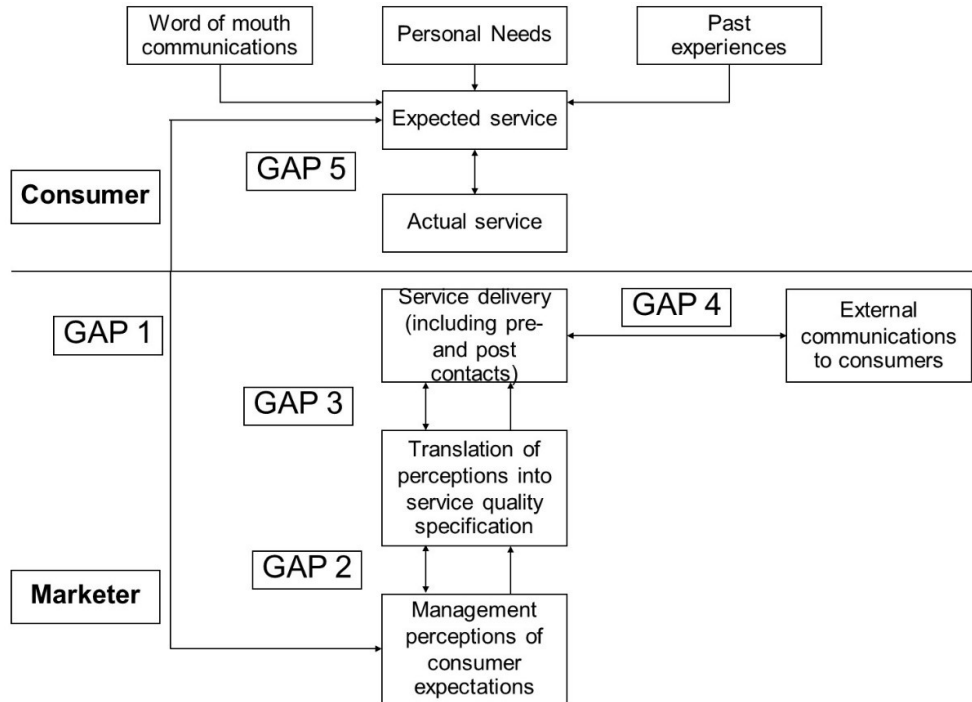
Source: Zeithaml et al.'s (1990)

Figure 2.1 Service Quality Gap Model by Parasuraman et al. 1985:1988

Zeithaml et al.'s (1996) conceptual model (in terms of "desired service", "adequate service", and "predicted service") identified six categories of customer-related antecedents: (1) enduring service expectation (e.g., customers' personal service philosophy), (2) personal needs, (3) explicit service promises (mainly marketing communications), (4) implicit service promises (e.g., price), (5) word-of-mouth, and (6) customers' experience. Expectation refers to the customer's desires or wants from a service provider; high service quality occurs when the customer perceives that the business can fulfil their needs, or, high service quality is the extent to which expectation and perception of service received are similar. Various studies have found that a consequence of good service quality is customer satisfaction or customer loyalty. The perception of service quality is formed during the production, delivery, and consumption process (Edvardsson, 2005). If customers receive a

favourable experience, their positive emotions may impact upon the perceived service quality. If their experience is not seen as enjoyable, they will perceive service quality in a negative way.

Where there is identification of gaps, there are strategies to close those gaps. Fitzsimmons and Fitzsimmons (2011) presented Bagchi's strategies (Figure 2.2) for minimising the gaps from the service quality gap model by Parasuraman et al. (1985:1988). Gap 1 arises when a business lacks an understanding of customer expectations. This gap can be closed by conducting market research, reducing the numbers at management level, and improving communication between management and front-line employees. Gap 2 is related to service design which can minimise gaps by setting a service standard with respect to customers' expectations.
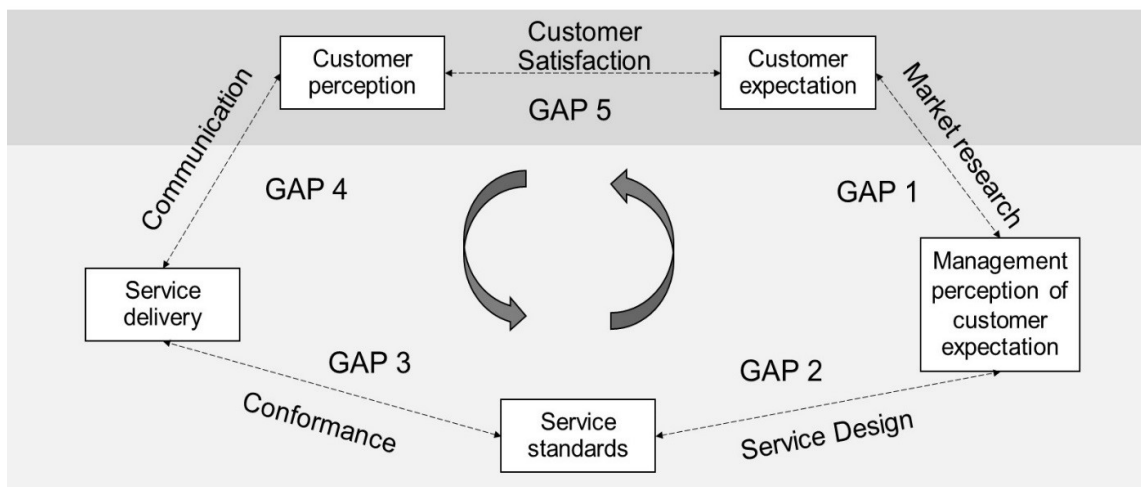
Source: cited in Fitzsimmons and Fitzsimmons (2011)

Figure 2.2 Service Quality Gap Model by Bagchi, U*.*

Gap 3 occurs when a service already delivered does not conform to the standard in Gap 2. The strategies for reducing the gaps associated with human resource management can be those of improving of job design, refining employee selection, and providing and improving training. Gap 4 can occur when a) managers lack an adequate programme consisting of interactive marketing and b) when there is poor communication between the employees responsible for marketing and operating activities. Finally, Gap 5 is where there is a deficit between customer expectation and their perception of service quality. This gap can be closed by increasing customer satisfaction.

To measure quality of service, the conceptual model of service quality (SERVQUAL) is a widely accepted and recommended tool as it has provided considerable insight to both marketers and customers (Fletcher et al., 2013). According to Hudson et al. (2004), SERVQUAL comprises 22 items from the following 5 dimensions: (1) Tangibles, which include physical facilities equipment and staff personal appearance; (2) Reliability, referring to the ability of staff to perform the desired service dependably, accurately, and consistently; (3) Responsiveness, which pertains to staff willingness to provide a prompt service and help customers; (4) Assurance, based on knowledge, competence, ability to convey trust, confidence, and credibility; and (5) Empathy, which is the provision of caring service and individualised attention. SERVQUAL is tested twice; first, to determine customer expectation from the business generally and second, to measure perceptions of service performance in a particular business. The evaluation deploys a quantitative approach by applying a 7-point Likert scale for data collection (Hudson et al., 2004).

It has been claimed that SERVQUAL is a suitable tool for use in almost all service sectors, however, there are criticisms of its validity and the number of its dimensions. Firstly, Cronin and Taylor (1992) question the validity of SERVQUAL, in that customers might already combined their feeling from "perception - expectation" during the estimation of perception, so the authors proposed using only "performance" to determine service quality. Consequently, in 1994, they proposed an alternative instrument called SERVPERF which assessed only performance, and which they concluded, could apply to every industry. Parasuraman et al. (1993) defended the criticism regarding perception – expectation. They felt that identifying the gap between perception and expectation would help managers to diagnose how to fulfil customer expectations. As such, it seemed that SERVQUAL was a perfect fit for businesses wanting to identify a critical point of opportunity for quality improvement (Robinson, 1999; Marinković et al., 2011).

Secondly, Carmen (1990) argued that it was necessary to customise the SERVQUAL instrument to the specific area of service; the number of dimensions would change depending on the nature and intensity of service (Finn and Lamb, 1991). This is supported by Fick and Ritchie (1991), who found that the number of dimensions seemed too limited after examining the service quality of four tourism service sectors:

(1) airline, (2) hotel, (3) restaurant, and (4) skiing. In the hotel sector, Knutson et al. (1991) developed LODGSERV by modifying Parasuraman et al.'s (1988) SERVQUAL which was grounded from the original five dimensions but made up with 26 lodging-specific items. The results of the study found that reliability was the most important, followed by assurance, responsiveness, tangibles, and empathy, respectively. Supported by the study from Kaur (2013), who tested LODGSERV with different hotel segments (economy, mid-price, and luxury hotel) and concluded that those 5 dimensions kept ranking their same position. Moreover, Mei et al. (1999) determined service quality dimensions of the Australian hotel industry and consequently introduced HOLSERV to assess customer's expectation, which included three dimensions: (1) employees, (2) tangibles, and (3) reliability, and they also recommended practitioners to deploy qualitative research as supplementary study.

Additionally, O'Neill et al (2000) developed the DIVEPERF model to assess the perceived service quality of customers from a scuba diving business in Australia, in which assurance is essential. This model combines both a quantitative and qualitative approach. The study found that the assurance dimension was ranked as the most important from both the quantitative and qualitative method, and divers will pay great attention to safety when choosing a scuba tour operator. Lastly, there was an investigation of tourists' perceived service quality while visiting historic properties in the UK by Frochot and Hughes (2000), who proposed the HISTOQUAL model. This model comprised tree original dimensions from SERVQUAL: (1) Responsiveness, (2) Tangibles, and (3) Empathy, and two new dimensions; Communications and Consumables. HISTOQUAL, additionally, can be used to compare various properties under the same management which will benefit from identifying the area of improvement.

According to the argument of SERVQUAL customisation, Parasuman et al. (1994) had revised SERQUAL by moving from five to three dimensions instead: (1) reliability, (2) tangibles, and (3) a single selection of dimension (responsiveness assurance, or empathy). They also introduced a nine-point scale to solve the 'zone of tolerance' problem which might affect the minimum acceptable standard of service (Ryan, 2000).

However, in the case of the tourism industry, Bedia and Fernandez (2008) claimed that SERVQUAL was recognised as a predominant approach and that it seemed to fit with the notion of the service quality gap model. Therefore, various researchers have adopted SERVQUAL to analyse quality aspects that relate to the tourism experience and tourism business (Hudson et al., 2004; Fick and Ritchie, 1991). Most studies have employed only 5 original SERVQUAL dimensions (tangibles, reliability, responsiveness, assurance and empathy) to assess the quality of service while some studies added new dimensions to their assessment. Table 2.1 shows an example of SERVQUAL- adopted studies in the tourism industry.

Table 2.1 Studies with SERVQUAL Application in the Tourism Industry

Researcher	Purpose of study	Scale	Additional dimensions
Hotel and accommodation			
Debasish, S. and Dey, S., 2015	2015 Customer Perceptions of Service Quality Towards Luxury Hotels in Odisha, India	Likert 1 - 5	No.
Rahman et al., 2010	To Investigate Service Quality Provided by resort operators at Lake Kenyir in Malaysia	4 -point scale	sustainability
Raspor, S., 2010.	To examine customers' perceptions of service quality in the Croatian hotel industry	Likert 1 - 7	accessibility and output quality
Al-Rousan, 2010	To examine customer loyalty and the impact of tourism service quality dimension on Jordanian five-star hotels	Likert 1 - 5	No.
Wang et al., 2008	To assess Chinese tourists' perceptions of UK hotel service quality, and to analyse the role of Chinese culture in influencing their expectations and perceptions.	Likert 1 - 5	No.
González, 2007	To predict how service quality perceptions and customer satisfaction influence behavioural intentions of spa resort customers	Likert 1 - 7	No.
Snoj and Mumel, 2002	To assess of the overall service quality in two health spas in Slovenia.	Likert 1 - 5	No.
Alexandris et al., 2002	To investigate the degree of service quality which impacts on behavioural intentions of customers of hotels in Greece.	Likert 1 - 5	No.
Tourist destination			
Mamoun N.A. et al, 2016	To examine tourism service quality and destination loyalty of destination image from international tourists' perspectives in Jordan	Likert 1 - 5	No.
Hutchison et al., 2009	To examine the relationships of quality, value, equity, satisfaction, and behavioural intentions among golf travellers.	Likert 1 - 7	No.
Tsang, 2007	To examine cultural differences between Asian and Western tourists' perceptions of quality service provided by Hong Kong's guest-contact employees.	Likert 1 - 5	No.

Researcher	Purpose of study	Scale	Additional dimensions
Tourist Attraction			
Ingibjörg, S. and Guðrún, H., 2015	To evaluate quality and customer satisfaction in equestrian tourism in Iceland	Likert 1 - 5	No, but questions were adapted to horse riding activity.
Nongnout, K. 2015	To examine the Influence of SERVQUAL on behavioral intentions of Thai tourists travelling in the Thai-Myanmar Border Area	Likert 1 - 5	No.
Canny, 2013	To investigation the relationship of service quality, tourist satisfaction and future behavioural intentions among domestic local tourists at Borobudur Temple	Likert 1 - 5	No.
Zakaria et al., 2009	To examine the expectation and perception (GAP) of tourists regarding various recreational services available in Tasik Kenyir, Malaysia.	Likert 1 - 5	No.
Tour Operator			
Chang, 2009	To evaluate Taiwanese tourists' perception of service quality on an overseas guided package tour.	Qualitative	communication and sociability
Antilgan et al., 2003	To investigate and compare the quality expectations and satisfaction between Russian and German tourists with respect to tour operators.	Likert 1 - 7	No.
Luk et. al., 1997	To understand Hong Kong's tourist perception of service quality on outbound tours.	Likert 1 - 7	No.
Travel Agent			
Marinković et. al., 2011	To investigate the impact of service quality (5 dimensions) on tourist satisfaction of Serbian travel agencies.	10-point scale	No.
Zhou and Pritchard, 2009	To investigate the expectations and perceptions (GAP) of Chinese customers who use travel agents in South China.	Likert 1 - 5	No.
Johns et al., 2004	To measure the service quality perceived by travel agent customers and to evaluate the usefulness of SERVQUAL as a tool for improving service delivery among Northern Cyprus travel agents.	Likert 1 - 7	No.

Source: Author

Although SERVQUAL is widely accepted as valid by many tourism studies in the past, as the table 2.1 there is a small number of SERVQUAL adoption published in the SCOPUS or EBSCO database after 2013. It might be related to one significant criticism that the SERVQUAL Model tends to focus on individual components of service encounters and judge as low or high quality but lacks on emotional or

sensorial encounters consideration Girish et. al., (2017). Fick and Ritchie (1991) stated that service quality fails to capture affective factors (emotional factors), which can help to be a better explanation of the overall quality of the service experience. Therefore, the study of quality in the tourism area should cover all forms of study (service and experience quality) to create a memorable experience (Girish et. al., 2017).

2.3 The Relationship of Marketing Constructs to Service Quality

This section is a review of the literature on the interrelationships of service quality with other marketing constructs to predict behavioural intention in the tourism industry. Many studies found an interrelationship between service quality, perceived value, customer satisfaction and behavioural intention. Supported by various tourism SEM studies, customer satisfaction is found to be a mediating factor between service quality/experience quality/perceived value and behavioural intention. The following section summarises the definition of experience quality, customer satisfaction, and behavioural intention.

2.3.1 Experience Quality

The notion of "an experience" is widely recognised in the service industry. Pine and Gilmore (1999) introduced the concept of an experience economy arguing for a change in view of the world's economy from service-based to experience-based. They suggested that businesses would reap enormous benefits from this concept by providing their customers with memorable experiences. From the view of the tourism industry, the quality of an experience is not easily measured. There appeared to be fewer techniques or instruments with which to measure an experience when compared with those used for assessing service quality. The tourist experience is associated with various interpretations including the social, environment, and activities-based components of the overall experience. Therefore, experience has remained identical in its measurement. Despite this, many researchers in the tourism industry have attempted to develop a reliable and valid instrument that examines the outcomes of experiences (Oh et al., 2007; Otto and Ritchie, 1996).

The evaluation of customer experience from participating in a service event is comprise of four sub-categories: entertaining, educational, aesthetic, and escapist (Pine and Gilmore, 1999). Oh et al. (2007) adopted the Pine and Gilmore experience dimensions for the BandB industry and found that the conceptual model fitted well with the BandB experience. This was supported by Hosany and Whitam (2010) for the cruise experience and Quadri-Felitti and Fiore (2013) for wine tourism. Otto and Ritchie (1996) defined experience quality and service quality differently; as the quality of experience is subjective while service quality is the objective feeling of participants during a service encounter. The experience quality scale, which aims to understand tourist satisfaction, by Otto and Ritchie (1996) is comprised of four dimensions: hedonics, peace of mind, involvement, and recognition. Xu and Chan (2010) applied Otto and Ritchie's (1996) dimensions to assess the experience of US tourists on a package tour in China. The study found different rankings with regard to hedonics and recognition.

The other experience quality study by Tian-Cole and Scott (2004) in Cleveland Metroparks Zoo, Ohio, USA found that experience quality has a mediating role between performance quality and overall customer satisfaction. The experience quality was measured in three dimensions: entertainment, education, and community. The authors suggested that operators should emphasise the experience quality dimension to deliver a high-quality experience. Additionally, Chen and Chen (2010) studied the experience quality of heritage tourism perceived by heritage tourists, and the experience quality was judged from involvement, peace of mind, and educational experience dimension.

To conclude, the study of quality of experience has been shown to be distinct from service quality. It is suggested that researchers be aware of this when assessing service quality in the tourism industry. Since a tourism product is more complex than other service industries, the notion of the tourist experience cannot be neglected. If tourism businesses want to succeed in measuring service quality, the combination of both measurements is important. Moreover, quality of experience can be assessed from how tourists feel about their journey after their final business encounter. A highly satisfied tourist should show a high satisfaction experience measure, and this should result in a competitive advantage for the business (Purcarea and Paula-Ratiu, 2009).

2.3.2 Customer Satisfaction

Service quality has an influence on customer satisfaction. According to Baker and Crompton (2000), the deepened understanding of customer satisfaction is important to the success of an organisation, and it has a relationship to profit. Thus, the benefits arising from evaluating satisfaction are that a manager can boost customer satisfaction to higher levels and improve business performance effectively. Moreover, customer satisfaction is an antecedent of service quality (Cronin and Taylor, 1992). If service quality is improved, satisfaction will be improved (Truong and Foster, 2006).

Customer satisfaction has been conceptualised in terms of whether a product or service has satisfied customers' demands and expectations. Although a customer's satisfaction is judged from whether their expectations were met or not. Tian-Cole and Crompton (2003) defined customer satisfaction as an experience which is the psychological outcome resulting from their participation in tourism activities, whilst the customer's opinion of service quality concerns on service attribution. Additionally, Kandampully (2002) stated that consumer satisfaction views expectations as predictions about what will happen during a consumption period, whereas the service quality view sees them as desires or wants expressed by the consumer which are based on past experience.

As a concept of durability, customer satisfaction is seen to be short since it is a measure of a customer's state of emotion post-experience compared with their pre-purchase expectations (Lam and Zhang, 1999; Chen and Chen, 2010) while a customer's opinion of service quality is a continuous and general attitude towards an organisation (Caruana, 2000). On the other hand, Williams and Buswell (2003) concluded that the concepts of satisfaction and service quality are interrelated and that customers judge a business using both concepts. Supported by Tian-Cole and Crompton (2003) and Huang et al. (2010) who claimed that the theoretical derivations and conceptualizations of service quality and customer satisfaction are interrelated, and some researchers have believed that they are the same construct. Therefore, most tourism studies in the relationship field have evaluated customer satisfaction using only the dimension of overall satisfaction (Hutchison et al., 2009; Zabkar et al., 2009; Tian Cole and Scott, 2004) to decrease the effect of testing customer satisfaction as the mediating factor between service quality and other construct.

2.3.3 Behavioural Intention

Behavioural intention is associated with customer retention and customer loyalty (Alexandris et al., 2002). In other words, behavioural intention can be defined as the customer's commitment to purchase a product or service, or to link with a provider at some time in the future and to do this on all those occasions when other alternatives are possible (Chen and Chen, 2010). The study of consequence behaviour by Zeithaml et al. (1996) found that the key to enhancing the ability to make a profit are found in increasing customer retention or lowering the rate of customer defection. They also suggested that favourable behavioural intentions are associated with a service provider's ability to get its customers to: (1) say positive things about them, (2) recommend them to other customers, (3) remain loyal to them, (4) spend more with them, and (5) pay price premiums. This is supported by Baker and Crompton (2000), who stated that if customers favour one business more than another, they will purchase more or purchase at a higher price. In contrast, if they feel unfavourable towards a business, they will complain and/or switch to another business.

Within the tourism industry, several studies have focused on the assessment and measurement of behavioural intentions (Chen and Tsai, 2007; González et al., 2007; Baker and Crompton, 2000) but the provision of post-purchase behaviour was divided differently. According to Tian-Cole and Illum (2006), the assessment of post purchase behavioural intention is tourists' willingness to a) revisit the same destination and b) say positive things. González et al. (2007) determined customer's post purchase behavioural intention by (1) repurchase intention, (2) word of mouth communication, and (3) sensitivity to price. Chen and Tsai (2007) suggest post-purchase customer intention may be divided into likeliness to revisit the same destination or the willingness to recommend the destination to others. Finally, Hutchinson (2009) divided a golf traveller's post purchase intention into (1) intention to revisit, (2) word of mouth, and (3) a search for an alternative. However, some studies have focused directly on repurchase which is believed to be the best way to determine customer loyalty.

2.4 Interrelationships of Service Quality and Other Constructs to the Prediction of Behavioural Intention.

Based on the existing literature on the tourism industry focusing on Structural Equation Modelling (SEM) of service quality, service quality/experience quality/perceived value has an influence on customer satisfaction and behavioural intentions. However, there is limited research which adopts both service quality model and experience quality model into one SEM model.

2.4.1 Relationships between Service Quality, Customer Satisfaction and Behavioural Intention

Many tourism studies have centred on the relationships between service quality (SQ), customer satisfaction (CS), and behavioural intention (BI). Regardless of the different of measurement models to assess service quality; customer satisfaction or post-purchase intention, their relationships between the constructs were found across a wide range of tourism industries: the hotel industry (Alexandris et al., 2002; Clemes et al., 2011), tourist attractions (Zabkar et al., 2009; Canny, 2013), cruise tours (Petrick, 2004), and festivals (Baker and Crompton, 2000). The result of the relationship between each construct is presented in Table 2.2.

Table 2.2 Relationships between service quality, customer satisfaction and behavioural intention

Research study	Direct effect			Indirect effect
	SQ -> CS	CS -> BI	SQ -> BI	SQ -> CS - > BI
1. Baker and Crompton, 2000	Supported	Supported	Supported	
2. Alexandris et al., 2002			Supported	
3. Petrick, 2004			Supported	Supported
4. Kouthoris and Alexandris, 2005		Supported	Supported (only Assurance)	
5. Zabkar et al., 2009	Supported	Supported		
6. Clemes et al., 2011	Supported	Supported		
7. Canny, 2013	Supported	Supported		

Source: Author

Table 2.2 summarises the interrelationship between service quality and other constructs in tourism research. The service quality judgement of these studies here was concluded from both SERVQUAL (Alexandris et al., 2002; Kouthoris and

Alexandris, 2005; Canny, 2013) and SERVPERF (Petrick, 2004; Zabkar et al., 2009) with different dimension applications from service attributes in each particular industry. On the other hand, some literatures (Baker and Crompton, 2000 and Clemes, 2011) were adopted other dimensions to assessed service quality.

In addition, it can be concluded that customer satisfaction has a significant impact on behavioural intentions, since various study has found customer satisfaction has a direct influence on behavioural intention (Chen, 2008; Zabkar et al., 2009; Yoon et al., 2010; Clemes et al., 2011; Canny, 2013). Customer satisfaction has also been seen to be directly influenced by service quality (Zabkar et al., 2009; Clemes et al., 2011; Canny, 2013). Customer satisfaction performs a mediating role between service quality and behavioural intention (Petrick, 2004).

2.4.2 Relationship between performance quality, experience quality, customer satisfaction and behavioural intention

Although the relationships between service quality (SQ), customer satisfaction (CS) and behavioural intention (BI) are a highlighted issue in tourism business research, there are limited studies which focus on experience quality (EQ). Table 2.3 presents studies in the various tourism sector: zoo (Tian-Cole and Scott, 2004); festival (Tian-Cole and Illum, 2006) and cruise traveller (Hosany and Witham, 2010). The result of the relationship between each construct is presented in Table 2.2.

Table 2.3 Relationships between Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention

	Research study		
	Tian-Cole and Scott, 2004	Tian-Cole and Illum, 2006	Hosany and Witham, 2010
Direct effect			
1. PQ -> EQ	Supported	Supported	
2. CS ->BI		Supported	
3. EQ -> BI			Supported
Indirect effect			
1. PQ -> CS -> BI		Supported	
2. EQ -> CS -> BI			Supported
3. PQ -> ES -> CS -> BI	Supported	Supported	

Source: Author

Based on the literature reviews as summarised in Table 2.3, Tian-Cole and Scott (2004) reported that performance quality had a direct influence on experience and an indirect effect on overall satisfaction via experience quality; and that performance quality had an indirect effect on revisiting intention through experience quality and overall satisfaction. The distinction between performance quality and experience quality is that performance quality refers to service quality at the attribute level, while experience quality refers to the psychological outcome resulting from participation in tourism activities. The performance quality of Cleveland Metroparks Zoo was measured using three dimensions: (1) Ambiance or aesthetic features, (2) Available amenities, and (3) Comfort. Experience quality was evaluated using entertainment, education, and community.

Consequently, Tian-Cole and Illum (2006) adopted the same SEM model of Tian-Cole and Scott (2004) and used a rural heritage festival to examine the mediating role of customer satisfaction in the relationship between performance quality and behavioural intention. The research found that performance quality had a direct impact upon behavioural intention and an indirect impact via satisfaction, and experience quality and customer satisfaction. Moreover, experience quality had a direct influence on behavioural intention and an indirect effect via satisfaction. Finally, overall satisfaction had a direct effect on behavioural intention.

Moreover, Hosany and Witham (2010) who adopted experience quality model by Oh et al. (2007) which comprises of four dimensions: education, entertainment, esthetics, and escapism. Their study found a direct effect of experience quality on post purchase intention to recommend except the dimension of escapism. Additionally, the study found an indirect effect of experience quality on intention to recommend through satisfaction.

2.5 Management Perspective of Service Quality in theTourism Industry

According to a service quality gap analysis model by Parasuraman (1985:1988) service quality is separate from the customer perspective (Gap 5) and business perspective (Gap 1- 4). The marketing view focuses on measuring service quality, while management practice relates to the internal process of marketers who design and deliver services to the customer. This model is consistent with Witt and

Muhleman (1994) who state in The Total Quality Management Guidelines (TQM) that managers should consider appropriate management practices in three specific areas: (1) elements of product/service package, (2) human aspects of delivery service, and (3) measurement of service quality. They also suggest that tourism service providers have a clear understanding of their service since it will assist them in adopting an appropriate strategy to improve their service delivery.

Mok and Defranco (2000) also suggested that the tourism business should establish appropriate service guidelines and standards to ensure that staff performance aligns with tourism's business mission. In the past, problems in service quality management have arisen from a lack of clear monitoring and controlling systems to guarantee that customers receive a high quality of service. However, the design of services with a view to creating memorable and satisfying customer experiences is not new to the tourism industry. What is quite new to the tourist industry is the deliberate design and execution of service experiences as a distinctive management practice with tools and techniques (Zehrer, 2009). The following section outlines service design, delivery process, and the role of staff in delivering services.

Service design, as explained by Law (1991) "involves the translation of ideas, solutions and intentions into specific configuration or arrangement of equipment, space and other resources". According to Fitzsimmons and Fitzsimmons (2011), the quality of service should be a concern at the beginning of the service design stage, and quality concepts should be applied throughout the service package. The service package is a combination of provided goods and services in each situation and comprises five core features: (1) Supporting facility, the physical resources of which must be prepared before offering a service to the customer, (2) Facilitating goods, the goods being provided to customers during the consumption stage, (3) Information, being data from customers that providers use for customising their service, (4) Explicit service; the benefit which can be observed by the senses, and (5) Implicit Service; psychological benefits or extrinsic features for which the consumer has to use their senses.

Service design has also been recognised as a human-centred approach which builds an understanding of customer experience to design services and processes of delivery (Teixeira et al., 2012). Employees are an important element in service

encounters, especially in the tourism industry but the essential point of service design begins with the customer, whose expectations service businesses have to understand. The following model of service design and delivery in leisure and tourism by Williams and Buswell (2003) explains the linkage between service concept, service system, service process, and service value.

Figure 2.3 demonstrates the initial stage of the model is a service concept which refers to the descriptions of customer needs and the ways customers are satisfied with the service. After that the service system incorporates the customer's desire and interprets the necessities and product features required in order to meet customer expectations which involve activity, setting, staff, product technology, and organisation control in terms of tourism.
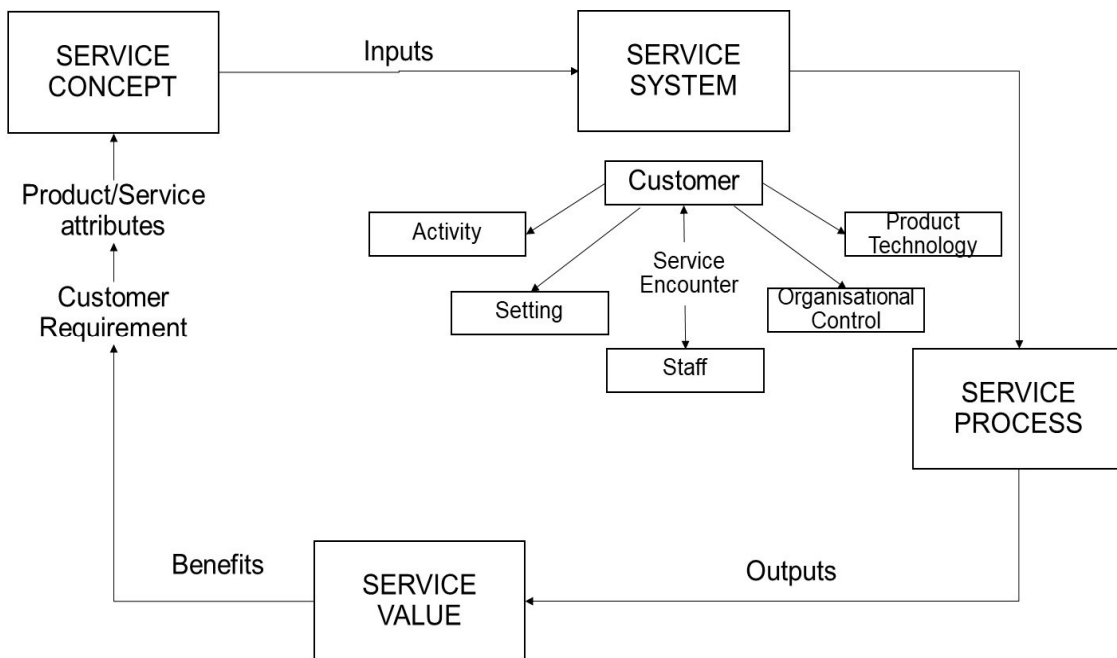
Source: Williams and Buswell (2003)

Figure 2.3 Model of Service Design and Delivery in Leisure and Tourism

The following stage is service processes which are the combination of activities which are represented as a chain or a step in the customer's journey. Outputs from the service process are then transferred to the next stage. Finally, at the service value stage, service delivery and the service delivery plan measure and identify further improvements which redefine customer needs and product attributes from the

first stage. In addition to achieving quality of service design and delivery, it is essential to deploy quality management tools and techniques.

In any encounter, unexpected behaviour can occur in both customers and staff (Laws, 1991), thus human resources play an important role in the process of service delivery in the tourism business. According to Harrington and Lenehan (1998), the problems with human resource practices and management in the tourism business are as follows: (1) Poor development of personnel policies, (2) Narrowly defined personnel roles, and (3) Poor professional preparation in terms of training and experience. A lack of investment in human resources can affect business competitiveness (Harrington and Lenehan, 1998). Various literature has also highlighted a clear relationship between human resource policies and quality management (Pender and Sharply, 2005).

It is suggested that, if a business wishes to offer excellent service, it may be achieved through innovative human resource policies that include elements such as training and empowerment. Many of the managerial and operational skills required to improve quality of experience can be developed through a range of training and coaching approaches. In terms of quality management, staff can be trained not only in technical and interpersonal skills, but also in business culture and business objectives (Pender and Sharply, 2005). Empowerment training focuses on decentralising power to staff members, so they can make decisions, create their own work and solve problems by themselves without contacting a supervisor (Chernish, 2001).

2.6 Chapter Summary

Service quality management has an essential role in improving business operations and increasing competitiveness. In the tourism business, many academic scholars and practitioners have attempted to develop various instruments to assess service quality, explore points of improvement, and identify the best practices for the adoption of the service quality concept into the entire business operation. According to the service quality gap model by Parasuraman et al. (1985:1988), service quality relates to activities associated within the service process which can be divided into

two perspectives: customer and marketer. The measurement of service quality from the view of customer can be determined from the gap between expected and actual service received. Unlike the marketing perspective, management perspective focuses on internal operations of business in order to design and deliver services. If the gap is wide, the quality of service will be low, and customers may not be satisfied with the business. Therefore, a study concerned with both views can increase quality of service effectively.

SERVQUAL is a widely used instrument in the tourism industry to measure the gap between the customer's expectation and the perception of service performance. The benefits gained from identifying these gaps should result in good quality of service. Although various businesses have extended SERVQUAL to encompass more specificity of objectives and adapted it to the unique characteristics of their business, it was argued that SERVQUAL is not adequate to measure the quality of service in the tourism industry (Augustyn and Seakhoa-King, 2004). However, SERVQUAL Gap Analysis can be appropriately used when the researchers need to examine the point of service to be improved.

The tourism industry characterises itself as an experience product which needs the participation of customers to create their own experience. It is therefore suggested that practitioners consider including the experience quality model when assessing quality. Moreover, quality of experience is somewhat based on emotion (Otto and Ritchie, 1996), so including this model should give a greater understanding of customer satisfaction. Customer satisfaction is a significant key to success in business. It is believed to play a mediating role between service quality and behavioural intention.

Finding new customers is costlier than retaining previous customers (Fletcher et al., 2013). The notion of loyalty is a significant factor in maintaining business profits. Various research studies into the tourism business found relationships between service quality, customer satisfaction, and loyalty. However, there were a few studies that included experience quality in the model study. The inclusion of both would obviously present a more rounded picture of the quality of tourism products. In addition, a study of the relationship of behavioural intention to customer satisfaction would provide a more complete view of business performance.

Quality management covers all activities related to service design, service delivery, service control, and service improvement and is a strategy which can help to maintain competitiveness. In the tourism industry, there are many researchers who have studied the hotel and airline business more than other sectors. Present studies from the hotel industry show that many have adopted TQM and quality management tools into the business. However, there may still be possible service failures at the service design and service delivery stage, as it is the employees who have a strong influence on quality since they have direct contact with the customers and the manner in which they provide the service is somewhat intangible.

It has also been found that there are limited studies on service quality management in the tour operator business. A tour operator as a role of a service provider who has a high number of encounters with staff and customers, and acts as a go-between, tour operators should consider how to manage service quality to ensure excellence in delivering services. Moreover, tour operators face intense competition from their rivals within the industry and other industries, such as airlines and accommodation providers that offer a package tour directly to the customer.

Chapter 3 Service Quality in Tour Operator Studies

3.1 Introduction

As an intermediary in the tourism distribution system which links producers and consumers, tour operators are significant and influential, for example, in encouraging tourist demand (Trunfio et al., 2006). They may also have an effect on improving a destination's competitiveness (Cooper et al., 2013). Tour operation is a dynamic sector that has faced intense competition due to changes in both technology and customer needs. Many operators attempt to compete on price and some find themselves absorbed into mergers and acquisitions (Gountas, 2005). To face the harsh competition within the industry, quality management can significantly assist operators in ensuring and assuring that the service offered will be delivered and that it meets or exceeds standards and customers' expectation.

The rest of this chapter comprises of three sections (3.2 – 3.4). Section 3.2 presents an insight into tour operation and includes the definition, product and service, market structure, and service chain of tour operators. The issues of quality are then examined in Section 3.3. Service quality concepts and measurement are also examined using previous studies from both tour operators and travel agents. Following this, the gap between expectation and performance is explored in an attempt to understand which service activity is likely to fail. To further understand service quality, satisfaction, and behavioural intention, the behaviour of tourists who have participated in a tour is presented in Section 3.4.and the chapter summarises in section 3.5.

3.2 Tour Operating Business

The tour operator is the main actor or "intermediary" who is the link between "buyers" and "sellers". The operator purchases products from service providers such as airlines and hotels and sells the products on to the consumer or tourist (Cooper, 2012). In addition, Atligen et al., (2003) state that the tour operator is "the principal service provider who is responsible for delivering and/or contracting and monitoring the promised service mix, including all arrangements such as flights, transportation,

accommodation, excursions, guidance etc. through the service delivering period".
Tour operators are sometimes known as wholesalers, since they usually buy the
services in a bulk amount at negotiated prices to create their own packages and then
distribute the products through to travel agents or sell them directly to customers
(Holloway and Humphreys, 2012; Cooper et al., 2013). Tour operators are also seen
as distributors by Buhalis (2001). They are recognised as one of the distribution
channels for accommodation, transport, and visitors' attractions.
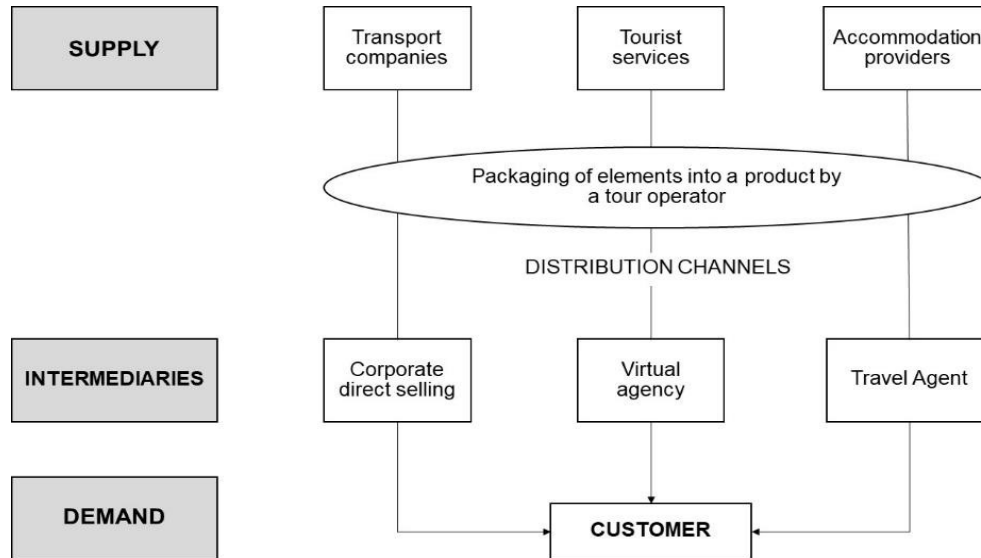
Source: Page, S.J., 2009.

Figure 3.1 Tour Operator Value Chain

According to Figure 3.1, intermediaries can be divided into three categories: tour
operators, travel agents, and virtual agencies. The main differences between a tour
operator and an agent are responsibility and risk. A tour operator must arrange the
entire product and bear any associated risks. Travel agents act as sellers and
receive a commission from sales (Fletcher et al., 2013). The wide usage of
Information Communication and Technology (ICT) within the tourism business has
led to a new form of distribution, which is known as a virtual agency or an online
travel company. ICT benefits for customers include the capacity for designing their
own itinerary by selecting individual services or products from the tour operators'
website.

Tour operators have been classified into many categories, but the most common
categorisation is based on the scope of the company's operations, such as:

domestic, outbound and inbound tour operators (Cooper, 2012). Table 3.1 sets out each type of tour operator.

Table 3.1 Types of Tour Operators

Tour Operator	Description
Domestic tour operator	Tour operators who sell a package tour to domestic customers to travel within the boundaries of their own country. Most domestic tours are coach tours, and the competition has become more intense since large operators began focusing on this sector. (Holloway and Humphreys, 2012)
Outbound tour operator	Tour operators who sell their product to customers in their own country to travel to another country or a number of countries for a specific period. Occasionally, the customer has a liaison with the incoming tour operator at the destination. (Mancini, 2000)
Inbound tour operator	Tour operators who sell their products to foreign customers and handle inbound tourists while they travel in host countries. They usually provide tour conductors who are fluent in the specific language of their customers and sometimes they work with incoming tour operators. (Mancini, 2000)

Source: Author

The core product of the tour operator is the "inclusive tour package". This may be a combination of transport, accommodation, and activities at the destination (Fletcher, 2013). An inclusive tour package is a product to serve a mass market, often in the form of a scheduled or "set" package. This package requires a high level of managerial skills, such as market research, demand forecasting, supplier negotiation, and cash flow management (Laws, 1991). The customer of today can be fairly sophisticated and often requires more independence in their choices. As such, some operators provide various tailored types of packages. The different types of packages were summarised by Middleton (2009) as follows: (1) Transport and accommodation, (2) Accommodation and visitors' attractions, and (3) Customised package.

The traditional package provided by a tour operator is transport and accommodation and this package constitutes the largest segment of the market. It is often offered by many airlines directly to the customer. Accommodation and visitor attractions are often grouped into a package and are mostly sold by large attraction businesses to increase visitors via tour operators. However, they may sometimes be sold directly to customers. The customised package is a new, popular option for a package tour, it allows customers to choose their favourite inclusions from a selection. The package has benefited from an ICT adoption that provides real-time information which allows better planning for both customers and tour operators (Middleton, 2009).

3.3 Service Quality of Tour Operators and Travel Agents

Customers today demand cheaper holidays whilst expecting a high standard of service. In a mature and highly competitive market like the tourism industry, service quality is the best way to differentiate tourism products (Bowie and Chang, 2005). Simkus and Pilelien (2012), have extended the service quality gap model by Parasuraman et al. (1985) with a perceived service quality model from Groonros (1984) and a synthesised quality model by Brogowicz et al. (1990). It aims of Simkus and Pilelien (2012) study id to identify dimensions of service quality in a traditional managerial framework of planning, implementing, and control. The framework of a tour operator's service evaluation model by Hudson et al. (2004) is divided separately into customers and business. In terms of customers, it is most important to measure service quality correctly, while businesses must look inside their operation to design and deliver service as expected by the customer.
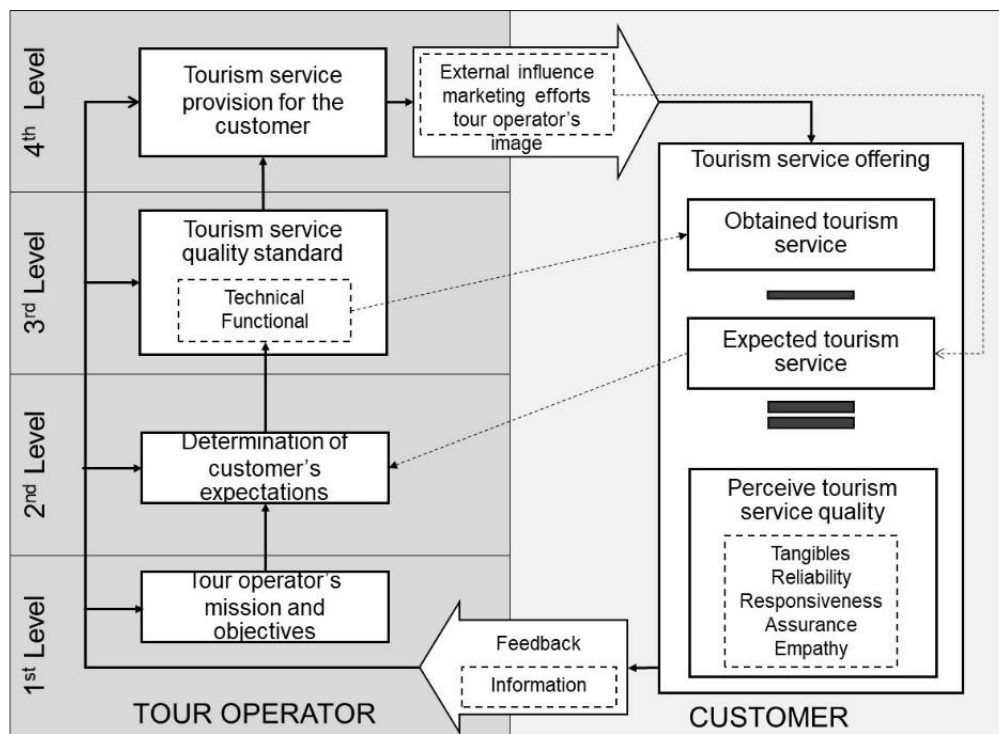
Source: Hudson et al. (2004)

Figure 3.2 The Framework of a Tour Operator's Service Evaluation Model

As shown in Figure 3.2, there are four sections in the framework from the original service quality gap model. The 1st level is where the tour operator's mission and

objectives are established. This is a principal step in adapting the service quality concept to the business. The 2nd level is where the tour operator determines the technical and functional aspects of the service offered. Technical quality refers to the materials or technologies involved in service provision, while functional quality refers to how customers perceived the service. Functional quality can be implied as the behaviour of staff, such as attitude or appearance. The 4th level is where there might be external influences and marketing efforts around the tour operator's image. External influences comprise culture, social structure, verbal communication, mass media, and competition. Marketing efforts comprise advertising, public relations, direct sales sales promotion, pricing and distribution. The fourth and final stage is also where the feedback and information produce results. These results of the perception of service quality are then analysed in preparation for planning business missions and objectives.

3.3.1 SERVQUAL GAP Analysis in Tour Operator/Travel Agent

Although there are many studies which have adopted and adapted SERVQUAL to measure service quality, some of them have continued to process the GAP analysis. Gap analysis is calculated by deducting perceived service quality from expected service quality to identify which service items might be improved. SERVQUAL (5 original dimensions with 22 items) was adopted for testing by Zhou and Pritchard (2009) and Johns et al. (2004). Lam and Zhang (1999) combined the responsiveness dimension with the assurance dimension and added one new dimension, "resource and corporate image".

Lam and Zhang (1999), studied the service quality of tour guides in Hong Kong. They found that the widest gap scores related to tour guides or tour operation (reliability dimension) while the narrowest gap scores were found with service items in the tangibles dimension. The findings are supported by the service quality study of travel agents in South China by Zhou and Pritchard (2009). On the other hand, the SERVQUAL gap study of travel agents in Northern Cyprus by Johns et al. (2004) found that the largest gap scores were items in the tangibles dimension and the lowest gap scores were items within the "Responsiveness" dimension. Table 3.2 details the three SERVQUAL gap studies.

Table 3.2 SERVQUAL GAP Analysis in Tour Operator/Travel Agent Business

Researcher	Details of study	Result of study
Zhou and Pritchard (2009)	A study of travel agents in South China (i). Respondents: 221 tourists (ii). Scale: Likert 1 - 5 (iii). Dimensions: SERVQUAL 5 original dimensions with 22 items	(i). The five widest gap scores are "Performing the service right the first time" at -1.35, "Completion of promised tasks" at -1.24, "Showing concern when you have problems" and "Having customer's best interest at heart" at -1.19, and finally "Fulfilment of tasks at the time promised" at -1.16 (ii). The five narrowest gap scores are "Modern looking equipment and decoration" at -0.24, "Neat appearing professional employees" at -0.32, "Operating hours available to all customers" at -0.43, "Visually appealing promotional brochures" at -0.45, and "Advanced reservation technology" at -0.45 (iii). Considering the gap scores of each dimension, the respective widest scores are "Reliability" at -1.19, "Assurance" at -0.89, "Responsiveness" and "Empathy" at -0.8, finally "Tangibles" at –0.43.
Johns et al. (2004)	A study of travel agents in Northern Cyprus (i). Respondents: 337 tourists (ii). Scale: Likert 1 - 5 (iii). Dimensions: SERVQUAL 5 original dimensions with 22 items	(i). The five widest gap scores are "Advanced reservation technology" at – 1.25, "Modern-looking office décor" at – 1.10, "Visually appealing promotional brochures" and "completion of promised tasks" at – 1.06", and "Performing it right the first time" at -1.05 (ii). The five narrowest gap scores are "Understanding specific needs" at- 0.56, "Having customer's best interests at heart" at -0.69, "never being too busy to respond" at – 0.84, "Individual intention" at -0.88 and "personal attention" at -0.91 (iii). Performance score or SERVPERF might be a better predictor than Gap score to analyse overall customer satisfaction.
Lam and Zhang, (1999)	A study of tour guides in Hong Kong (i). Respondents: 209 tourists (ii). Scale: Likert 1 - 5 (iii). Dimensions (1) Tangibles; (2) Reliability; (3) Empathy; (4) combining responsiveness with assurance and (5) Resources and Corporate image	(i). The five widest gap scores are "Never being too busy to respond" at -2.27, "Solving customer problems" at -2.21, "Completion of promised tasks" at -2.19, "Instilling confidence in customers" at -2.03 and "Provision of correct service" at -2.02 (ii). The five narrowest gap scores are "Advanced reservation technology" at -0.52, "Visually appealing promotional brochures" at -0.64, "Promotion strategies to project image" at -0.71", Neat employees" at -0.76 and "Convenient operating hours" at -0.88 (iii). All five SERVQUAL dimensions had a significant influence on service quality (iv). Reliability, assurance and responsiveness are the most important factors that affect satisfaction

Source: Author

3.3.2 Critical Incidents in Group Package Tour Services

A group package tour service (GPT) is one of the core businesses of a tour operator. In this type of service, tour operators provide an all-inclusive service to the customer. Wang et al. (2000) state that the service features of GPT are various and involve numerous parties from the tourism industry. As a result, tour operators cannot directly control all aspects such as transportation, hotels, tourist attractions, tour guides, restaurants and coaches. Therefore, the Critical Incident Technique (CIT) was adopted as the main method to closely monitor positive and negative experiences of customers at critical points in service and provide a research summary of the package tour service.

Wang et al. (2000) studied the service provided by wholesale travel agencies based in Taiwan, and interview data was collected from its employees and tourists. The result found that "shopping" was found to be the most critical point of service to be aware of, followed by "optional tour" and "service on plane". "shopping" comprises manner of shopping, shopping spots, and product refund. "Optional tour" focuses on activities; addition of optional tours; treatment of nonparticipating customers; and fees. In addition, "Service on plane" consisted of seating arrangements, Customs/immigration or quarantine and baggage arrangements. Chen and Hsu (2012) respondents were foreign tour operators. They were asked to evaluate critical points of service. The results showed that the most critical point was "tourist attractions", followed by "hotel" and "local guides". "Tourist attractions" were evaluated on fees, language interpretation, arrangement and reputation. The analytical items of "hotel" were its ranking, price, service quality, suitability and the relationship between the tour operator and the hotel. Finally, "local guides" were ranked according to their professionalism, attitudes to service, language and touring skills.

Moreover, Wang et al. (2010) studied risk elements for group package tour leaders, using CIT. They found that exogenous or uncontrollable factors have more influence on tour leader performance than intrinsic factors. There were five perceived risk dimensions in this study: (1) Change in itinerary and tipping problems, (2) Tourists' visa and passport expiration issues, (3) Hijacking and plane crashes, (4) Luggage lost and damaged, and (5) Documents and property theft. In addition, the destination or route was considered as an important factor with China ranked first followed by the

USA and Thailand. To ensure greater risk minimisation, Wang et al. (2010) suggested training staff in risk-management with periodical training in phenomenon simulation to improve tour leaders' risk perception and reduce loss of what from uncertainty.

According to Tsaur and Lin (2014) tour guides are significant contributors to service quality, and they must cope with a great deal of stress. These can be divided into three dimension: (1) On tour – annoying behaviour of tour members, troublesome employees of suppliers, obstacles during the tour, perceptual differences between tour leader and tour members, bearing responsibilities for errors caused by others, (2) Tour company – unfulfilled duties of tour company staff, inconsistency between tour features and tour leaders' styles and irrational regulations of tour companies, (3) Personal life - work-family conflicts, work-related diseases, low and unstable income, hardship in maintaining social relationships, and difficulties in utilising leisure time properly.

3.3.3 *Tour guide's performance and service quality*

From the previous section, the results from investigating the SERVQUAL gap score mostly found that reliability and responsiveness had the most extensive gap score (Lam and Zhang, 1999, Zhou and Pritchard, 2009) and these two dimensions related to tour guides or tour operation. It shows that tour leaders and tour guides are recognised as important service contact points in the tour business. In addition, Wang et al. (2000) and Wang et al. (2010) have noted that service quality is highly dependent on the tour guide/leader's performance

According to The World Federation of Tourist Guide Associations (2003), a tour guide is "a person who guides visitors in the language of their choice and interprets the cultural and natural heritage of an area which person normally possesses an area-specific qualification usually issued and/or recognised by the appropriate authority" meanwhile a tour manager/tour escourt is "a person who manages an itinerary on behalf of the tour operator ensuring the programme is carried out as described in the tour operator's literature and sold to the traveler/consumer and who gives local practical information". However, a tour guide or tour manager may or may not be the same person.

Tour guides are frontline employees in tour operator businesses who play a significant role in delivering service and experience to customers. Even though tour operators can be able to plan and design excellent service/experience products, it cannot guarantee that their package tours will result in successful tourism experiences. (Bowie & Chang 2005). During the stage of delivering service or on-site activities, tour leaders and tour guides need to handle with the accommodation and transportation service providers and try to ensure that the service runs smoothly. Therefore, the role of tour leader/tour guides is especially significant when something goes wrong from prediction.

In addition, tour guides are strongly influencing tour quality and tourist satisfaction. Huang et al. (2010) studied the relationship of tour guide's performance of three aspects of satisfaction: satisfaction with guiding service, satisfaction with tour services, and satisfaction with the overall tour experience. The results showed that the performance of tour guides has a direct effect on tourist satisfaction with guiding service and an indirect effect on satisfaction with tour services and with tour experience. It is supported by Kuo et al. (2016) who studied the interrelationship of tour guide' service quality, tourist satisfaction, and destination loyalty. Their results demonstrated that the quality of tour guides has a direct influence on tourist satisfaction of package tour and its further influences revisit and repurchase intention.

3.4 Relationship Studies of Service Quality, Experience Quality, Satisfaction and Behavioural Intention in Tour Operator's Researches

The importance of perceived quality in forming tourist loyalty to the operator is significant. If the tour operators are able to design and deliver high quality trips, this should increase customer satisfaction and encourage the tourist to travel again with the tour operator along with recommending the operator to friends and family. If tour operators obtain loyal consumers, they will yield greater economic benefits from retention and increased market share (Campo and Yague, 2008). The following section presents some empirical studies regarding the relationships of service quality, customer satisfaction, and behavioural intention.

According to Bowie and Chang (2005) employee expertise, attitude, and demographic background have a direct effect on a tourist's experience. A tourist's quality of experience and enjoyment naturally had a significant effect on customer satisfaction. The three most common complaints were: tour operator's itinerary planning, hotel selection and tour leader's competence. The authors also noted that it is almost impossible to respond to individual needs where the group is large and/or a multicultural mix. Some experienced tour operators may foresee this type of problem and put things in place to deal with it. One suggestion for the building of positive relationships from the outset is for the tour leader to start with a comprehensive introduction to the service, how it will be provided, and what the special features are.

Tour guides play a significant role in tourist satisfaction with the package tour delivery. Geva and Goldman (2013) pointed out that tour performance is highly dependent on the interaction between the participants and the tour operator's representatives (guides, driver, and manager). This is particularly so with regard to tour guides who are generally the ones required to solve immediate customer problems and maintain the quality of the service. Huang et al. (2010) studied the relationship between tour guide performance, tourist satisfaction and overall tour experience in the context of package tours in Shanghai. They found that tour guide performance directly determines tourist satisfaction with the tour guiding service and indirectly determines tourist satisfaction with the tour operator's service and with the overall tour experience.

Customer loyalty is very important to a tour operator's business. If a tour operator has a satisfied customer, it increases the chances of that customer being loyal by buying future package tours to other destinations. Campo and Yague (2008) studied tourist loyalty to tour operators and the effects of price promotions and the consumer's search for price promotions. These aspects were studied with regard to perceived price, perceived quality, satisfaction, and loyalty to the tour operator. The study found that perceived quality is the primary antecedent of tourist loyalty to the tour operator and it has a direct effect on loyalty. It also has an indirect effect through customer satisfaction.

Conze et al. (2010) studied relational benefits, relationship intention, and intentional loyalty to show that the buying behaviour of customers is influenced by perceived relational benefits. Relational benefits comprise social benefits, confidence benefits, special treatment benefits, and variety-seeking benefits. Confidence benefits are based on the customer's desire for reduced risks, reliability, and integrity of the company they are engaging with in a relationship. Social benefits are the reflections of the customer's need for social bonding and dealing with someone familiar. And Special treatment benefits can be obtained from the rewards a company provides its loyal customers such as customised and preferred treatment.

He and Song (2009) studied the relationship between tourists' perceived service quality, value, satisfaction, and their intention to repurchase package tour services from travel agents. Perceived value has a direct and positive effect on tourist satisfaction, and perceived quality has an effect on satisfaction. There is an indirect effect on perceived quality of satisfaction through perceived value. The authors also suggested that travel agents be more customer-focused and that quality-improvement should be emphasised in that order. As a mediating variable, satisfaction bridges the transition from tourists' cognition of service quality to an effective response of intentions to patronise, which in turn would most likely result in actual purchase behaviour.
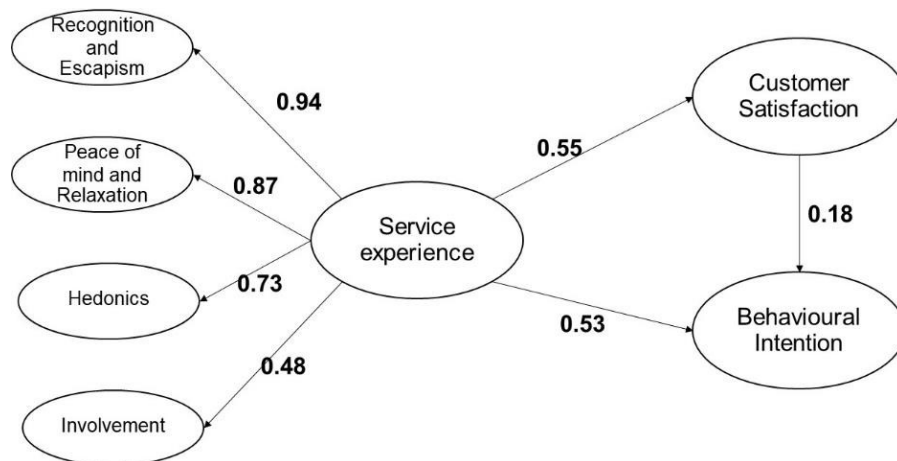
Source: Xu and Chan (2010)

Figure 3.3 The SEM of Experience Quality, Customer Satisfaction and Behavioural Intention by Xu and Chan *(*2010*)*

According to, Figure 3.3, with respect to the "experience" economy, Xu and Chan (2010) chose service experience instead of service quality to predict customer satisfaction and future behavioural intentions. Xu and Chan (2010) found that "recognition and escapism" were the greatest determining factors in service experience, followed by "peace of mind and relaxation", "hedonics" and "involvement". Service experience had a significant indirect effect on behavioural intention through customer satisfaction (service experience -> customer satisfaction -> behavioural intention). In addition, the mediating effect testing of customer satisfaction in the relationship between service experience and behavioural intention were shown that customer satisfaction, in their study, partially mediated the effect of service experience on behavioural intention.

3.5 Social Media in Tour Operators' business

With the development of information and communication technologies (ICTs) from Web 1.0 to Web 2.0, social media has become an important online networking tool for social interaction. According to Kaplan and Haenlein (2010), social media is defined as "a group of Internet-based applications that build on the ideological and technological foundation of Web 2.0, and that allow the creation and exchange of user-generated content. Nowadays, social media is quite popular among tourists (Pan et al., 2007) as its significant roles in many aspects of tourism such as information search, decision- making behaviour, experience sharing and marketing (Zeng and Gerritsen, 2014). According to Munar and Jacobson (2014), the popular social media used in the tourism industry are Wikitravel, Travel blog, Twitter, Facebook, Flickr, Youtube, TripAdvisor, and Digg. Social cues are more intensive in Social media than other platforms; a user can either choose to read the content from their friends, or specific groups/individuals (Munar and Jacobson, 2014).

Regarding the information search, there is fruitful information available on the internet from both tourism businesses and tourists. The search engine plays a significant role to help the tourist to access the travel-related information on the internet, the result from Xiang & Gretzel (2010) was shown that approximately 11% of the total 10,383 search results regarding travel information from google are representing in social media. Since social media help the user in sharing their trip experience, that available information has affected the decision-making behaviour too. Moreover, in

the case of Tripadvisor which requires reviewers to rate the hotel performance regarding the value, rooms, service, cleanliness, and location then these reviews will create the expectation of this hotel to the prospected future customer (Scott & Orlikowsky, 2012).

There is limited literature on social media and tour business. However, Mistilis and Gretzel (2014) studied the degree of sophistication of social media adoption for tourism operators in Australia and included tour operators as one of the tourism operators. The result showed that 52% of Australian tour operators used 3 or more social media sites compared with accommodation and dining businesses, which mostly used only one social media site. Almost 50% of 2,172 tourism business adopted Facebook and over half of them updated their contents at least once a week and approximately two-thirds of them monitored the engagement index such as numbers of followers, subscribers, page likes, views, retweets, replies, shares, likes, or comments. The suggestion for Australian tourism organisations is to capture customer trends and extend to more social media sites (Mistilis and Gretzel, 2014).

Social media provides many aspects of benefit. According to Sender et al. (2013), his result presented the impact of social media on tour operators' customer loyalty. In this study, it was focused on Facebook only, and the relationship benefit approach was adopted as it associated with why tourists wanted to retain their online relationship with tour operators. The result showed that only functional benefits have a direct effect on customer loyalty to tour operators but in a negative way, which implied that consumers used social media to search the information and compare with others. On the other hand, satisfied consumers are more loyal as they will not searching online elsewhere and make purchase repeatedly (Sender et al., 2013).

3.6 Academic Research about Thai tour operator

Based on the Thai Library Integrated System (ThaiLIS) which collected all academic researches/study or Master/PhD. Thesis from all universities in Thailand, it was found a few of studies focused on the domestic tour operator. Moreover, they also limited the scope of study only one province or one local area and these research studies were only focus on tourist behaviour and the relationship of service quality and other constructs.

The study of Jatturat (2003) on tourist behaviour who live in Bangkok found that BKK tourists most impressed with tourist attractions in the south of Thailand, and they found tour operator from tourism magazine. The average trip purchased from the tour operator was two trips per year, the average length of the trip was five days, and the average expenditure was 3,001 – 6,000 baht per trip. Regarding customer satisfaction, they scored tour guides at the highest level, followed by a receptionist at the office, bus driver, vehicle, lodging, and food respectively. The result about an opinion on marketing mix found that product was scored at 'Good level' while others; price, channel distribution, and promotion were scored at 'Moderate level'.

In contrast, Chitongartpakdee (2003) found that BKK tourists travel 1 or 2 trips per year, and the length of travel was 2 - 3 days per trip. Chitongartpakdee also selected a company (private group tour) as one of the samples. Additionally, the result found that every company organized a seminar through tour operator once a year, which was length 2 - 3 days per trip. The average expenditure per person was 1,000 – 2,000 baht and the favourite destination for the seminar was the coastal provinces nearby BKK; Cha-um, Hua Hin, Prajobkirikan, and Chumporn. The significant factor for selecting tour operators was comfort accommodation, good food, transportation, and affordable price from bidding.

Morover, Unseri and Khampha (2011) studied on factors affecting the decision to purchase package tour from 326 domestic tourists in the municipal area of Ubon Ratchathani province and found that customer ranked employee (service and knowledge of tour guide) as the first factor follow by 'price and product (variety of package tour and ability to customization). Location (convenience and accessibility) was ranked at the forth while the promotion was the last considered factor. On the other hand, Joycharat who studied in Chachoengsao Province in 2009 found different results, and the destination was ranked the highest, followed by accommodation, restaurant, transportation, program tour, and the final factor was a souvenir shop. However, Channthasooka (2009) studied on the tour operator perspective toward a way to success in this business and found that product (attractive program tour) was the highest rank followed by promotion, service, price, tour guide and channel distribution.

Regarding the study of the relationship between service quality and other constructs, Kanchanaporn (2010) studied the level of perceived service quality, customer satisfaction, service value and behavioural intention of foreign tourists who retained service by a Thai tour operator and found that the tourists rated at a mostly high level. Besides, this study assessed the service quality by the SERVQUAL instrument. As relationship study, customer satisfaction and service value have a direct influence on behavioural intention meanwhile service quality has indirect influence through service value and customer satisfaction. The study finally concluded that tour operators should build more reliable service, especially in European tourists moreover tour operators need to include additional items such as happiness or enjoyment when assessing service quality.

3.7 Chapter Summary

Tour operator business is the subset business of the tourism industry. The number of existing literature appears to be lower than other sectors of the tourism industry as it is the intermediate of the tourism value chain. The nature of tour operator business is quite dynamic after extensive usage of ICT, which change the pattern of service within the tourism businesses. The changing of tourist's behaviour has an impact on an inclusive package tour, which is the core product of tour operator, tourists today tend to be more independence in choices. Therefore, the new strategy of a tour operator is breaking down the service into various types of packages such as (1) a transport and accommodation package; (2) an accommodation and visitor's attraction package (Middleton (2009); and (3) a customisation package.

However, the previous research of tour operator is mostly focused on the performance and its relationship to the customer. There are many techniques to evaluate tour operator performance, such as service quality, experience quality or tour guides' performance. Regarding the quality of service, the most common assessment is a SERVQUAL analysis to identify the level of service quality or the gap of service. The critical incidents technique is also widely known to explore the spot of a critical point of a quality's decrease. Most of the relationship studies aimed to identify the relationship of constructs to predict the behavioural intention since customer retention is quite significant for today business. The exogenous variables of

the relationship study are service quality, tour guide's performance, experience quality and customer satisfaction.

The recent tourism researches are related to the internet and social media. The extensive information on the internet benefits both tourism businesses and tourists. Social media can be used for searching information, sharing experiences and publishing marketing campaign. Therefore, the search engine and social media have become powerful tools to make a decision. However, the research on social media and tour operator is still limited. The existing studies are based on the use of social media and the impact of social media on customer loyalty.

Focusing on the research studies about Thai tour operator, most of them are a study of tourist behaviour and the level of service quality. The most studies are the relationship study of service quality with other constructs in order to predict purchasing intention after a trip. Comparing Thai studies with universal studies, Thai studies are concentrated on the assessment of quality and widely focus on objects. Therefore, there is a gap of the research to explore that "is service quality enough to study the tour business" The next chapter presents the research design and methodology to conduct this study.

Chapter 4 Research Design and Methodology

4.1 Introduction

This chapter presents the development of the research design used in this thesis, along with a justification for the selection of the research methods. As outlined in Chapter 1, service quality is the main issue for tour operators in Thailand. There are limited studies on the relationship between service quality, service experience, satisfaction, and behavioural intention in tour operator businesses. This study focuses on a domestic private group tour service as these have become more popular and have great potential benefits to tour operator businesses in Thailand. The chapter is divided into 6 sections: section 4.2 presents a review of research approaches and research methods along with the research design; section 4.3 is a justification of the research design and process; section 4.4 is methods for analysing the managerial practices of tour operators in Objective 1; section 4.5 focuses on the tourist's perspective in objective 2 and structural equation modelling (SEM) in objective 3; section 4.5 reports ethical concerns while doing research and section 4.6 is a conclusion chapter.

4.2 Research Design

According to Frazer and Lawley (2000), research design is a blueprint for obtaining information to satisfy research objectives. Research design can also show how to combine various techniques to address research questions. Cooper and Schindler (2006), indicated that selecting a design could be difficult due to the large variety of methods, techniques, procedures, protocols and sampling plans. This section discusses types of research, research approaches and research methods with a view to proposing a framework for the study.

Research can be classified as exploratory, descriptive, and explanatory (Saunders et al., 2012). Exploratory research is very useful if there is no clear understanding on how to develop or formulate the research question. It also allows the researcher to explore and clarify problems of study. Exploratory research is mostly designed for

use with a small sample size in an unstructured process of study to provide insight into issues that might be studied for further research. There are three ways to begin exploratory research: (1) conducting a literature search, (2) interviewing specialists in the area of study, and (3) conducting focus group interviews (Saunders et al., 2012). Exploratory research can be used as the groundwork or the basis for further descriptive or explanatory research.

Descriptive research is commonly used in tourism (Veal, 2006), where it can help researchers to describe particular phenomena. It is designed to measure the characteristics described by specific hypotheses in existing literature. Saunders et al. (2012) suggested that prior to collecting data, researchers using descriptive research should have a comprehensive understanding of a situation and a clear direction for their research. Despite its name, descriptive research is quite limited since it does not focus on explanations or analyse variables. Explanatory research is more suitable for this. It emphasises causality in order to investigate the relationship between variables to answer research question or hypotheses (Saunders et al., 2012).

4.2.1 Research Approaches

Deductive approaches begin with theoretical considerations which may be formed after an extensive literature review. Hypotheses may then be developed and decisions made on how to measure and test the hypotheses. Data is collected using various methods (observation, questionnaire, or interview). This data is then tested and the findings used to justify the hypothesis or reject it, with rejection requiring a revision of the approach (Bryman and Bell, 2011). Deductive research places a high emphasis on causality and the testing of theory, while inductive research focuses on exploring phenomena or revising phenomena from a different perspective. Inductive research does not generally start with a specific theory. It involves observation and the eventual outcome of a theory. Saunders et al. (2012) commented that the research approach should relate to the research question and its objectives, and that the benefit of an unstructured framework of inductive research is that it can lead to an exploration of a new theory.

Quantitative approaches are recognised as distinctive strategies arrived at from collecting numeric data. Deductions are made using information, theory and hypothesis testing. According to Creswell (2003), the quantitative approach uses

post-positivist philosophy to develop knowledge with regard to cause and effect thinking, reduction of specific variables, hypotheses and questions, use of instruments and observations, and the testing of theory. It is based on quantitative data, in particular on the analysis of variables. The results are statistical, and the goal is to generalise the results (Bryman and Bell, 2011). Creswell (2003) states that recent quantitative research deals with many variables and treatments, including the structural equation model which relates to identifying the collective strength of multiple variables. The argument on the quantitative method, the subjective of human behavior or personal feeling is difficult to capture and describe in numbers or count (Sullivan, 2001).

In contrast, qualitative research involves an interpretive approach to the subject matter and generally does not concern itself with numeric data (Veal, 2006). Qualitative researchers can gather data for their research in several different ways and via many different sources. Creswell (2003) claims that qualitative approaches use strategies of inquiry such as phenomenology, ethnography, grounded theory studies and case studies. From the data obtained, researchers can then develop themes. However, the main disadvantage of the qualitative method is that it is subjective and quite difficult to prove the validity and reliability of information (Sullivan, 2001). Regarding the methods used to gather qualitative information, it comprises of observation, informal and in-depth interviewing and participant observation.

However, the choice of whether to use quantitative or qualitative should be considered in terms of the requirements of the research and researchers should be aware of their own personal learnings and not allow themselves to be influenced by these in their choice of approach (Walle, 1997). An alternative to the two approaches above, the mixed method approach. Mixed method can be defined as "the collection or analysis of both quantitative and qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the process of research" (Creswell et al. 2003).

In order to choose the methodology, Creswell (2003) suggested the three criteria to consider. Firstly, matching between problem and approach, if the problems related to identifying influential factors, intervention factors, or predictors outcome, it will be suitable to use a quantitative approach. Conversely, if there is a piece of limited knowledge to understand phenomena, it will be better to adopt a qualitative approach. A mixed method is useful when the situation is possible to use both quantitative and qualitative approaches. Secondly, personal training and experience, quantitative researchers need to understand statistics and computer programs to analyse data and require scientific writing style. Meanwhile, qualitative researchers can be more creative in designing research and writing style. To use a mixed method approach, researchers should have extra time to collect and analyse both quantitative and qualitative data. Finally, audience, researchers should understand their audiences whom the research will be reported to (Creswell, 2003).

In addition, Easterby-Smith et al. (2012) state that there are two main considerations in designing mixed method research: (1) Sequencing of methods which refers to order, i.e., which method to use first, (2) Dominance of methods which considers whether one method should be used more or if each method should be used equally. Bryman and Bell (2011) concluded that mixed method research is not a universal approach, but it may provide a different way of understanding or even enhance researchers' confidence in their findings. However, the main critique of the mixed method is that the disagreement of data would occur (Sale et al. 2002). Dealing with the divergent, Pluye, et al (2009) suggested that there are four strategies; (1) Reconciliation which leads researcher to re-analyse existing data, (2) Initiation that needs new research questions and or collecting and analysing new data, (3) Bracketing when suggesting irreconcilable results, and (4) Exclusion. On the other hand, Tashakkori & Teddlie (2003) suggested using an explanatory sequential method that focused on a conformational approach to solving the problem.

An explanatory sequential approach is an approach that reseachers use qualitative data to explain the quantitative results as subsequent interpretation and clarification (Edmonds and Kennedy, 2013). The explanatory sequential method can be divided into two techniques; (1) the follow-up explanation design and (2) the participant-selection design. The follow-up explanations design is the framework that the researcher collects the qualitative data to clarify the quantitative result, so the QUAN

results is the main part of the interpretation. On the other hand, the participant-selection technique begins with the quantitative method (Phase 1), then the participant from Phase 1 will be selected to design the participant of Phase 2 (Edmonds and Kennedy, 2013).

4.2.2 Research Methods for Collecting Data

There are various data collection techniques available to researchers. Each technique has its advantages and disadvantages for researchers to consider before choosing techniques appropriate to the aims and objectives of the research (Altinay and Paraskevas, 2008). This section will present and clarify famous techniques; the interview in a qualitative analysis and the questionnaire in a quantitative analysis which will be used in this study.

Interviewing is a data collection technique which asks people questions relating to the research topic and that way the interview can be a face to face, over the phone or even written with the interviewer just sitting there. The advantage of this technique is that it allows access to a range of experiences, situations and knowledge, and it can explore issues according to your research purpose. The informants can provide insights and information on their meanings and definitions or beliefs. They can also show behaviour which may demonstrate how things are done in different contexts and in different groups (Altinay and Paraskevas, 2008). Gill et al. (2008) stated that there are three types of interview: structured interview, semi-structured, and unstructured interview.

An interview can be an appropriate form of inquiry where there is a little knowledge base of the phenomena of study, and its context is significant to produce valuable findings (Saunders et al., 2009). However, the main disadvantage of the interview is very time consuming and can be costly in the case of a large number of participants. The Face-to-Face interview is the most popular technique follows by telephone interview. However, in the tourism industry, although the interview method may require a substantial time commitment from informants, many people are happy to share their time an experience (McGehee, 2012).

Regarding the well-known method for quantitative analysis, Sekaran (2003) explained that the questionnaire is an efficient data collection instrument when

researchers know the information required and how to measure the variables of interest. Questionnaires can be distributed in person, by mail or online. A self-administered questionnaire is a practical approach which the survey is limited to a local area, and the organisation is willing and able to assemble groups of people to respond to the questionnaires in one specific place (Sekaran, 2003). Since the quantitative analysis mostly requires many respondents so it will be costly for researcher to obtain data so conducting online questionnaire can decrease the cost of obtaining data.

In addition, the researcher is responsible for the validity and reliability of the questionnaire, which ensures the quality and credibility of the research findings. Reliability can be defined as the stability and consistency of the results derived from research (Chisnall, 2001). In order to increase the reliability of questionnaires, literature reviews and pilot testing should be conducted before any actual fieldwork. Cronbach's alpha is the most common measure of internal consistency or reliability when a questionnaire has multiple question, Likert – scale responses. The Cronbach's alpha number will increase if the intercorrelations among the test items was increased.

4.3 Justification of Research Design and Summary of Research Process

The design of the research and framework of the study begins with the objectives and follows with a selection of research approaches, the research methods and possible outcomes for each research objective. The three main objectives of thesis are:

(i). Objective 1: To explore the service design and service delivery process, including service quality, practices of domestic tour operators in Thailand.

(ii). Objective 2: To explore the service quality of Thai domestic tour operators from a customer perspective and other constructs.

(iii). Objective 3: To develop a structural equation model (SEM) of service quality model and other constructs.

(iv). Objective 4: To suggest managerial practice to improve service quality of domestic tour operator in Thailand.

Objective 1 focuses on the Thai domestic tour operator. The present behaviour of Thai domestic tour operators will be explored in the way they design their service delivery to meet customer expectations. An exploratory research design will be adopted since there are limited studies on the tour operator business, particularly private group tours or incentive tours. In line with the service quality gap model analysis from a business perspective, data to be collected will cover 1) management perception of customer expectation, 2) service standards and 3) service delivery. The inductive research will be deployed to explore tour operator behaviour by interviewing selected domestic tour operators. In summary, objective 1 deploys the mixed method approach which based on the explanatory sequential approach, the analysis begins with quantitative analysis as Phase 1 and follows by qualitative analysis as Phase 2. The outcome of this part of the study will interpret from quan -> QUAL of participant-selection design.

Objective 2 aims to study the service quality of domestic tour operators from the point of view of the customer. The study adopts descriptive research which only requires quantitative data for testing, along with statistical techniques. Sample size is very large. The deductive approach will be employed using SERVQUAL which is a theoretical framework to assess service quality. Although the focus is on service quality, it is necessary to determine other related variables (experience quality, customer satisfaction, and behaviour intention) to understand the effect of service quality on business operations.

Objective 3 aims to develop a structural equation model (SEM). The SEM is a multivariate statistical analysis technique that is used to analyse structural relationships, so this relationship study is the type of explanatory research which focuses on investigating relationships between variables to answer research question or hypotheses. In addition, this objective will use the deductive approach, in line with the literature, to construct a theoretical framework and hypotheses of study.

Finally, Objective 4 is crafted from the result of Objective 1, Objective 2 and Objective 3. The aim of this objective is enhancing the service performance of Thai domestic tour operator through service design and delivery process. Since there is a high competition in tour business in Thailand and the industry is disrupted by the internet

and social media, Thai tour operators should adapt themselves to survive. The summary of the conceptual research framework of this study is presented in Figure 4.1.
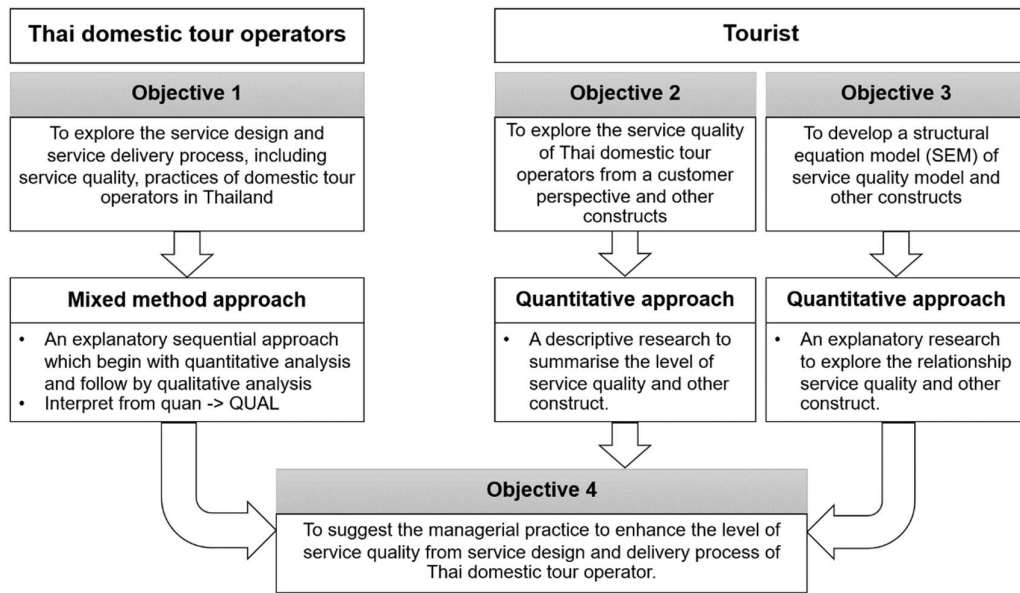
Source: Author

Figure 4.1 The conceptual research framework of study

4.4 Managerial Analysis of Thai Domestic Tour Operators

This section is related to objective 1 which aims to explore the present operation of Thai domestic tour operators with regard to organising a private group tour or an incentive group tour for customers. The research approach of this section is a sequential mixed method study which begins with Phase 1: a quantitative analysis and followed by Phase 2: a qualitative analysis.

4.4.1 Phase 1: A Quantitative Analysis

Phase 1 is a quantitative analysis which adopting the questionnaire instrument. The questionnaire consisted of structured and open-ended questions. There were seven sections: (1) general information about the private group tour service such as customers and experience available in this particular service; (2) how the tour operator perceived its customer expectations of service; (3) how the tour operator scored the level of experience quality that the customer received from the trip; (4)

influential factors that the tour operator believed contributed to excellent service quality; (5) factors that might affect the quality of service; (6) what communication channels were available and which ones did the tour operator use to contact the customer, and (7) general information about the tour operator such as age of company, number of employees, registered capital and % of returning customers. A summary of the questions is presented in Figure 4.1.
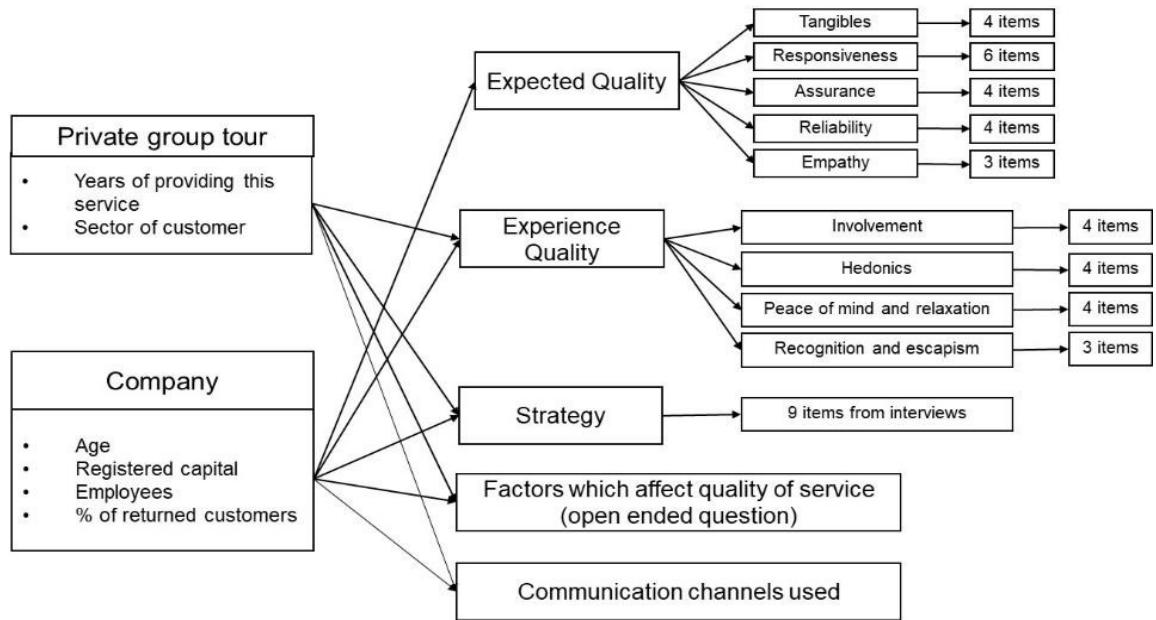
Source: Author

Figure 4.2 Summary Variables of Tour Operators' Questionnaire

(i). <u>Customer's service expectation from tour operator perspectives</u>: The aim of this section is to broadly understand the service level of customer expectation as perceived by the tour operator. The tour operators attempt to predict this from domestic group tour services. This relates to GAP1 in the SERVQUAL model (the gap between consumer expectation and management perception). The questions/responses were the same as those asked of/answered by tourists, but sentences were adjusted to accommodate the view of the operator and the extent to which they agreed or disagreed with the sentences (Likert scale 1-5).

(ii). <u>Experience quality provided for tourist</u>: The aim of this section was to obtain data from tour operators about their perception of providing service experiences to customers, or the outcomes of travel. Experience quality is quite different from service since it is subjective and focuses on feelings.

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The questions were based on the same as those given to the tourists but changed to capture the view of the extent to which the tour operator agreed or disagreed (Likert scale 1-5).

(iii).   <u>Influential factors contributing to excellent service quality:</u> The proposed influential factors were adapted from a service quality model by Bachi, U. and from interviewing some tour operators. There were 9 questions asking tour operators how important each factor was in contributing to excellent service quality (Likert 1-5).

1) Stating and concerned with "Quality of service" as an organisational policy.
2) Market research regarding customer expectations and perception of service.
3) Effective communication within the organisation particularly between management and front-line staff.
4) Assigning experienced employees to create or design programs of travel.
5) Having standard procedures for each employee job.
6) Selecting high-quality hotels and transportation.
7) Assigning experienced tour escorts.
8) Empowering tour escorts to solve unexpected problems.
9) Having training programs to increase employees' performance.

4.4.2 Phase 2: A Qualitative Analysis - An Interview

The interview is based on a service quality GAP analysis which focuses on the managerial prowess of the tour operator to design and deliver a service to the customer. Since there is limited literature from the viewpoint of the service provider, this stage used an exploratory study which adopted semi-structured interviews with participants selected from tour operators in Phase 1. The interview sought tour operators' opinions or behaviours to explain and clarify their managerial process from the finding in Phase 1 on the following topics:

(i).   the tour operators' perception of customer expectations,

(ii).   the process used to design the service for the customer along with the standard of service,

(iii).   the process used to deliver the service to the customer which focuses on the role of human resources,

(iv).   the process used to communicate the service to the customer which
covers any promises and information from personnel.

4.4.3 Sampling Strategy

Regarding Phase 1, the target respondents were members of the two most-recognised and largest tourism associations, (1) 222 members of ADT (The Association of Domestic Travel) and (2) 670 members of TTAA (Thai Travel Agent Association). It could not be determined if all 892 members had provided domestic private group tour services during the last 3 years as the two associations comprise travel agents, transport services and tour operators which were all called "tourism businesses" under Thai legislation. The process used to calculate the expected number of respondents can be summarised in Figure 4.2.
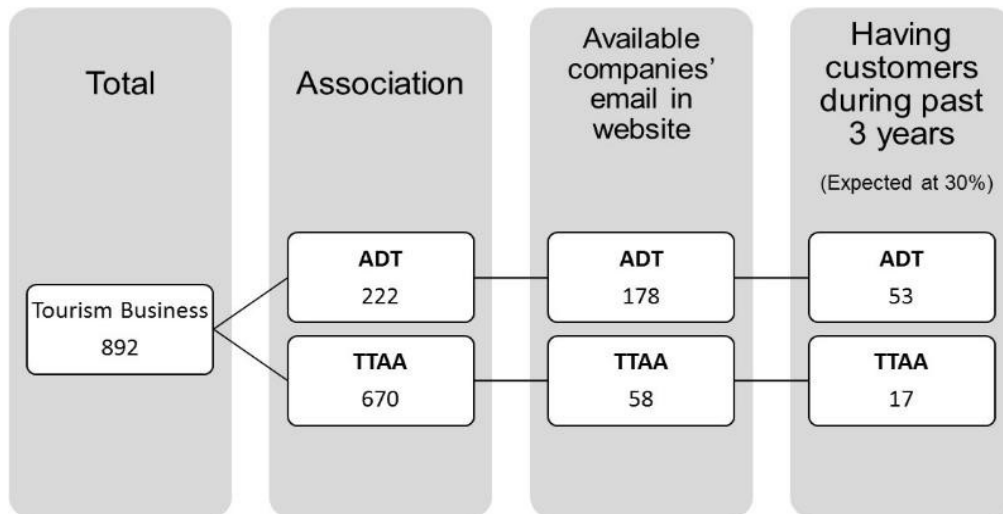
Source: Author

Figure 4.3 The Approximate Number of Target Tour Operators

The first step in the calculations is to check each tourism business's website. There are only 236 tour operators who advertise their emails online and offer domestic tour services. Next, there is a filter question on the first page of the online questionnaire to ask whether the tour operator has provided a domestic private group tour service during last 3 years. If they answer 'yes' they are the target (suitable) respondents for the questionnaire. In the last step, the estimation of tour operators who have provided a domestic private group tour to customers from the past 3 years is 30%

(from interview) of the total of 236 tour operators. The approximate number of target respondents is 70 tour operators.

However, an analysis in Phase 2 is an adoption of participant- selection design. The target participants are the respondents of questionnaire collection from Phase 1. The criteria of selection is based on the result of Phase 1.

4.4.4 Data Collection Plan

Since there are various members in the TTAA and ADT who cannot say if they have or are tour operators who have offered a domestic private group tour during the past 3 years, this study utilised an online questionnaire method. The data were collected via online questionnaires through Google Drive's database. The email was sent to companies who are members of TTAA and ADT associations with a total of 236 companies asked to administer the questionnaire throughout their organisation. However, the target respondents were estimated to number a total of 70 tour operators.

4.4.5 Data Analysis of a Quantitative Study

The level of expectation/perceptions of service quality, experience quality, overall satisfaction and behavioural intention were examined by using a 5-point Likert scale from "strongly agree" (5) to "strongly disagree" (1). SPSS was then run to analyse data. Descriptive statistics were used to describe the set of numeric data in demographic factors and general information about the trips.

Figure 4.3 presents the methods used to study the differences between groups. The aim of the study of difference analysis is to test whether the respondents have the same opinion across the groups. Normality testing is used to see if the data is distributed normally, if so then parametric methods will be adopted. The next stage is the number of variables or groups, and the researcher should then consider the issue of data independence. If the distribution of data is not normal, non-parametric methods should be deployed.
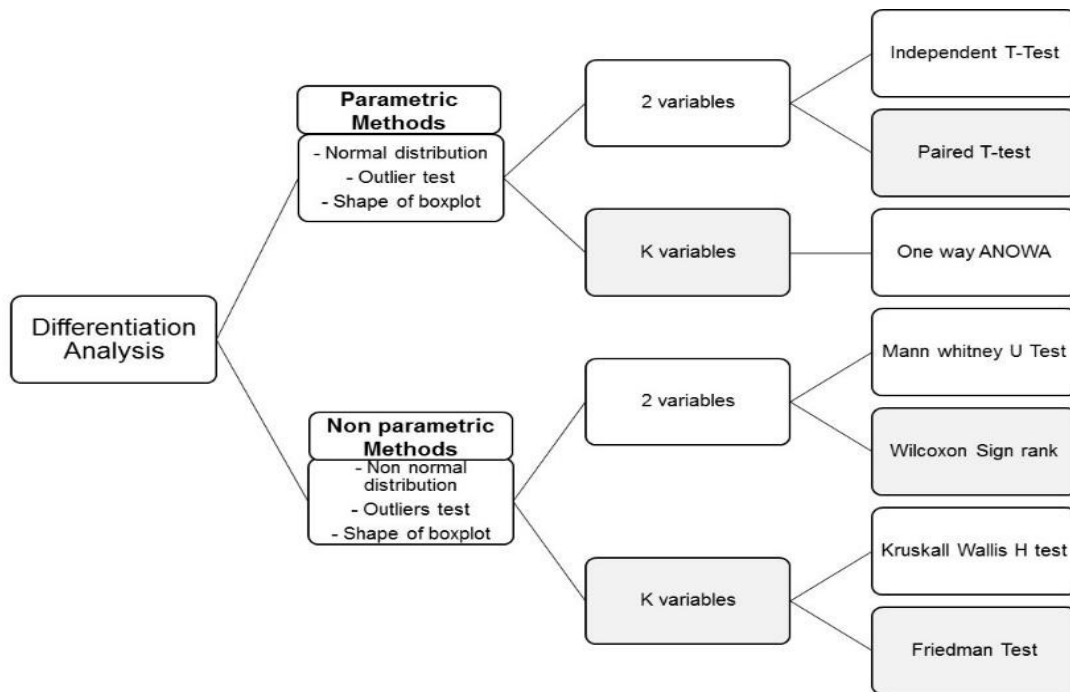
Source: Author

Figure 4.4 Analytical Methods of the Difference between Groups Analysis

4.4.6 Data Analysis of a Qualitative Study

The wide-accepted analytical techniques of qualitative analysis are content analysis, domain analysis and thematic analysis (Jenning, 2000). Comparing to other analytical techniques, a thematic analysis is the most common technique from transcripted data (Bryman, 2008). The process of analysis begins with time-consuming data transcription, next is reading the entire transcript and make a note from what participants have said. The next step is dividing the data into the unit of meaning by coding the unit of the themes. Finally, the interpretation will start after coding and grouping data into themes (Creswell, 2003). The interpretation may differ depending on the background of researchers and their understanding of the whole picture of the study. However, researcher can look back to existing literature or previous studies to connect the findings and conclude the results.

4.5 Empirical studies of Tourist Perceptions of Service Quality and its Antecedents

This section will focus on the demand side and tourist perspectives which are specified in objectives 2 and 3 in this study. The objective 2 focuses on results from descriptive statistics on the level of service quality, experience quality, customer satisfaction and behavioural intention. Additionally, the result from SERVQUAL GAP scores to find out the point at which an actual service is below the expectation of tourist. Therefore, statistical analysis techniques in this section are the same as Phase 1 of objective 1.

On the other hand, objective 3 aims to explore the relationships between service quality, experience quality, customer satisfaction and behavioural intention. The research strategies used are those of survey research which is appropriate for collecting a wide scope of information from a large population. Surveys are also useful from a "real life" perspective when the researcher can collect data in person. Moreover, they are a first step in developing hypotheses or in identifying more specific problems for research. This study adopted the Structural equation model (SEM) as a main multivariate technique to help analyse the covariance structure of variables. The results from this section should provide a better understanding of the present perception of customers. In addition, the new conceptual model produced should improve the managerial process and enhance service quality to assist Thai domestic tour operators to meet customer satisfaction and retain their current customers.

4.5.1 Theoretical Framework of Study

Chapter 2 presented a literature review of service quality management in the tourism business. The chapter highlighted SERVQUAL as a widely acceptable instrument for evaluating the service quality gap between customer expectation and perception. The notion of an experience economy has become a more important concept in the tourism industry, however there is little research which includes experience quality as a major factor in evaluating the overall quality of a tourism product. Service quality and experience quality are generally treated separately. Chapter 2 showed little development of measurement tools and limited studies on the relationship between service quality and other constructs.

Regarding the nature of a domestic private group tour in Thailand, each organisation is responsible for most of the cost, so the "perceived value" might not be appropriate to include in the model. Moreover, the synthesis literature review in Chapters 2 and 3 found that there was a theoretical gap in the study of the relationship between service quality, experience quality, customer satisfaction and behavioural intention in tour operators. This thesis concentrates on domestic tour operators in Thailand, and its intention is to contribute to a new measure of service quality – experience quality and its relationship with customer satisfaction and behavioural intention. Figure 4.4 illustrates the framework.
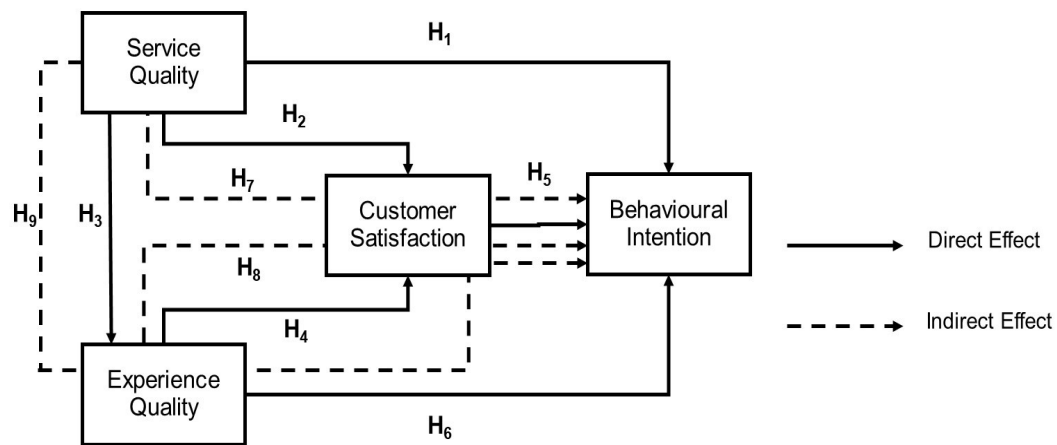
Source: Author

Figure 4.5 Theoretical Framework of Study

(i). H_1: Service quality is most likely to have a direct effect on behavioural intention.

(ii). H_2: Service quality is most likely to have a direct effect on customer satisfaction.

(iii). H_3: Service quality is most likely to have a direct effect on experience quality.

(iv). H_4: Experience quality is most likely to have a direct effect on behavioural intention.

(v). H_5: Experience quality is most likely to have a direct effect on customer satisfaction.

(vi). H_6: Customer satisfaction is most likely to have a direct effect on behavioural intention.

(vii). H_7: Service quality is most likely to have an indirect effect on behavioural intention over customer satisfaction

(viii). H_8: Experience quality is most likely to have an indirect effect on behavioural intention over customer satisfaction

(ix). H_9: Service quality is most likely to have indirect effect to behaviour intention over experience quality and customer satisfaction.

Service quality is a very important factor in the relationship with other variables in the marketing area. According to Baker and Crompton (2000) and Alexandris et al. (2002) service quality has direct influence on behavioural intention. Moreover, service quality also has a direct effect on customer satisfaction in the customer satisfaction studies by Zabkar et al. (2009), Clemes et al. (2011) and Canny (2013). Regarding performance quality and experience quality, Tian-Cole and Scott (2004) and Tian-Cole and Illum (2006), who measured service separately, found that performance quality had a direct effect on experience quality. In addition, Tian-Cole and Illum (2006) who studied heritage festivals found a direct effect of experience quality on behavioural intention which produced the same result as Hosany and Witham (2010) and Xu and Chan (2010).

Customer satisfaction has a strong influence on behavioural intention and various study in the tourism area confirmed this effect (Canny, 2013; Clemes et al. 2011 and Zabkar et al., 2009). Customer satisfaction is also recognised as a mediator between service quality and behavioural intention. The study of Tian-Cole and Illum, 2006 who found that performance quality had an indirect effect on behavioural intention over customer satisfaction. Additionally, customer satisfaction was found to have a mediating effect between experience quality and behavioural intention according to the studies of Xu and Chan (2010), and Hosany and Witham (2010). Finally, Tian-Cole and Illum, 2006 and Tian- Cole and Scott, 2004 concluded that performance quality has indirect influence on behavioural intention through experience quality and customer satisfaction.

4.5.2 Questionnaire Design

In this research, a pilot study was implemented before distributing the main survey. Questions were revised to refine the words and concepts used in the questionnaire. This questionnaire collected information from Thai domestic tourists who are Thai

native speakers. Since the questionnaire was initially designed in English, the questionnaire was translated into the Thai language. The Likert 5-scale method was used to rate tourist opinions and comprised six main sections.

(i).   General information about trip: this section asks for background information on the trip such as type of trip, destination, length of trip and family can join an organisational trip.

(ii).   Service quality measurement: this section utilised an adapted version of SERVQUAL for tour operator business by Luk (1997) and Atigan et al (2003). Some items were eliminated from the 26 overall items to fit the nature of customer (private group travel) in Thailand such as: easy contact, easy location to contact, error-free service and no unexpected or hidden costs. The model did retain five of the original dimensions: tangibles, responsiveness, assurance, reliability and empathy. The respondents answered questionnaires distributed by the tour escort at the end of their trip. The questions asked the respondents to rate their expectation of service quality before the trip and their actual perception of service quality after trip.

(iii). Experience quality measurement: this section focused on experience quality which was proposed by Otto and Ritchie (1996) and was tested in a package tour service by Xu and Chan (2010). It comprised 4 dimensions and 18 items. In this research study 3 items were eliminated since they duplicated or bore similarities with SERVQUAL: (1) "have been educated and informed", (2) "have been taken seriously when help is need" and "physically comforTable".

(iv).   Customer satisfaction and behavioural intention: this is the final section which aims to explore the level of tourists' satisfaction and their future intentions. Customer satisfaction tests the level of overall satisfaction while behaviour intention tests tourists' intention to do the following: (1) Say positive things about this tour operator to other people (2) recommend this tour operator for their next trip with organisation; (3) recommend this tour operator to relatives and friends (4) choose this tour operator next time when travelling by themselves.

(v).   General information about respondent: this section comprises background information on tourists such as gender, age, education level, number of

previous travel experiences with organisation such as annual seminar and the type of organisation - whether public or private sector. In addition, the respondents were asked whether they knew the tour operator before and how they knew them.

4.5.3 Pilot Study

Pilot studies are valuable for research in order to pre-test and redefine a survey instrument before conducting the main survey. Saunders et al. (2007) indicated that the primary purpose of the pre-test was to refine the questionnaire so that respondents would have no problems in responding to the questions and, importantly, researchers would have no problems in recording the data. To test this questionnaire, copies were distributed to 40 respondents who attended the annual trip with their organisation. The target group contained "persons who have had a travel experience with their organisation from Jan - Oct 2013". The plan was to collect data from the following respondents: 1). Public sector (5 respondents each) = a primary school, high school, university and local administration, and 2). Private sector (5 respondents each) = a company from energy, education, software, and trading company. The results of each section of the questionnaires are below:

(i). General information about trip: After the questionnaires were returned, there was a noticeable issue regarding the type of travel. It was found that some employees within the same organisation answered differently regarding type of trip. To gain more information, interviews with each organisation were arranged, including tour operators. In the public sector, meetings among employees outside the organisation are called seminars, so these two choices were merged into *"Meeting/seminar and travel"*. The field trip was revised to *"Education field trip and travel"* to be more specific. Activities were transformed to *"outing/ team building"*. To clarify, 'outing' is a special activity which is arranged for employees outside the organisation and 'team building' is also a special activity but it concerns the significance of team work and creates interpersonal cooperation among employees.

(ii). Expectation of service quality: The SERVQUAL scale for tour operator businesses by Luk (1997) and Atigan et al. (2003) was adopted. However, some items were eliminated such as easy contact, easy location to contact, insisting on error-free service and no unexpected or hidden costs

since each organisation had a direct contact person for the tour operator and the total cost was stated at the beginning. There were 22 items in the pilot test from an original 26 items. Reliability was tested using Cronbach's Alpha with Hair et al. (2010) suggesting that the preferred value be above 0.6, and the corrected item-total correlation score more than 0.3.

Table 4.1 The Cronbach's Alpha Analysis of Expectation of Service Quality

Customer expectation of service quality	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Tangible: (Cronbach's alpha = .666)		
1. Tour operator should provide modern vehicles		
2. Tour operator should select appealing accommodation	.535	.554
3. Tour operator should provide information documents	.144	.730
4. Tour operator should provide high quality restaurants	.609	.542
5. Tour guides should be neat in appearance	.243	.688
Responsiveness: (Cronbach's alpha = .744)		
1. Tour guides should sincerely attempt to solve problems	.454	.716
2. Tour guides should provide adequate information about service to be delivered	.546	.690
3. Tour guides are prompt to respond to a request	.611	.666
4. Tour guides are always willing to help tourists	.315	.764
5. Tour guides should provide information about local entertainment	.429	.737
6. Tour guides should advise how to use free time	.663	.647
Assurance: (Cronbach's alpha = .737)		
1. Tour guides should be appropriately qualified	.536	.675
2. Tour guides should be appropriately qualified	.482	.703
3. Tour guides should have working experience	.688	.610
4. Tour guides should communicate properly	.460	.724
Reliability: (Cronbach's alpha = .773)		
1. Tour operator should provide service on time	.573	.723
2. Tour operator should provide service right the first time	.561	.735
3. Tour operator should keep its promises	.677	.665
4. Tour operator service should meet tour schedule	.517	.747
Empathy: (Cronbach's alpha = .985)		
1. Tour guides should be competent	.984	.965
2. Tour guides should be friendly	.933	1.000
3. Tour guides should understand specific needs	.984	.965
TOTAL Expected service quality		

Source: Author's survey

In accordance with Table 4.1, considering the reliability testing by Hair et al. (2010), there are 2 items to consider; (1) tour operator should provide information documents and (2) Tour guides should be neat in appearance. The next step is to determine "Cronbach's Alpha if an item is deleted". Cronbach's alpha increases to 0.73 if: 'Tour operator should provide information documents' is deleted from the tangibles dimension. In addition, after deleting that item, a corrected item-total correlation of 'Tour guides should be neat in appearance' rose to .296.

(iii). Perception of service quality: This section relates to perception of service, but the tourists answered based on actual service they've received. Although there is a Cronbach's Alpha test and all items passed the condition, the question should be the same as Extpectation of service quality. Therefore, 'tour operator should provide information documents' will be eliminated from the' tangibles dimension.

(iv). Experience quality: This study adapted an 'experience quality' instrument by Xu and Chan (2010), with 4 dimensions and 15 items to be considered. The results of Cronbach's alpha testing found that the values of each dimension were over 0.6 and the values of "corrected item-total correlation of each item" were higher than 0.3 (see Table 4.2).

Table 4.2 The Cronbach's Alpha Analysis of Experience Quality

Experience quality	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Recognition and escapism: (Cronbach's alpha = .791)		
1. I felt that I escaped from my daily routine	.663	.707
2. I could forget my everyday problems	.693	.689
3. I felt like an important person throughout the trip	.477	.795
4. I felt like I was respected	.588	.748
Peace of mind and relaxation: (Cronbach's alpha = .942)		
1. I felt comforTable	.901	.911
2. I felt relaxed	.894	.915
3. I felt that my belonging was safe	.860	.926
4. I felt secure personally	.801	.943
Hedonics: (Cronbach's alpha = .897)		
1. I did something I really like to do	.819	.849
2. I did something memorable	.894	.818
3. I did something new and different	.682	.903
4. I felt like I had a "once in a lifetime" experience	.731	.881

Experience quality	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Involvement: (Cronbach's alpha = .949)		
1. I felt that I was involved in the trip	.844	.962
2. I felt that I had a choice during the trip	.910	.911
3. I felt that I had control over the outcome of the trip	.925	.901
TOTAL Experience quality		

Source: Author's survey

(v). <u>Customer Satisfaction and Behavioural Intention:</u> Customer satisfaction tests overall satisfaction, as in the studies of Zabkar et al. (2009) andTian-Cole and Scott (2004). Behavioural intention measurement was adapted from Chen and Tsai (2007), and Xu and Chan (2010) to fit more closely with the target group. The final dimensions of behavioural intention are (1) Say positive things, (2) Recommend to friends or relatives, (3) Recommend to company for next trip, and (4) Choose for own trip. The result of Cronbach's alpha testing found that the values of each dimension were over 0.6 and the values of "corrected item-total correlation of each item" were higher than 0.3.

Table 4.3 The Cronbach's Alpha Analysis of Behavioural intention

Behavioural intention	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Behavioural Intention: (Cronbach's alpha = .909)		
1. I will say positive things about this tour operator	.768	.893
2. I would choose this tour operator for my own trip	.903	.850
3. I would recommend this tour operator to my relatives and friends	.861	.861
4. I would recommend that my company choose this tour operator again for the next trip	.682	.926

Source: Author's survey
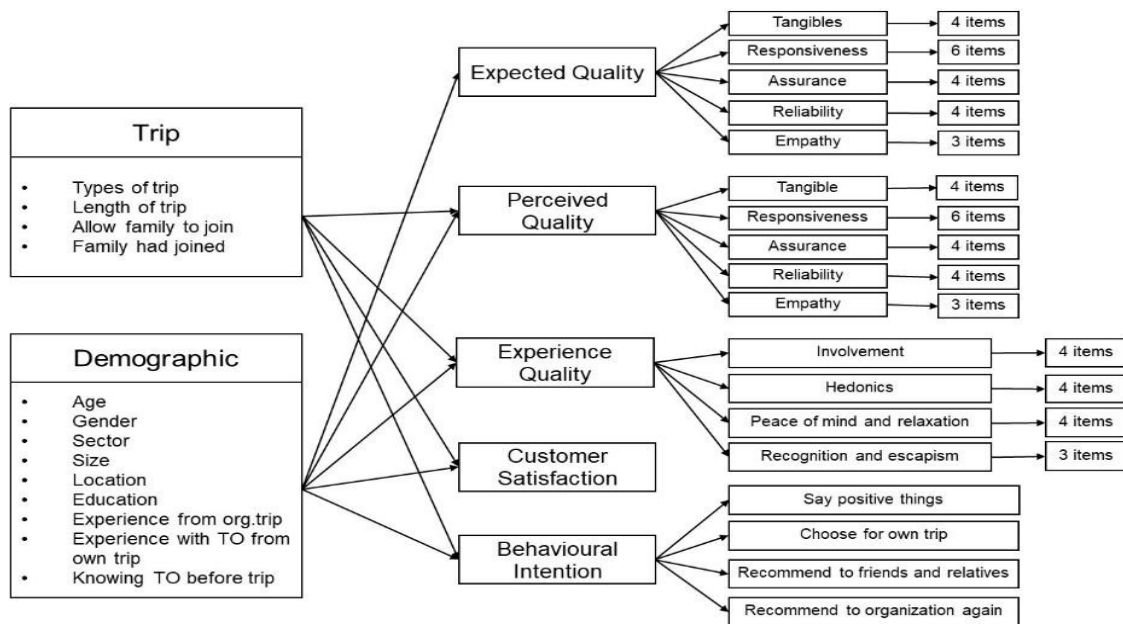
Source: Author

Figure 4.6 Summary Variables of Tourists' Questionnaire

Since the pilot study affected the implications of the actual main survey, the final questionnaire was adapted using a reliability testing basis and a summary of all questions is presented in Figure 4.6.

4.5.4 Sampling Strategy

Since this study aims to find the interrelationship of service quality and other related constructs, the Structural Equation Modelling (SEM) was employed. According to Fabrigar et al., 2010 and Hair et al., 2010, there is no precise sampling size due to dependence on several conditions such as model complexity or theoretical background. Considering model complexity, Kline (2011) proposed a ratio of 10-20:1 of observations as an estimated parameter while Hair et al. (2010) suggested a minimum ratio of 5:1. Alternatively, Kline (2011) suggested that sample size in SEM can be categorised into three levels: small (sample < 100), medium (100 ≥ sample < 200), and large (sample > 200). A critical sample size of at least 200 has been proposed for SEM analysis (Hair et al., 2010) and widely used. Additionally, Saunders et al. (2012) proposed that the larger the sample size, the lower the likely error when generalising to the population. Therefore, the study planned to collect a total of 400 samples, gathering 200 samples from each of the public and private sectors.

4.5.5 Data Collection Plan

The main survey for this research was planned for the period December 2014 to May 2015. In the private sector many companies conduct annual trips or hold seminars for their employees during December and January. Some of them take the opportunity to celebrate Christmas and New Year simultaneously with a party. On the other hand, in the public sector, each governmental institution conducts their annual seminar on official business. Some of them prefer to travel to Northern Thailand over December/January to enjoy the winter season or they may attend their seminar during April – May, there are many official holidays during this period. Some organisations conduct a trip during August – September prior to returning any residual funds of their budget to the government of Thailand in October.

Source: Author

Figure 4.7 Tourist Data Collection Plan

According to see Figure 4.4, initially there was a plan to seek cooperation with (1) The Thai Travel Agents Association (TTAA) and (2) The Association of Domestic Travel (ADT) by getting tour guides to distribute and collect questionnaires from their tourist customers. The guides would be paid the equivalent of £1 per usable questionnaire. However, this initial plan was changed while conducting a pilot study in Thailand, manay experts in tourism research suggested that hiring tour guides to collect data from tourists might not appropriate. From their experiences, it seemed

like some guides might answer the questionnaire themselves rather than distributing it to their tourist customers.

The final method to collect data from tourists had been changed. The better way to collect the validated data is collect directly from tourists (see Figure 4.4). Many tour operators actively update their customer pictures and profiles in their website or Facebook page so surfing the internet with google is the method to obtain name lists of customers and tour operators. After that the Walailak University issued the official letter to ask participation from each customer to distribute questionaaires to their employees. Ofcourse, in particular cases, the successe of methods depends on the convenience of the officers in the human resources department.

4.5.6 Data Analysis

The analysis of the data collected from the tourist sample group can be divided into 3 sections; (1) descriptive statistics and different scores across the group, (2) SERVQUAL Gap analysis and (3) Structural Equation Modelling (SEM) and Multiple Group Analysis. For Objective 2, the technique used to analyse was the same as the tour operator's analysis, the GAP analysis adopted the SERVQUAL Equation by Parasuraman et al. (1985:1988). This is "$SQ_i = P_i – E_i$" where SQ = service quality as perceived by the individual "i", P = perception of the individual "i" and E = service quality expectation of the individual "i". However, the study of the interrelationships between the types of service quality does not apply to the GAP analysis. Only the perceived service quality is selected as it is more effective at predicting overall customer satisfaction (Johns et al., 2010).

For Objective 3, to test interrelationships, Structural Equation Modelling (SEM) was deployed. SEM is still widely used in theory-driven approaches. It has been used to analyse the relationships between service quality, experience quality, customer satisfaction and behavioural intention in this research study. Jöreskog and van Thillo invented a software called "LISREL" to examine SEM and this combined factor analysis and path analysis (Kline, 2011). SEM is considered as "an extension of factor analysis and regression" (Iacobucci, 2009). Confirmatory Factor Analysis (CFA) is a measurement model which aims to validate latent constructs and their measurement items. The Structural Model is a latent variable model which focuses on testing the causal relationships between the latent variables in the measurement

model from hypotheses (Hair et al., 2010, Kline, 2011). The hypotheses here present the direction of relationships among variables including both measured variables and latent variables.

The SEM method has additional benefits to other multivariate techniques, especially regression. According to Hair et al. (2010), SEM can validate a model with multiple dependent variables and can test mediation effects simultaneously. Moreover, SEM can model measurement errors in constructs and effectively deal with multicollinearity. In the view of the researcher, although SEM has been widely applied in various disciplines, it is not frequently applied in tourism (Reisinger and Turner, 1999). Bagozzi and Yi (2012) summarised the benefits of SEM as follows: (1) integrative function which includes all methods; (2) useful for researcher to assist with precision in hypotheses and the constructs; (3) reliability of measures in tests of hypotheses; (4) guides exploratory and confirmatory researcher with modelling skills with theory; (5) useful in experimental or survey research, cross-sectional or longitudinal studies, measurement or hypothesis testing endeavours, within or across groups and in institutional or cultural contexts.

SEM analysis typically generates a variety of outputs, which must be interpreted holistically. The outputs fall into five general groups: a) estimates of the designed model parameters, b) estimates of the standard errors for the estimated parameters, 3) estimates for the proportion of variance explained (squared multiple correlations) for the dependent variables, 4) overall goodness-of-fit statistics that assess the overall consistency between the specified model and the data, and 5) diagnostics that aid in pinpointing the sources of any fit problems (Bagozzi and Yi, 2012).

Researchers should start by evaluating the overall model fit, because if the model's fit is not accepTable, then parameter estimates may not be meaningful. There are two main approaches to fitting the model with the data while using SEM: a one-step and a two-step approach (Anderson and Gerbing, 1988). A single step SEM should fit both the measurement and the structural model simultaneously. This approach is preferred where there are well-established constructs and hypotheses (Hair et al., 2010). Conversely, the two-step approach suggests fitting the measurement model(s) first, and then the structural model can be estimated if the measurement models are validated (Anderson and Gerbing, 1988; Kline 2001). The Goodness-of-fit indices

measure the correspondence of the actual or observed input (covariance or correlation matrix) to the matrix predicted from the proposed model. There are three types of goodness-of-fit measurement: (1) absolute fit measures; (2) incremental fit or relative measures; and (3) parsimonious fit measures (Kline, 2001).

Researchers can then move on to assess the parameter estimates and to interpret ancillary results such as the squared multiple correlations (SMC) values and measures of indirect and total effects. Each estimated coefficient can be tested for statistical significance for the hypothesised causal relationship. The SMC for structural equations indicates the amount of variance in each endogenous latent variable accounted for by the independent variables in the relevant structural equation (Hair et al., 2010).

4.6 Ethical Issues and Limitations

Ethical issues in conducting research include confidentiality, privacy, anonymity and informed consent. In the case of tourist surveys, an official letter is sent to each business owner or head of governmental office to ask for approval to collect data from their employees. After returning from their trips, employees are informed about the purpose of the study before answering questionnaires. They are informed about their right to refuse to participate and they can withdraw their cooperation at any time. The data collected from tourists is kept confidential from the tour operators. The tour operators are invited to participate via e-mail by filling in online questionnaires. The purpose of the study and the rights of participants are stated clearly on the top of the front page.

4.7 Chapter Summary

This chapter outlined the research framework and methodology used in this research and it was separated into two main sections. For the domestic tour operator in Thailand, the mixed method was adopted to analyse their present processes and opinions about the concept of service quality. The tourist's perception of service

quality was judged using the SERVQUAL instrument and studying the relationship between service quality and other constructs.

There is limited research which focuses on tour operators, particularly with regard to their service design and service process. As this notion is quite new in both the tourism and tour operator industry, the results of this section should contribute to the knowledge of quality management in tourism. Due to a lack of knowledge in the area, the mixed method approach with participant-selection design is well-suited to the present situation of domestic tour operators in Thailand. The first step is a questionnaire was constructed from interview outcomes along with the management perspective in the service quality gap model by Parasuraman et al. (1985). The results of this study will be presented from descriptive statistics and differentiation testing. Following this, the process used was a semi-structured interview of some tour operators who are qualified and volunteered to be paricipants of this study. From the interviews, it was possible to gain more information on the background of the business and how they implemented service quality into their process.

There are considerably more studies on service quality from the customer's perspective, so this study was able to adopt existing tools to test service quality. In this section, there are two possible contributions to tourism industry. First is the contribution to relationship studies, as the issue of the relationship between service quality and other variables has been overlooked in the literature dealing with the tour operator business. Secondly, the target group in this study (a private group tour) is a new potential segment of tourists for tour operators and there are rarely studies which focus on this group. The statistical techniques used for analysis in this section comprise descriptive statistics, differentiation testing, and the Structural Equation model.

To conclude, the analysis of service quality management is divided into two main sections: the tourist's perspective and the tour operator's perspective. The findings from each perspective should be of benefit in improving managerial practice, since both related viewpoints of management are included..

Chapter 5 The Managerial Analysis of Domestic Tour Operator in Thailand

5.1 Introduction

Following the research methodology in Chapter 4, this chapter presents detailed results from the tour operators' perspective which relate to Objective One: to explore service design and service delivery processes, including service quality practices of domestic tour operators in Thailand. The approach of this section is mixed method with an explanatory sequential design which begins with Phase 1: quantitative analysis and followed by Phase: 2 qualitative analysis. Since there is a limited study on tour operators' behaviours and their management practice, therefore the emphasise of the result is the qualitative phase. This two-phase approach is designed to explore of an overview of Thai tour operator from questionnaire in Phase 1 and to explain and clarify the findings from Phase 1 with the in-depth data from interview in Phase 2.

The quantitative analysis aim to explore the management perception to answer the following research questions:

(i).   How do Thai domestic tour operators predict the level of service quality which tourists expect from tour operators?

(ii).   What is the level of experience quality which Thai domestic tour operators offer to their customers?

(iii).   How do Thai domestic tour operators score the importance of influential factors which contribute to excellent service quality?

(iv).   What is the customer retention rate for Thai domestic tour operators?

(v).   What are the communication channels which Thai domestic tour operators use?

The outcomes from the analysis presents an overview of industry and give a basic guideline to do the qualitative analysis. The results from a semi-structured interview with tour operators aimed to gain an understanding of the background and business, and to answer the research question: "What is the managerial process for Thai domestic tour operators?" The interview questions were adopted from the

managerial process in the service quality gap model (Gap 1- 4) proposed by Parasuraman et al. (1985) which relates to the internal process of marketers to design and deliver services to the customer and Bagchi's strategies. The study considers appropriate management practices in three specific areas: company strategy and policy; the elements of the product/service package and the human aspects of the delivery service which will assist the tour operator in adopting a proper strategy to improve their service delivery. In addition, the interested findings from Phase 1 will be expand from qualitative data in Phase 2. Figure 5.1 presents the process of explanatory sequential desin for this chapter.
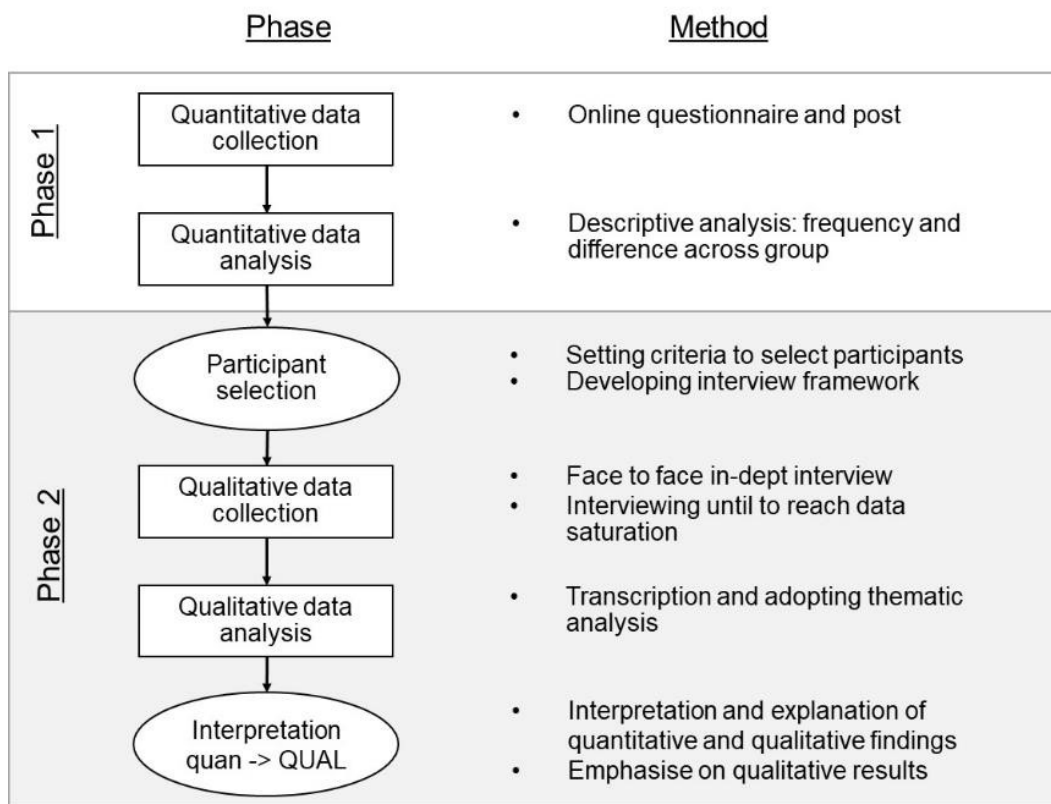
Figure 5.1 The process of explanatory sequential desin

This chapter is divided into three main sections (5.2 – 5.5). Section 5.2 presents Phase 1, the results which give an overview of a Thai tour operator's perception of service quality via an online questionnaire. Section 5.3 provides further results in Phase 2 which comprise the background of respondents and an analysis of the managerial process of domestic tour operator interviewees. Section 5.4 concludes with the managerial process of domestic tour operators in Thailand from the findings of questionnaire and interview methods.

5.2 Phase 1: An Quantitative Analysis of an Overviews of the Service Quality Perceptions of Thai Tour Operators

There exist only a small number of studies focusing on services provided by tour operators in Thailand. This section is a summary of a questionnaire survey which aimed to obtain an overview of those services. The data was collected from the members of two well-recognised and large tourism associations, (1) 222 members of ADT (The Association of Domestic Travel) and (2) 670 members of TTAA (Thai Travel Agent Association). These members were selected as target groups for study via an online questionnaire through a Google Drive database. However, it could not be determined if all 892 members could be included in the target group study since the respondents needed to be domestic tour operators. Additionally, those domestic tour operators needed to have been providing a domestic private group tour to customers within the past 3 years. With these requirements, the initial estimated number of target tour operators was 70 as mentioned in methodology chapter. Eventually there were only 22 respondents of which 15 were from online questionnaires and 7 were via post. To calculate the response rate from the estimated target respondents, the response rate was around 31 percent.

5.2.1 General Informations about Respondents

This section presents general information from respondents regarding the number of employees, age of the company, registered capital, and percentage of customers from the public sector in cross-tabulation. The size of tour operators was determined from their number of employees because of the registered capital of the company in Thailand did not really relates to the size correctly.

Table 5.1 The number of employees and other demographic factors

		Number of employees			Total
		1 - 5	6 - 10	11 - 15	
Registered capital (Baht)	< 1,000,000	1	2	0	3
	1,000,000	8	2	3	13
	2,000,000	0	2	2	4
	>= 3,000,000	0	1	1	2
Having a specific department	Yes	2	4	6	12
	No	7	3	0	10

		Number of employees			Total
		1 - 5	6 - 10	11 - 15	
Customers from public sector (%)	0	0	1	0	1
	1 - 20	3	2	3	8
	21 - 40	4	1	2	7
	41 - 60	2	2	1	5
	61 - 80	0	1	0	1
Age of company	1 - 5	3	1	0	4
	6 - 10	5	2	3	10
	11 - 15	1	2	0	3
	Over 15	0	2	3	5
Total		9	7	6	22

Source: Author's survey

According to the demographic results, the majority of tour operators registered their capital at 1 million baht, this was followed by: 2 million baht, less than 1 million baht and equal to or more than 3 million baht. The companies with more than 10 employees put their domestic private group tours in a separate department to other services. The respondents revealed that most of their customers were from the private sector. However, one tour operator specified that their service was aimed mainly at the private sector.

In the following sections (5.2.2 – 5.2.7), the study uses the size and age of the company to determine the different scores for each group. The tour operators are categorised according to the number of employees as: small (0-5 employees); medium (6 – 10 employees); and large (over 11 employees) and the number of respondents in each column were 9, 7 and 6 respectively. The age of the companieswere divided into three categories; (1) 1-5-year-old company with 4 respondents, (2) 6-10-year-old company with 10 respondents, and a company over 15 years old with 8 respondents.

5.2.2 *Customer's Service Expectations from Tour Operator Perspectives*.
The aim of this section is to gain an idea of what a customer believes constitutes excellent service from a tour operator. However, this information is given from the tour operator's viewpoint; i.e. what the tour operator thinks the customer wants. This relates to GAP1 in the SERVQUAL model; the gap between consumer expectation and management perception. The aim is to explore how the tour operator

predicts the level of service needed by the customer. The results of the pilot testing are adopted to assess predictions about service. The questionnaire comprises 5 dimensions with 21 questions. The Likert scale (1-5) is adopted to answer on a scale 'to what extent do you agree with each statement', where 1 is to strongly disagree while 5 is to strongly agree.

The average score cannot show the difference in size and age among each group with accuracy. Therefore, the nonparametric test is adopted to explore whether the distribution scores of customer expectation of service quality from the tour operators' perspective of each size and age group are the same or not. The Kruskal-Wallis H test can be used if the data are not normally distributed. However, the Shapiro-Wilk test is used initially and if factors are not normally distributed, the Kruskal-Wallis technique can then be adopted. The distribution of customer expectation of service quality scores was not similar for all groups, as assessed by visual inspection of a boxplot, therefore only a comparison of distributions can be applied.

5.2.2.1 The Distribution Scores of Customer Expectation of Service Quality Analysis by Company Size

A Kruskal-Wallis H test was run to determine if there were differences in ESQ scores between three groups of participants with different sized companies: the "small" (n = 9), "medium"(n = 7), and "large"(n = 6) groups. Values are mean ranks unless otherwise stated. The distribution of customer expectation of service quality scores was not similar for all groups, as assessed by the visual inspection of a boxplot. The differences were not statistically significant except three factors; appropriation, experience and the communication skills of tour guides, as seen in Table 5.2.

Table 5.2 The Chi-square Value $\chi^2(2)$ and Asymptotic sig. (p) of Customer Expectation of Service Quality Scores Categorised by the Size of the Company

Customer expectations of service quality	$\chi^2(2)$	p
Tangibles:		
1. Tour operators should use modern vehicles	2.463	.292
2. Tour operators should select attractive hotels	.048	.976
3. Tour operators should provide high quality restaurants	.410	.815
4. Tour guides should be neat in appearance	1.145	.564
Responsiveness:		
1. Tour guides should sincerely try to solve problems	1.852	.396

Customer expectations of service quality	$\chi^2(2)$	p
2. Tour guides should provide adequate information about service to be delivered	1.270	.530
3. Tour guides should respond promptly to requests	3.278	.194
4. Tour guides should be willing to help tourists	2.667	.264
5. Tour guides should provide information about local entertainment	.222	.895
6. Tour guides should advise on how to use free time	4.316	.116
Assurance:		
1. Tour guides should be appropriately qualified*	**6.578**	**.037**
2. Tour guides should have working experience*	**7.870**	**.020**
3. Tour guides should communicate properly*	**7.153**	**.028**
4. Customers need to feel confidence in their tour operators	2.946	.229
Reliability:		
1. Tour operators should provide service on time	1.270	.530
2. Tour operators should provide service right the first time	4.462	.107
3. Tour operators should keep their promises	2.667	.264
4. Tour operators should meet tour schedules	3.575	.167
Empathy:		
1. Tour operators should be competent	4.653	.098
2. Tour operators should be friendly	4.653	.098
3. Tour operators should understand specific needs	4.435	.109

*Note: Bold type is where statistically significant differences were found

Source: Author's survey

In Table 5.2, the results show that there are statistically significantly differences between the sizes of the companies in three criterias. First, the distribution of scores of "Tour guides should be appropriately qualified" were statistically significantly different between groups, $\chi^2(2) = 6.578$, $p = .037$. Second, "tour guide should have working experience" with $\chi^2(2) = 7.870$, $p = .020$. And last, "Tour guides should communicate properly" with $\chi^2(2) = 7.153$, $p = .028$. Although the scores of those three items were distributed differently, it is not possible to tell if each company has a different opinion without testing with a pairwise comparisons analysis. Table 5.3 presents the results from the pair-wise analysis.

Table 5.3 The Pairwise Comparison Analysis of Customer Expectation of Service Quality Mean Rank Differences Across Company Size

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Question: Customer expected Tour guides to be appropriately qualified					

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
1. Medium – Small*	**6.984**	**2.825**	**2.472**	**.013**	**.040**
2. Medium – Large	-5.762	3.119	-1.847	.065	.194
3. Large – Small	1.222	2.955	.414	.679	1.00
Question: Customer expected Tour guides to have working experience					
1. Medium – Small	5.413	2.643	2.048	.041	.122
2. Medium – Large*	**-7.857**	**2.918**	**-2.693**	**.007**	**.021**
3. Large – Small	-2.444	2.764	-.884	.376	1.00
Question: Customer expected Tour guides to communicate properly					
1. Medium – Small*	**6.286**	**2.378**	**2.644**	**.008**	**.025**
2. Medium – Large	-4.452	2.625	-1.696	.090	.270
3. Large – Small	1.833	2.478	.737	.461	1.00

Note: Bold type is where there were statistically significant differences

Source: Author's survey

As shown in Table 5.3, pairwise comparisons were performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted *p*-values are presented. Values are mean ranks unless otherwise stated. The post-hoc analysis revealed statistically significant differences in customer expectations of service quality scores of "Tour guides should be appropriately qualified" between the medium (7.07) and small (14.06) (*p* = .040) company size group, but not between the large size group (12.83) or any other group combination. The post-hoc analysis also revealed statistically significant differences in the customer expectations of service quality scores of tour operators' working experience between the medium (7.14) and large (16.00) (*p* = .021) company size group, but not between the small size group (12.56) or any other group combination. And finally, the post-hoc analysis revealed statistically significant differences in customer expectations of service quality scores of tour operators' communication between the medium (7.71) and small (14.0) (*p* = .025) company size group, but not between the large size group (12.71) or any other group combination.

5.2.2.2 *The Distribution Scores of Customer Expectation of Service Quality Analysis by Company Age*

A Kruskal-Wallis H test was run to determine if there were differences in customer expectations of service quality scores between the three groups of participants and the different ages of companies: "1-5 years" (n=4), "6-10 years"(n=10), and "more

than 10 years" (n=8) groups. Values were mean ranks unless otherwise stated. The distribution of customer expectations of service quality scores <u>was not</u> similar for all groups, as assessed by visual inspection of a boxplot, but the differences <u>were not</u> statistically significant, as shown in Table 5.4 below.

Table 5.4 The Chi-square Value $\chi^2(2)$ and Asymptotic sig. (*p*) of Customer Expectation of Service Quality Scores Categorised by the Age of Company

Customer expectation of service quality	$\chi^2(2)$	*p*
Tangible:		
1. Tour operators should use modern vehicles	.306	.858
2. Tour operators should select attractive hotels	1.860	.395
3. Tour operators should select high quality restaurants	3.329	.189
4. Tour guides should be neat in appearance	2.255	.324
Responsiveness:		
1. Tour guides should genuinely attempt to solve problems	3.400	.183
2. Tour guides should provide adequate information about service to be delivered	1.910	.385
3. Tour guides should promptly respond to a request	.939	.625
4. Tour guides should be willing to help tourists	2.231	.328
5. Tour guides should provide information about local entertainment	2.497	.287
6. Tour guides should provide advice on how to use free time	3.400	.183
Assurance:		
1. Tour guides should be appropriately qualified	4.253	.119
2. Tour guides should have working experience	.210	.900
3. Tour guides should communicate properly	.074	.964
4. Customers need to feel confident in tour operators	2.960	.228
Reliability:		
1. Tour operators should provide service on time	.210	.900
2. Tour operators should provide service right the first time	1.870	.393
3. Tour operators should keep their promises	.939	.625
4. Tour operators should meet tour schedules	4.119	.128
Empathy:		
1. Tour operators should be competent	.306	.858
2. Tour operators should be friendly	.306	.858
3. Tour operators should understand specific needs	.074	.964

Source: Author's survey

5.2.3 Experience Quality of Travel

The aim of this section is to obtain data from tour operators about their perception of providing service experiences to customers; or the outcomes of travel. Experience

quality is quite different from service quality since it is subjective and focuses on feelings or the emotions of tourists during the trip. The results of pilot testing were adopted to access service predictions; the questionnaire comprised 4 dimensions with 16 questions. The Likert scale (1-5) was adopted to test 'to what extent do you agree with each statement', where 1 = strongly disagree and 5 = strongly agree.

The test of the distribution of each factor using Shapiro-Wilk's technique showed that those factors were not normally distributed; the Kruskal-Wallis technique can be adopted. However, a distribution of experience quality scores was not similar for all groups, as assessed by visual inspection of a boxplot, so only a comparison of distributions could be applied. The analysis of the Kruskal-Wallis H test of experience quality score is divided into two sections; company size analysis (6.2.3.1) and company age analysis (6.2.3.2).

5.2.3.1 *The Distribution Scores of Experience Quality Analysis by Company Size*

A Kruskal-Wallis H test was run to determine if there were differences in experience scores between three groups of participants with different sized companies: the "small"(n =9), "medium"(n =7), and "large"(n =6) groups. Values are mean ranks unless otherwise stated. Distribution of experience scores <u>was not</u> similar for all groups, as assessed by visual inspection of a boxplot. The differences <u>were not</u> statistically significant apart from two factors: "Your customers could forget their everyday problems", and "Your customers felt that their belongings were safe" as seen in the following Table 5.5:

Table 5.5 The Chi-square Value χ^2*(2)* and Asymptotic sig. (*p*) of Experience Quality Scores Categorised by size of Company

Experience Quality	χ^2(2)	*p*
Recognition and escapism:		
1. Your customers felt they could escape from their daily routine	3.532	.171
2. Your customers could forget their everyday problems*	**8.763**	**.013**
3. Your customers felt that they were important throughout the trip	5.356	.069
4. Your customers felt respected	2.917	.233
Peace of mind and relaxation:		
1. Your customers felt comforTable	2.639	.267
2. Your customers felt relaxed	1.905	.386
3. Your customers felt that their belongings were safe*	**8.631**	**.013**

Experience Quality	$\chi^2(2)$	p
4. Your customers felt personally secure/safe	5.555	.062
Hedonics:		
1. Your customers did things that they wanted to do (enjoyable activities)	2.528	.283
2. Your customers did something memorable	5.019	.081
3. Your customers did something new and different	3.516	.172
4. Your customers felt like they had a "once in a life time" experience	.397	.820
Involvement:		
1. Your customers felt that they had been involved in the trip	2.165	.339
2. Your customers felt that they had a choice during the trip	3.334	.189
3. Your customers felt that they had control over the outcome of the trip	1.695	.428

Note: Bold type is where a statistically significant difference was found

Source: Author's survey

From Table 5.5, the distribution of experience quality scores of "Your customers could forget their everyday problems" was statistically significantly different between groups, $\chi^2(2) = 8.763$, *p* = .013. The distribution of experience quality scores of "Your customers felt that their belongings were safe" was statistically significantly different between groups, $\chi^2(2) = 8.631$, *p* = .013. The actual difference between each group can be tested by using a pairwise comparison technique and the summary of analysis is presented in the following Table.

Table 5.6 The Pairwise Comparison Analysis of Experience Quality Mean Ranked Differences across size of Company

Pairwise comparison	Test Statistics	Std. Error	Std. Test Statistics	Sig.	Adj. Sig.
Statement: Your customers could forget their everyday problems					
1. Medium - Small	**8.167**	**3.106**	**2.630**	**.009**	**.026**
2. Medium - Large	-.583	3.48	-.170	.865	1.000
3. Large - Small	7.583	3.248	2.335	.020	.059
Statement: Your customers felt that their belongings were safe					
1. Medium - Small	**7.603**	**2.941**	**2.586**	**.010**	**.029**
2. Medium - Large	-.381	3.246	-.117	.907	1.000
3. Large - Small	7.222	3.075	2.348	.019	.057

Note: Bold type is where statistically significant differences were found

Source: Author's survey

As shown in Table 5.6, pairwise comparisons were performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted p-values are presented. Values are mean ranks unless otherwise stated. The post-hoc

analysis revealed statistically significant differences in experience quality scores of "Your customers could forget their everyday problems" between the medium (8.00) and small (16.17) (*p* = .013) company size group, but not between the large size group (8.58) or any other group combination. The same post-hoc analysis revealed statistically significant differences in experience quality scores of "Your customers felt that their belongings were safe" between the medium (8.29) and small (15.89) (*p* = .013) company size group, but not between the large size group (8.67) or any other group combination.

5.2.3.2 *The Distribution Scores of Experience Quality Analysis by Age of Company*

A Kruskal-Wallis H test was run to determine if there were differences in experience quality scores between three groups of participants with different ages of companies: the "1-5 years" (n=4), "6-10 years"(n=10), and "more than 10 years" (n=8) groups. Values are mean ranks unless otherwise stated. Distribution of experience quality scores <u>was not</u> similar for all groups, as assessed by visual inspection of a boxplot, but the differences <u>were not</u> statistically significant except "Your customers did something new and different".

Table 5.7 The Chi-square Value χ^2 (2) and Asymptotic sig. (*p*) of Experience Quality Scores Categorised by Age of Company

Experience Quality	$\chi^2(2)$	*p*
Recognition and escapism:		
1. Your customers felt that they escaped from their daily routine	.186	.911
2. Your customers could forget their everyday problems	4.072	.131
3. Your customers felt that they were important throughout the trip	3.400	.183
4. Your customers felt they were respected	2.638	.267
Peace of mind and relaxation:		
1. Your customers felt comforTable	1.322	.516
2. Your customers felt relaxed	.393	.822
3. Your customers felt that their belongings were safe	2.668	.263
4. Your customers felt personally secure/safe	1.233	.540
Hedonics:		
1. Your customers did things that they wanted to do (enjoyable activities)	4.693	.096
2. Your customers did something memorable	4.859	.088
3. Your customers did something new and different*	**6.339**	**.042**
4. Your customers felt like they had a "once in a life time" experience	1.851	.396
Involvement:		

Experience Quality	$\chi^2(2)$	p
1. Your customers felt that they had been involved in the trip	2.342	.310
2. Your customers felt that they had a choice during the trip	1.128	.569
3. Your customers felt that they had control over the outcome of the trip	1.607	.448

Note: Bold type is where statistically significant differences were found

Source: Author's survey

From Table 5.7, the distribution of experience quality scores of doing something new and different were statistically significantly different between groups, $\chi^2(2) = 6.339$, $p = .042$; this difference between each group can be tested by using a pairwise comparison technique and the summary of analysis is in the following Table 5.8. The Table 5.8 shows pairwise comparisons using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted p-values are presented. Values are mean ranks unless otherwise stated. The post-hoc analysis revealed that there were no statistically significant differences in EQ scores of "Doing something new and different" in any other group combination.

Table 5.8 The Pairwise Comparison Analysis of Experience Quality Mean Rank Differences across Company Size

Pairwise comparison	Test Statistics	Std. Error	Std. Test Statistics	Sig.	Adj. Sig.
Statement: Your customers did something new and different					
1. Over 10 yrs. – 1-5 yrs.	5.138	2.879	1.1785	.74	.233
2. Over 10 yrs. – 1-5 yrs.	8.812	3.719	2.371	.018	.053
3. 5-10 yrs. – 1-5 yrs.	3.675	3.590	1.024	.306	.918

Source: Author's survey

5.2.4 Influential Factors Contributing to Excellent Service Quality

The aim of this section is to understand how important each factor is to excellent service quality. Each factor is related to management practices which could affect the quality of service in GAP1-GAP4 of the SERVQUAL Model. The Likert scale (1-5) is adopted to test 'to what extent do you agree with each statement', with 1 = strongly disagree while 5 = strongly agree.

The test of the distribution of each factor using Shapiro-Wilk's technique showed that those factors were not normally distributed, and the Kruskal-Wallis technique could

be adopted. However, the distribution of influential factor scores was not similar for all groups, as assessed by visual inspection of a boxplot, so only a comparison of distributions could be applied. The analysis of a Kruskal-Wallis H test of influential factors score is divided in to two sections; company size analysis and company age analysis.

5.2.4.1 *The Distribution Scores of Influential Factors Analysis by Size of Company*

A Kruskal-Wallis H test was run to determine if there were differences in influential factor scores between three groups of participants with different sized companies: the "small"(n =9), "medium"(n =7), and "large"(n =6) groups. Values are mean ranks unless otherwise stated. Distribution of influential factor scores <u>was not</u> similar for all groups, as assessed by visual inspection of a boxplot. But the differences <u>were not</u> statistically significant except for three factors: stating service quality as a policy, having standard procedures, and assigning experienced tour guides, as the following Table:

Table 5.9 The Chi-square Value $\chi^2(2)$ and Asymptotic sig. (*p*) of Influential Factors Scores Categorised by Size of Company

Contributing Factors	$\chi^2(2)$	*p*
1. Stating and concerning "Quality of service" as an organisational policy*	**7.143**	**.028**
2. Market research regarding customer expectation and perception of service	4.159	.125
3. Effective communication within organisation between management and front-line level	5.936	.051
4. Assigning experienced employees to create or design programs for travel	3.632	.163
5. Having employee standard procedures for each position	**9.142**	**.010**
6. Selecting high-quality hotels and transportation	2.670	.263
7. Assigning experienced tour guides	**6.944**	**.031**
8. Empowering tour guides to solve unexpected problems	1.811	.404
9. Having training programs to increase employee performance	5.203	.074

Note: Bold type is where statistically significant differences were found

Source: Author's survey

From Table 5.9, the distribution of influential factor scores of "Stating and concerning "Quality of service" as an organisational policy" were statistically significantly different between groups, $\chi^2(2)$ = 7.143, *p* = .028. The distribution of influential factor scores of "Having employee standard procedures for each position" was statistically

significantly different between groups, $\chi^2(2) = 9.142$, $p = .010$. The distribution of influential factor scores of "Assigning experienced tour guides": was statistically significantly different between groups, $\chi^2(2) = 6.944$, $p = .031$. However, the differences between each group can be tested by a pairwise comparison technique and the analysis is summarised in the following Table:

Table 5.10 The Pairwise Comparison Analysis of Influential Factors Mean Rank Differences across Company Size

Pairwise comparison	Test Statistics	Std. Error	Std. Test Statistics	Sig.	Adj. Sig.
Statement regarding: Stating and concerning "Quality of service" as an organisational policy					
1. Medium - Small	4.571	2.760	1.656	.098	.293
2. Medium - Large	**-8.071**	**3.047**	**-2.649**	**.008**	**.024**
3. Small - Large	-3.500	2.887	-1.212	.225	.676
Statement regarding: Having employee standard procedures for each position					
1. Medium - Small	1.825	2.857	.639	.523	1.00
2. Medium - Large	**-9.048**	**3.154**	**-2.868**	**.004**	**.012**
3. Small - Large	**7.222**	**2.988**	**-2.417**	**.016**	**.047**
Statement regarding: Assigning experienced tour guides					
1. Medium - Small	1.746	2.825	.618	.537	1.00
2. Medium - Large	**-7.857**	**3.119**	**-2.519**	**.012**	**.035**
3. Small - Large	-6.111	2.955	-2.068	.039	.116

Note: Bold type is where statistically significant differences were found

Source: Author's survey

As can be seen in Table 5.10, pairwise comparisons were performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted *p*-values are presented. Values are mean ranks unless otherwise stated. The post-hoc analysis revealed statistically significant differences in influential factor scores of "Stating and concerning "Quality of service" as an organisational policy" between the medium (7.43) and large (15.50) (*p* = .024) company size group, but not between the small size group (12.0) or another group combination. The same post-hoc analysis revealed statistically significant differences in influential factor scores of "Assigning experienced tour guides" between the medium (8.64) and large (16.50) (*p* = .035) company size group, but not between the small (10.39) size group or another group combination. The last factor, the post-hoc analysis revealed statistically significant differences in influential factor scores of "Having employee standard procedures for each position" both between the medium (8.29) and large (17.33) (*p* = .012) company

size group, and between small (10.11) and large (17.33) (p = .047), but not between medium (8.29) and small (10.11) size groups.

5.2.4.2 *The Distribution Scores of Influential Factors Analysis by Company Age*

A Kruskal-Wallis H test was run to determine if there were differences in influential factor scores between three groups of participants with companies of different ages: "1-5 years" (n=4), "6-10 years"(n=10), and "more than 10 years" (n=8) groups. Values are mean ranks unless otherwise stated. Distribution of influential factors scores <u>was not</u> similar for all groups, as assessed by visual inspection of a boxplot, but the differences <u>were not</u> statistically significant, as shown in Table 5.11.

Table 5.11 The Chi-square Value $\chi^2(2)$ and Asymptotic sig. (p) of Influential Factor Scores Categorised by Age of Company

Contributing Factors	$\chi^2(2)$	p
1. Stating and concerning "Quality of service" as an organisational policy	2.705	.259
2. Market research regarding customer expectations and perception of service	2.305	.316
3. Effective communication within organisation between management and front-line level	1.654	.437
4. Assigning experienced employees to create or design programs of travel	.474	.789
5. Having employee standard procedures for each position	.540	.764
6. Selecting high-quality hotels and transportation	1.826	.401
7. Assigning experienced tour guides	1.654	.437
8. Empowering tour guides to solve unexpected problems	4.734	.094
9. Having training programs to increase employee performance	5.985	.050

Source: Author's survey

5.2.5 **Factors Which Affect Quality of Service**

This section summarises the tour operators' opinions regarding which factors could be detrimental to the quality of service, and what might adversely affect customer satisfaction. The summary was produced from open-ended questions in an online questionnaire. From the tour operator's viewpoint, the main problems were tourist expectations, followed by tour guides, customer budget and price competition.

(i). External factors*:* This problem was at the top of the list. There were five tour operators concerned with this issue especially in small sized companies between 1 and 5 years old. The problems occurred via subcontractors and

consisted of issues such as transportation, accommodation and use of local tour guides. The specific issues were: (1) Most of the hotels' staff concerned themselves with foreigners rather than Thais, (2) Unprofessional local tour guide, 3) Inexperienced coach driver.

(ii). <u>Tourist expectations:</u> There were three tour operators from small, medium and large sized companies between 6 and 10 years old. They stated that it was difficult to meet tourist expectations since the tourists' employers paid for and chose the level of service which the tourists themselves probably never knew about. In some cases, the employers had cut their budgets which then affected the choices of facilities/quality of holiday.

(iii). <u>Price competition:</u> This problem was encountered by two large tour operators over 10 years old. It was reported that to attract more customers, some tour operators undercut others and reduced their prices unrealistically which would reduce the level of service promised. This situation might decrease people's confidence in using tour operators to arrange company trips in the future. Currently, many organisations have the ability to organise private group tours or book a closer destination or organise a shorter holiday period, all of which the company/organisation could handle by themselves.

(iv). <u>Inexperienced tour guides:</u> This problem was mentioned by a large company which was over 10 years-old. They stated that sometimes when tour operators have to organise a large group of customers, they use a lot of part-time staff to support the tour manager. These part-time staff have less experience in understanding specific aspects relevant to planning, such as a customer's religion which could affect food choices or choice of tourist attraction. Other aspects may include customer behaviour which can be different depending on whether the organisation is private or public, and the age gap between tour guides and customers. Moreover, inexperienced staff may not be able to resolve unexpected problems as competently as those with experience.

5.2.6 Customer's Retention Rate

This section concerns the estimated customer's retention rate of customers by tour operators. The size and age of the tour operator is included in Table 5.12, along with the percentage of customer's retention rate of each tour operator.

Table 5.12 Frequency of Customer Retention Rates Categorised by the Size and Age of Tour Company

Size	Age	Retention rate				Total
		21 – 40%	41 – 60%	61 – 80%	81 – 100%	
Small	1-5	0	0	1	2	9 (40.91%)
	6-10	1	0	4	0	
	> 10	0	0	1	0	
Medium	1-5	0	0	1	0	6 (27.27%)
	6-10	0	1	0	1	
	> 10	0	0	3	0	
Large	1-5	0	0	0	0	7 (31.82%)
	6-10	0	0	1	2	
	> 10	0	1	0	3	
Total		1 (4.55%)	2 (9.09%)	11 (50.00%)	8 (36.36%)	

Source: Author's survey

From the above Table 5.12, almost a half of tour operators had a retention rate of around 61% – 80 %, followed by around thirty-six per cent at 81% – 100%, nine percent at 41%- 60%, and five per cent at 21 – 40%. There was only one small tour operator of 6-10 years old with a retention rate of 21% – 40%, followed by a medium tour operator of 6-10 years old and a large tour operator of over 10 years old with a retention rate of 41%- 60%. Half of the respondents answered that they had a 61% – 80% retention rate. This can be clarified by the age of company as follows: (1) Three tour operators 1 – 5-year-old from each small, medium and large sized group, (2) Four medium and one large tour operator(s) of 6 – 10-year- old, and (3) One small and three medium tour operators over 10- year- old. Finally, there were eight tour operators with a retention rate of 81 – 100% categorised by age: (1) Two small tour operators 1 – 5 years old, (2) One medium and two large tour operators 6 – 10 years old, and (3) Three tour operators over 10- year-old.

5.2.7 Communication Channels with Customers

This section shows the communication channels that tour operators used to effectively communicate their information and tour company image to their customers. Each respondent could choose more than one channel. The following Table indicates the number of times each channel was used by tour operators, categorised by tour company size and age.

Table 5.13 The Number of Times Each Channel Used, Categorised by Size and Age
of Tour Company

Communication Channels	Total (22)	Size of tour operator			Age (Years)		
		Small (9)	Medium (6)	Large (7)	1-5 (4)	6-10 (10)	> 10 (8)
Facebook	16	5	5	6	1	8	7
Tourism festival	4	1	1	2	0	2	2
Magazine	4	0	1	3	0	1	3
LINE application	4	0	3	1	0	1	3
Word of mouth	6	6	0	0	2	4	0
Company visit	8	5	1	3	0	6	3
Website	1	0	1	0	1	0	0
Email	1	0	1	0	1	0	0

Source: Author's survey

Facebook was ranked as the most popular among tour operators, the second was a company visit, the third was word of mouth, the fourth: tourism festival, magazine and LINE application, and the last: telephone, website and email. Facebook was the most popular conduit regardless of the size of tour operator, although less famous or youngest tour operators. With the second and third ranked methods, a company visit was ranked second and was mostly used by small and large tour operators over 6 years old. Word of mouth was chosen only by small tour operator companies which were not over 10 years-old. Tourism festivals and magazine publicity were the second most well-known communication channels for large and old companies, whilst the LINE mobile application was the second most popular for medium and old companies. One young medium sized company replied that they used email and websites.

5.2.8 An Analysis of Findings from Phase 1

After testing by statistical methods, the following information was found: the size of the tour operator seems to affect their perception of customer expectations in such areas as experiences from the trip and service quality. The size of the tour company seems to affect tour operator's belief and behaviour, even though the statistical effect is quite small. On the other hand, the age of the tour company does not affect any beliefs on customer expectations regarding experience quality and management of

tour operator. The summary diffrences founded from the pairwise comparisons are presented in table

Table 5.14 The summary of the pairwise comparison in Phase 1

Pairwise comparison	Mediun - Small	Medium - Large	Large - Small
Customer expected Tour guides to be appropriately qualified	≠	=	=
Customer expected Tour guides to have working experience	=	≠	=
Customer expected Tour guides to communicate properly	≠	=	=
Your customers could forget their everyday problems	≠	=	=
Your customers felt that their belongings were safe	≠	=	=
Stating and concerning "Quality of service" as an organisational policy	=	≠	=
Having employee standard procedures for each position	=	≠	≠
Assigning experienced tour guides	=	≠	=

Source: Author's survey

According to the results from table 5.14, an analysis of differences across the group with the pairwise comparisons is calculated as described by Dunn (1964). This tests will only use the data from the two groups being compared and the conflicting results have occurred. The statements that can be concluded it should be found differences at least two columns. The results show that the size of the tour operator might be statistical different on the statement of "Having employee standard procedures for each position". The interpretation is that " A large-sized tour operator has more concern on "Having employee standard procedures for each position". However, the results from Phase 1 should be expanded to the interview session in Phase 2.

In addition, tour operators believed that external factors were the most likely issues to affect customer satisfaction and these may occur with any subcontractors such as the hotel, local tour guides or coach driver. The results of customer retention show that the retention rate varies, with most operators assuming a retention rate of over 60 per cent. Facebook, company visits; and word-of-mouth were seen as the most effective channels through which to communicate to the customer. However, the survey received quite a low response rate and the reason might be the target group

of study. Most of the members of ADT and TTAA are medium to large in size, they are regular tour operators who provide all types of services. As can be seen in the interview section, there are only two tour operators who are members of those tourism associations.

5.3 Phase 2: A qualitative analysis of Thai domestic tour operators

This section presents qualitative data from the tour operators' interview to analyse managerial practices of domestic tour operators in Thailand. This section focuses on tour operator's behaviours and explore them through the tour management process. Respondents were asked to participate in the semi-structured interview during November to December 2015 and April to May 2019. The data was originally collected in Thai before translating it into English for summarising and analysing. The data were noted in the space of each question then it was reread to find the similarities of the management practices between tour operators. This section comprises of an overview of respondents/tour operators' behaviour when providing service to customers, and their opinions about how they apply the service quality concept to their managerial process. The result of these in-depth interviews can be used to explain and clarify the service processes and the causes of problems which minimise the quality of service to expand the result from Phase 1.

5.3.1 Overviews of Respondents

The tour operators were selected from 17 operators who provided private group tour services to a sample of tourists, as discussed in Chapter 6: An analysis of Tourists' (Perceptions of Service Quality and SERVQUAL GAP analysis. The selection criteria used were tour operator's location and size. Tour operators were separated into rural and urban in small (1-5 employees); medium (6-10 employees) and large (over 10 employees) sized groups, as per the method in section 5.2.
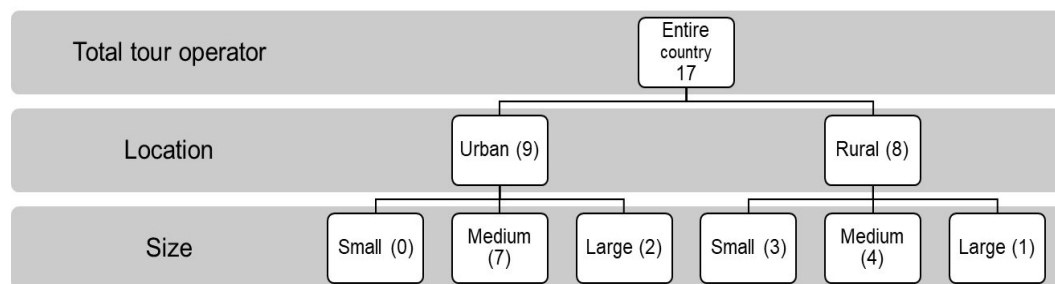
Source: Author's survey

Figure 5.2 The Classification of Target Tour Operators by Location and Size.

After checking all 17 tour operators, all customers selected the tour operator who was in the same city or nearby. In local areas, most tour operators were small, in fact no small tour operators were found in urban areas. Only three large tour operators were current members of ADT and TTAA, with all 3 being members of both associations. The tour operators were asked to participate via official letter, with another 7 tour operators agreeing to participate the interview. The interview method used was face-to-face with semi-structured questions. Interviewees were either the owner or managing director of the company and the length of interview was 1.5 – 2 hours per interview. Interviewees received questions at least 5 days before the interview date. They were willing to have their answers recorded and the note taking was used. Table 5.15 gives further details.

Table 5.15 Summary of Sampled Tour Operators Categorised by Size and Location

Size	Urban Area			Rural Area		
	Name	**Date**	**Respondents**	**Name**	**Date**	**Respondents**
Small	None of the tour operators were chosen by tourists.			Sukruetai Tour Maneeya tour	23 Nov. 2015 Apr.28 2019	respondents from Khaojeak Subdistrict Municipality respondents from bank
Medium	O-Lor Tour Hatyai Journey Tour	4 Dec. 2015 7 May 2019	respondents from Intellect Co. Ltd. respondents from University	Wattana Tour	25 Nov. 2015	respondents from Buranarumluk School
Large	Sawasdee Holiday	19 Nov. 2015	respondents from University	Sunny Tour Hadyai	2 Dec. 2015	respondents from governmental agency.

Source: Author's interview

The respondents varied in terms of size and location and the interviewees were either owners or managing directors of the company. This ensured a more comprehensive view of their operation, an ability to give exact information about strategies and the authority to comment about service quality within their business.

5.3.2 Developing a framework of tour operator's interview

Based on the process of tour service, the process can be devided in to three steps; (1) pre-trip, (2) during trip and (3) post-trip and the Bagchi's strategy for minimising the gap of service quality model of Parasuraman et al. (1985:1988) and the Hudson et al. (2004) including the results from Phase 1. Hudson et al.(2004) extended the service quality model to the framework for service evaluation for tour operator, they had divided into customer and busisness sections. The customer side focuses on the perceived service quality, meanwhile the busisness side concentrates on their service design and deliver to meet customer expectation. The conceptual framework of tour operator interview is presented in Figure 5.3.
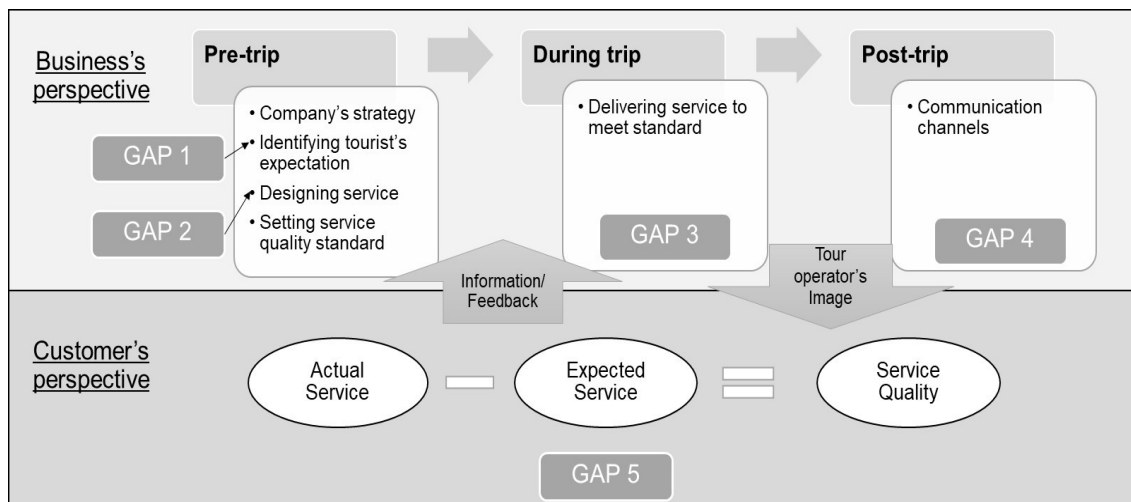
Figure 5.3 Conceptual framework of tour operator's interview

Tour operators begin their operation by designing in the pre-trip stage. Tour operators have to predict the service level required by tourists from market research and combine it with their business strategy in order to design trip and service standard. Next stage is the delivering of service during trip, tour operators' intense themselves to meet their standard. Within this stage, the tour operators have to deal with unexpected incidents from external subcontractors such as vehicles, restaurants or hotels, so tour leaders and tour guides are the main components in this stage.

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Finally, the after-trip or post-trip-stage, it is related to the performance evaluation of the entire trip which can be judged from the level of service quality, experience quality, customer satisfaction and behavioural intention. The desired outcome of tour operators is the positive intention which will lead to or an increase of existing and new customers.

5.3.3 Managerial Practices of Pre-trip Stage

The first stage of the tour operator's managerial process is Pre-trip arrangement. In this stage, a tour operator should understand the customer's need to design the service to be delivered. The company's strategy is also essential because it will shape the service to be different from other competitors. Hudson et al. (2004) claim that tour operators adopted information/feedback from tourists to craft the company's mission and objectives. In addition, the results from Phase 1 presented that pricing strategy is one of the important problems of Thai tour operator.

According to SERVQUAL Gap analysis of Parasuraman et al. (1985), Gap 1 arises when a tour operator has a misunderstanding of its customer's expectation. It is supported by Hudson et al. (2004) who claimed that a tour operator has to determine the functional and technical aspects of service offered. Regarding the customer's expectation, customer expectation is constructed from (1) prior experience of service; (2) personal needs; (3) word-of-mouth and (4) communication messages from tour operators (Zethaml et al., 1990). In addition, Zethaml et al. (1996) has expanded the antecedents of expectation to six dimensions: (1) enduring service expectation from customer's philosophy, (2) personal needs, (3) explicit service promise from marketing communication, (4) implicit service promise such as price or itinerary, (5) customer's experience, and word of mouth.

Additionally, service design is a combination of translation ideas, solution and intention to arrange equipment, space and other resources (Law, 1991). Williams and Buswell (2003) claim that service concept is created from customer's requirements and service attributes from company's strategy. The service system of tourism business incorporates service concept to service features which comprises of activity, setting, staff, product technology, and organisational control. The outcomes of service design can be used as a standard of service. These factors are expanded in this section from the in-depth interview.

(i). Company strategy

When asked about the company's strategy. Most of interviewees could not explain it suddenly even the large- sized tour operators. However, most of them commented that they focus on delivering service with concerning of quality.

"I want to operate my own tour business since I was ten years old after graduating from university, I found my company. I've never though about setting a company's strategy. My goal from doing this business is to make people happy and receive a quality of travel." (Owner of Sukruetai Tour, personal communication, 23 November 2014)

"At first, I just want to bring my family and friends travel together with tour operator but we couldn't because of an insufficient budget. My major customers are from government officers who cannot afford the premium price. The aimed of my company is offering an economical price but high quality." (Owner of Wattana tour, personal communication, 25 November 2014)

"My company focused on educational travel. I want my customer to gian knowleadges abouth tourist's attractions. All of my tour leaders' background is a Bachelor of Arts (History) from university. My specialisation is the Croatia route which I was the first one to conduct this service in Thailand. I will not organise a trip which is below my quality standard as it might possibly ruin my company's image. Therefore, my prospected customers should be afforded to pay a premium price" (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

"I used to work in a MICE industry. I think most companies in the market were not interested in activities. I want to offer a memorable experience. I have a customised design for a particular customer…. And because of that I only focus on private organisation who have much money to pay for exceptional services" (Owner of O-lor tour, personal communication, 4 December 2014)

"I want ot be number 1 of local tour operator in my area. I offer both a full-service trip and a package tour. My price is not high compared with other companies in this area, but I can guarantee that you will received a quality of service." (Owner of Maneeya tour, personal communication, 28 April 2019)

"I use differentiation strategy. My target customers are organisation both public and private sector, I do have a schedule travel too. Customers can tell me what they want, I will try to complete all requirement. As you know, my price is not that cheap, and I cannot discount it." (Owner of Hatyai Journey Tour, personal communication, 7 May 2019)

According to the interviews, most of interviewees strated quality of service. Some of them also commented on price, standard or company's image too. Although, some of them cannot specify the name of their own strategy, but they can tell about their target customer. Price is highlighted here as the classification of service. According to Sawasdee Holiday and Hatyai Journey Tour, they believed that a premium price can be charged for a premium quality service. Meanwhile, Wattana tour and Maneeya tour offered a comparable price with high quality.

The further informations is that "Is "service quality" the main policy of your company?" It is only one company agree with this question, Sawasdee tour commented that he always arrange morning meeting with their employees.

" Service quality is the important for my policy. I always be invited as a special guest by many university and an advisor of research student. I always teach my subordinates about service quality or service standard. They can follow from what it is written in the manuals." (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

Although service quality is not the main policy of the company, other tour operators commented that it is the vital factor to be concern. These tour operators believed that customer more focus on the quality of tangibles items such as vehicle, hotel, and restaurant. However, some of them added about on a tour leader/tour guide behaviour too.

"Customer needs a high-quality hotel, good vehicle and delicious restaurant. To control the quality of the vehicle, I decided to have my own fleet of buses and van." (Owner of Sunny Tour, personal communication, 2 December 2014)

"People expect to eat delicious food... safety transportation and stay in a comfortable palce…." (Owner of Maneeya tour, personal communication, 28 April 2019)

"I will hire a new transport's operator if customers badly commented about the vehicle…. I think Thai peple tends to concern more about the restaurant…. However, I think customers concern about tour leader performance too. They expect you to be there and prompt to help anytime." (Owner of Sukruetai Tour, personal communication, 23 November 2014)

"The quality of service begins with the carefully selection of hotel and restaurant. People need clean room and kindness of hotel's employees... Tour leader can help to increase their satisfaction by dealing with the hotel's manager…. It is significant for my customers to have one of the owners joining the trip as most of customers are quite aged" (Owner of Wattana tour, personal communication, 25 November 2014)

"Restaurant is the significant concern since it related to personal taste and religious. Thai people love eating delicious foods, so it is important to choose a quality restaurant…. I personaly believed that new vehicle is more safty than the old one, so I only choose a 1-2 years bus." (Owner of Sunny Tour, personal communication, 2 December 2014)

Most of tour operator comented the significant of restaurant as Thai tourists are concerned about the taste and religious. The owner of Wattana tour added about the employees' behaviour of the subcontracts, while the owner of Sukruetai Tour acknowledge the proformance of tour oprtaotrs's staffs.

(ii). <u>Management perception of customer's expectation</u>
From the previous section about strategy and service quality, some tour operators had mentioned about customers' needs. This section is related to

the GAP 1 of SERVQUAL Gap analysis which focuses on the determination of customer's expectation. Therefore, the next question is about their opinion on the service expectation of their customers, whether it be different across groups or not. The exciting answers are "tourists want the best" and "no different expectation across the group."

"There is no need to ask for what level of service they want, they always wish the best for everything…. No difference, they may require some small things such as food for Muslims or recommendation of the souvenier shops." (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

"They want good things at a low price…. No differences, …" (Owner of Sunny Tour, personal communication, 2 December 2014)

"No differences in service level. But on some trips for elders, they may need your help in carrying luggage, taking photos or the teaching how to use the hotel's facilities." (Owner of Wattana tour, personal communication, 25 November 2014)

"I think customers have already known about my service level before contacting me. They want a high quality of service…." (Owner of Hatyai Journey tour, personal communication, 7 May 2019)

"I think they want the same thing, quality of service. However, it is not necessary to determine what tourists want, you have to offer them the best." (Owner of Sukruetat Tour, personal communication, 23 November 2014)

"They all expect to have fun activities, plenty of foods, and comfortable hotel…..I also have a spare money when it needed…. So my price is quite high." (Owner of O-lor tour, personal communication, 4 December 2014)

The answer is not quite different from previous sections that most of them commented about service quality in their replies. However, some of the tour operators mentioned about price and the company's strategy. The budget restricts the expectation of the customer, and some of the tour operators

believed that tourists understand about this issue. Moreover, some of them had thought that the companies and tourists could know what the service level they will get at each amount of payment.

(iii). <u>Service design</u>

Tour operators were asked about their service design techniques. The service design is recognised as a technique to close GAP 2, this stage is an interpretation of customer expectation into the service design which can help tour operator to gain customer satisfaction. The service design is a combination of providing both goods and service to customer. All of the tour operators mentioned that their level of service is depending on the customers' budget (destination, tourist attractions, or activity) and types of trip.

"The design of service is mainly depend on customers. In the education trip, customer will tell you the place to visit, you only have to bring them there. Besides that, you can choose a place to stay and eat…. In some case, customers want to save their budget, so they decided to stay at the tample " (Owner of Sukruetat Tour, personal communication, 23 November 2014)

"The southern of Thailand is famous about beautiful beaches. Most of customers always request which beach to visit. So, I have to choose the hotel and restaurant with a consideration of their budget." (Owner of Maneeya tour, personal communication, 28 April 2019)

"Customer always come to me with their desired destination. Most of trip for public organisations are educational trip. Customers are responsible to contact the visiting places. However, sometimes we can help them by suggesting the place to visit which we had been provided for pervious customers." (Owner of Hatyai Journey tour, personal communication, 7 May 2019)

"I always ask customers about their objectives and budgets before designing service…. I believed that customer needs an exceptional service which can make them feel privileged. All activities are different denpend on customer's objectoves." (Owner of O-lor tour, personal communication, 4 December 2014)

Sometimes tour operators offered customer with some choices. Suuny tour and Sukruetai tour always give customer some choices to choose.

"Oftenly customers have their own desired place, but I always give them with some alternative choices. So, they can easily make decision" (Owner of Sunny Tour, personal communication, 2 December 2014)

"I will offer 2-3 different types of trip for my customer to choose because many, new customers do not know their desired places to travel and can not specify the budget." (Owner of Wattana Tour, personal communication, 25 November 2014)

Surprisingly, some of the small and medium- sized tour operators commented that they always use a search engine to retrieve the experiences shared in social networks to design tour programs.

"I always search information about tourist attractions before planning. I can confirm that my customers have visited all of trendy tourist attactions. On the last night, I will choose best recommended accommodation where all people can be chilled after dinner." (Owner of Sukruetat Tour, personal communication, 23 November 2014)

"Customer always want to take photos at famous destinations. Therefore, I need to update myself by being friend of famous Facebook pages about trip's reviews and Tourism Authority of Thaialnd." (Owner of Wattana tour, personal communication, 25 November 2014)

"I always reading customer's reviews from social media…. It benefits for making decision. The place should has enough space or meeting room to do activities. " (Owner of O-lor tour, personal communication, 4 December 2014)

The small and medium tour operators seem to be able to customise more than large tour operators. Most of the large tour operators have a set procedure which has proven to be the best for their customers and best for employees to manage. With this range of choice, it is up to the customer to choose the

operator who best suits their organisation's objectives. However,in the case of large tour operators, the chooses of hotels, vehicles, and restaurant are quite restrict. Staffs from Sunny tour and Sawasdee Holidays have to follows the company's standard and choose services from the lists.

"We have already designed 3-5 tour programs per destination, they are vay by price and customer are only allowed to choose from them. However, I have recently provided a very large-scale trip for a famous bank in Thaialnd, there are over 400 hundreds employees attended. It's my proud since I have done it successfully. Moreover, I awarded as the number one Thai tour operator from Malaysian's Prime minister. " (Owner of Sunny Tour, personal communication, 2 December 2014)

"My staffs have to choose hotels, buses, resturants from company's list only…. We are not flexible compared with the small'sized tour operators. All of hotels, buses and restuarants should be appropriate to service a large-scale tour." (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

The service design highlights the employee as an important element of service encounter, in particular the tourism industry. Therefore, after designing a trip. Tour operators added that all staffs need to gathered together in a meeting to receive tour programs and their job role in the trip. But only the large-sized tour operators mentioned that they have a formal job role and service standard process to each tour staff.

"What we do is the same patterm from it has been tought in many universities. We also have many departments and positions in the company. So we need to have a fomal job assignment, plan and guide's manual." (Owner of Sunny Tour, personal communication, 2 December 2014)

"Yes, we have a standard process for every position." (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

The reason why the large-sized tour operators only have service standard guidelines is that the owner of the tour operators are not intend to particaipate in every trip. Regarding the interview with owners of the small and medium sized tour operator, they answered that they always be the tour leader in every trip. Therefore, the service standard is less important in the case of small and medium tour operators.

5.3.4 Managerial Practices of During Trip Stage

At the stage of delivering service, the significant concern for tour leader/tour operator is conformance of service standard (Bagchi, n/a). The results from Phase 1 summarised the factors which could be detrimental to the quality of service are external factors and tour guides. The unpredicted incident can occur from subcontractors such as transportation, accommodation and use of local tour guides. The specific issues were: (1) Most of the hotels' staff concerned themselves with foreigners rather than Thais, (2) Unprofessional local tour guide and (3) Inexperienced coach driver.

According to Law (1991), human resource plays an important role in the process of service. The unexpected behaviour can occur from both customers and tourists. According to Harrington and Ienehan (1998), the problems of human resource in the tourism business are from (1) Poor development of personnel policy; (2) Narrowly defined job role, (3) Poor professional preparation. Additionally, the findings from Phase 1 presented that the problems might occur when the tour leader/tour guide lacks experience in handling a large group of customers. Moreover, in the case of a large-scale group tour, some tour operators might hire part-time staffs, and most of these staffs have less experience than a permanent one. Therefore, this section expanded the results from Phase 1 to understand the practice in ensuring service standard.

This stage is realated to GAP 3: the conformance of service standard which is strongly associated with human resource management, the improving of job design, employee selection, and training for reducing these problems. Although the trips were well designed, it is possible that some service failures occurred. All tour operators claim that external factors are ranked as the highest reason for a decrease in the quality of service, such as no electricity in the accommodation, accidents while

travelling by bus or dissatisfaction with the taste of the food. These situations require highly-experienced tour leaders to solve the problem, therefore the selection of the right person is quite important. Moreover, tour operators need a tour leader who can multi-task. The results for interviews presented that all of tour operators answered think an experienced tour leader is a key in delivering service.

"I pay close attention to my tourists' behavior to ensure that they have free time or can choose an activity by themselves which will make them happier…. Experience can make you quickly solve problems" (Owner of Sukruetai tour, personal communication, 23 November 2014)

"My friend and I have some experiences when working with a marketing company, we loves to take care others and want them to have fun. Our experiences help us to understand tourist's feelings. When handling a large-scale trip, I prefer to ask my friend from that company to join a team rather than hiring part-time students." (Owner of O-lor tour, personal communication, 4 December 2014)

"Before starting this business, I used to operate bus rental service. After receiving some experience of tour management from other tour operator, I decided to start a tour business. I think experience is the most important factor for business success." (Owner of Maneeya tour, personal communication, 28 April 2019)

"Experience is the most important to trip's success. I was graduated with a Bachelor's degree in tourism and was trained by my father. In the past, all customers want my father to lead the trip since they are comfortable to talk with people of the same age. After 2-3 years, I think they are happy with me now…. I, myself, have learned a lot too." (Owner of Wattana tour, personal communication, 25 November 2014)

"Tour leader should has experience to handle the trip. He is the most important person to contact with customers… " (Owner of Hadyai Journey tour, personal communication, 7 May 2019)

"I used to operated the scheduled bus and van service from Hatyai to Malaysia, my business went successfully. After doing that business for a while, I decided to expand my business to a tour service to Malaysia and Singapore. The success of thiose

business enhance my company's reputation…. I personally think the experience is the most significant factor, not only the owners but also all employees in every position in the company." (Owner of Sunny tour, personal communication, 2 December 2014)

"I used to work with most famous outbound tour operators in Thailand. After having some experiences, I decided to start up my own tour business. I always thank my previous boss for giving me knowleades and experiences. So, For me, experienced tour leader is the most important. Tour leaders know how to deal with unpleasant tour members and tourists. They can quickly solved problems and can make decision to use spare money." (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

From previous answers, only the medium-sized tour operators added about the empowering power of decision to tour leader; making decision or using spare money. The reason might because the owner of the small and medium – sized company always being a tour leader of their trips. On the other hand, large-sized tour operators, the tour leaders are experienced staffs.

"I am quite busy with my business. I have some experienced staffs who have working since day one, they can make some decision by themselves." (Owner of Sunny tour, personal communication, 2 December 2014)

"My staffs are my friends from university's life, they have worked with me since the start of this company. I trust them to handle trip." (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

The selection of part-time staff is important for small and medium tour operators. Universities are a valuable source of part-time staff in and all tour operators in the research have internship agreements with nearby universities. So, if a team member or partner is not available, employed university students may nominate classmates. There is a university in the Wattana Tour area that teaches tourism, and many students apply for work as part time staff. However, the owner of Wattana Tour said that It is quite difficult to find someone who is the 'right fit' for my company. Therefore, he invited his family members to work as a team after facing the bad experience from

the ex-employees. This is quite understandable as his company had had a previous non-family employee who took over £20,000 of the company's money over 5 years ago and was not arrested until recently.

"My family members were the most trustworthy employees and that all office staff and tour guides were his relatives" (Owner of Wattana Tour, personal communication, 25 November 2014)

When recruiting new staff to the company, all tour operators emphasised experience and where possible, preferred to choose their previous trainees from a university internship program. The length of an internship program is usually 3-4 months which is long enough to assess trainees' performance.

Training and development programs can be found within the larger tour operator companies. Although many tourism associations do provide a training course for their members. The owner of Sawasdee Holiday Tour admitted that in-house training is more effective since it can be adapted to the specific needs of his company. As he used to be a guest speaker/ lecturer in tourism at university, as such he loves to teach the employees himself about any important issues in the industry. At the end of every trip, each tour operators will hold its in-house informal meetings to assess their performance.

"In-house training and pretour briefing can help to maintain quality standard" (Owner of Sawasdee Holiday Tour, personal communication, 19 November 2014)

Additionally, most of tour operators added secial media as an interesting tool to boost service quality and satisfaction. Another important factor is that of changing of tourist behaviour. Today's tourists like to take photos; check-in and share their status via social media. All of the small and medium tour operators offer to film and photograph the whole trip and then send it on to the employer organisations at the end. There are four tour operators actively used social media during trip.

"LINE application is the best tool to update information about trips and send photos"
(Owner of O-lor tour, personal communication, 4 December 2014)

"I always take pictures of every tourist on my trip. I want to see their happiness through the viewfinder. I think they might want to share these pictures with family and friends. So I will create a LINE group and invite all tourists to join a group. We create an atmosphere of giving and sharing by encouraging them shares all pictures into the group." (Owner of Sukruetai tour, personal communication, 23 November 2014)

"Taking and sharing photos is one of our strategies, I always assign one staff to take photos and share them in the company's Facebook page and LINE group. We also use the LINE group as a communication channel. All appointments during trips will post in the group. I found out that tourists will become friends easily and the group is still active after the trip." (Owner of Wattana tour, personal communication, 25 November 2014)

"I think, Thai people always create a LINE group when they have to do something together. The main purpose is to share information and photos. So it is quite basic practice to have a LINE Group during the trip." (Owner of Maneeya tour, personal communication, 28 April 2019)

"We shared photos through the website, Facebook page and LINE group. But the most popular channel is Facebook where my tourists can share them to their own page. LINE application is comfortable to use during trip but it can affect phone's storage capacity… In the case of public organisation, we also provided tourist's with banner when taking photos too." (Owner of Hatyai journey tour, personal communication, 7 May 2019)

"We have our Facebook page to share photos and our promotion. However, I think some tourists might not comfortable to join a LINE group or they want to keep it privately." (Owner of Sunny tour, personal communication, 2 December 2014)

The LINE mobile application is very famous in Thailand and there are more than 10 million active users in the country. Once tourists join the group, all pictures which were taken by tour guides or tourists can be shared in a created album and this group lasts until such time as members click to leave. The owner of Wattana Tour claims that his customers are happier and full of enjoyment, they joke around with each other and talk quietly together on the night bus. The wowner of O-lor tour said

that he collects all the pictures and makes a presentation to show on the last night at the party. These touches show attention to detail and make his customers feel special and they are able to hold on to new precious memories.

5.3.5 Managerial Practices of Post-trip Stage

This stage is related to the evaluation of a trip's performance and the relationship of the customer. Hudson et al. (2004) and Bagchi (n/a) state that the performance assessment is categorised as market research to obtain customer's feedbacks. According to Phase 1, the results of customer retention show that the retention rate varies, with most operators assuming a retention rate of over 60 per cent. Facebook, company visits; and word-of-mouth were seen as the most effective channels through which to communicate to the customer.

(i). Performance assessment

The questionnaire is a famous market research method and all the research conducted in this instance focused on performance assessment. Medium and large- sized tour operators used paper and pen questionnaires which they collected from their customers on the bus during the last day of the trip. There were 6-10 questions in the questionnaire where the first part includes 'tangibles' factors which include physical facilities, equipment and personal appearance of staff. However, the conclusion of this performance assessment is a level of customer satisfaction.

"Questionnaire can help to evaluate tour guides behavior and assess customer satisfaction. It is a short questionnaire which comprises of 10 questions related to hotel, vehicle, food, tour leader and tour guide." (Owner of Sunny tour, personal communication, 2 December 2014)

"We have a questionnaire which will be distributed to tourists at the last day of trip. After trip we will have a meeting to discuss about the results and other related problems during trip." (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

"Yes, I have a questionnaire, it only has five satisfactory questions about the hotel, bus, restaurant, tourist attractions and staff's behaviour. The additional

question is which destination they want to go for the next trip." (Owner of Wattana tour, personal communication, 25 November 2014)

(ii). Communication Channels

Tour operators were asked about their communication channels. Only the medium and large-size tour operators have company's website but they think it is quite passe. However, they all commented that Facebook is the most famous tools to reach customer.

"Most customers know us from friends or Facebook page. We have our own website but we mostly active on Facebook" (Owner of Sunny tour, personal communication, 2 December 2014)

"We uses Facebook as the main communication channel…. Moreover, we have change from posting several pictures to making a vivovideo." (Owner of Sawasdee Holiday, personal communication, 19 November 2014)

"We have Facebook page but I think our customers know us from word-of-mouth since there is only 2-3 tour operators in our segment" (Owner of O-lor tour, personal communication, 4 December 2014)

"We use Facebook and LINE application. Facebook is easy to use and some of the customers can share our post to their own timeline. Meanwhile, the LINE group that we have created during the previous trip is benefits for directly contacting the existing customer. However, the company visit is important to connect with customer frompublic organisation." (Owner of Wattana tour, personal communication, 25 November 2014)

"Facebook is most effective way to reach customer. Every tour operator has their own page. Word-of-moth is also important for customer from public company." (Owner of Hatyai journey tour, personal communication, 7 May 2019)

"We use Facebook. But for a small business like us, the company visit is important too." (Owner of Maneeya tour, personal communication, 28 April 2019)

"I use my personal Facebook because I do not regularly arrange the trip. My previous customers recommended my service to others." (Owner of Sukruetai tour, personal communication, 23 November 2014)

With a respect to customer relation, the customer relationship can be maintained in order for the company to retain their customers. However, in the case of private group tours, most tour operators are focused on the organisation rather than the individual tourist. All operators recorded when the tours were undertaken, and they contacted the customer/company directly to offer new routes/activities or suggest a company visit. Moreover, tour operators send gifts and New Year's cards to the purchasing team and the head of the organisation. The owner of Wattana Tour was the exception as he contacts his customers through the groups created in the LINE application and offers a program tour or other services at 10% off.

5.3.6 Restructuring the Management Framework of Tour Operaor

This section is an integration of results from Phase 1: Quantitative analysis and Phase 2: Qualitative analysis to restructure the management framework of tour operator. However, this explanatory sequential analysis pays more attention on qualitatives results which give in-depth clarifications of managerial process. The revision framework is based on the tour operator's interview in Figure 5.3 and the main objective of the proposed framework of service quality management is to achieve meet quality of service as expected by customer. According to the interview results, the main theme of the business perspective is revised from to (1) company strategy's perspective and (2) service process's perspective. Conversely, the customer's perspective remained the same, but the assessment of service quality is added in the after trip process. Figure 5.4 presented the proposed framework of service quality management from the viewpoint of Thai tour operators.
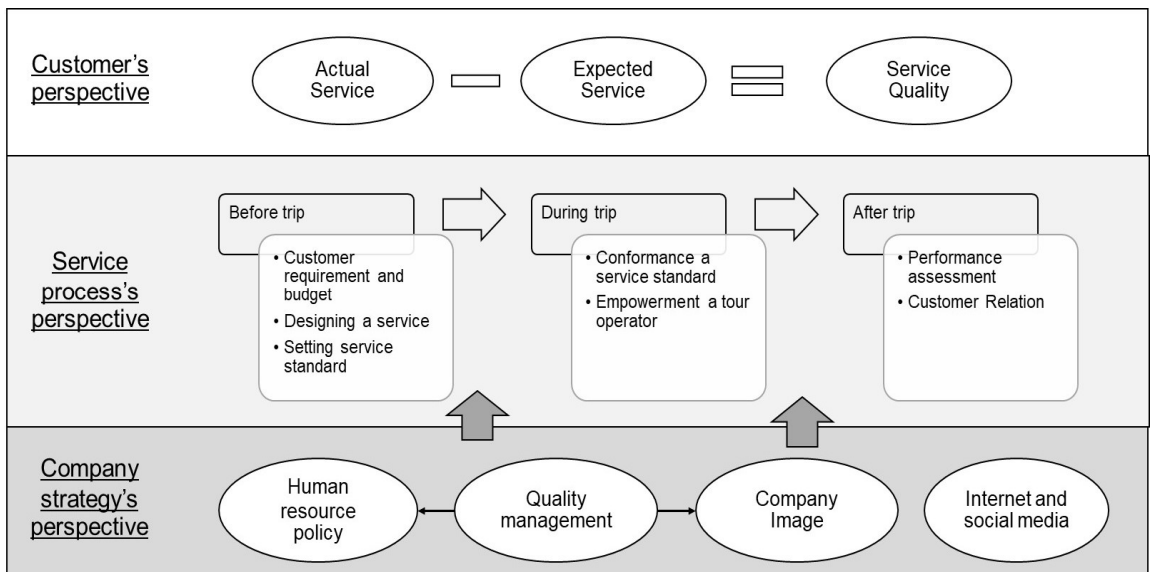
Figure 5.4 Proposed framework of service quality management of Thai tour operator

5.3.6.1 *Company strategy's perspective*

The strategy is important for the growth of the company and all the business processes should be aligned their strategy with its operation. The compamy strategy's perspective comprised of four dimensions: (1) quality management; (2) company image; (3) human resource management; and (4) the internet and social media. This section is significant for tour operator to meet its business objectives. The clarification of each factor is followings:

(i). Quality management

Regarding the above framework in Figure 5.4, quality management is defined as one of the strategies for tour operators. The results for the study found that qua'ity's concept plays a role in every part of tour process: service design, service delivery, and performance assessment. Tour operator began with carefully select accommodations, vehicles, restaurants and tourist attractions. Before the trip, he/she have to set the standard guideline and assigning role for each staff. Then during the trip, he/she has to ensure that the company's performance is meeting that standard. Even after the trip, he/she has to evaluate the trip's performance and the frame of their assessment is related to service quality or satisfaction.

(ii). <u>Company Image</u>

Company image is judged by a customer's perception. According to the results, tour operators believed that customers might know their image before selecting. The company image came from many aspects of marketing strategy such as advertising, communication channels, direct sale or pricing. Moreover, the company image of the tour operator is one of the important factors which affects the customer's expectation and service standard. Therefore, the tour operator must follow that standard when performing in every step of the service process.

(iii). <u>Human resource management</u>

Experienced staffs are the key to success in this framework. Well-experienced staffs can design a program tour which is appropriate with customer's requirements and budget. Tour staffs will know what will be occurred and they can help to overcome problems or negative feeling. They also can help to evaluate the performance of the overall trip, subcontracts and staffs.

(iv). <u>The internet and social media</u>

The internet and social media play an important role in tour management. Beginning with tour operators search for information on the internet and social media to make their decision on accommodations, vehicles, restaurants or tourist attractions. When delivering service, they also use social media to ensure their performance's standard by creating a LINE group to share the trip's information/pictures or increase customer's satisfaction by posting photos on the Facebook page. After the trip, some tour operators used the LINE group to keep in touch with previous customers. Additionally, it is a tradition for Thai tour operators to be active on Facebook.

5.3.6.2 *Service process's perspective*

After setting the company strategy and company image, the next part is the implementation. The service process's perspective, which is relating to the design and delivering of service, should be aligned with the strategy. The service process can be divided into three steps: Before the trip; During the Trip and After the trip.

(i). Pre-trip stage

The first stage of tour service begins with (1) identifying of customer's requirement and budget, (2) designing of tour program to meet customer need with regards of its budget, and (3) assigning staff's role and setting the standard process of operating a particular trip. The outcomes of this stage are tour program and job role which are believed to minimise the GAP 1 and 2 of the SERVQUAL GAP analysis. Most of tour operators think that their customers have known about their service before contacting, so they should keep their image and quality standard.

To identify the customer's requirements, the results show that the program and the selection of facilities is higly depend on the budget. However, tour operators believe that each customer has the same expectations of service, customers always want the best value for money. After designing the tour program, tour operator will select the tour staffs, the job role and responsibility will be assigjned in this process. The staff's selection in small and medium tour operators is quite simple as they have limited staffs and the owner will be a tour leader. In the case of large tour operators, the owner will review the tour program and job role before the trip's commencement.

(ii). During trip stage

This stage is the process after tour program is designed, the during trip stage is highly depended on the actions of the tour operator, the aim of this stage is to conformance a service standard which is the GAP 3 of the SERVQUAL Gap analysis. The success of delivering service is associated with the experience of a tour leader who is responsible for the trip's outcomes. This stage requires experienced staffs who has skills and abilities to control all activities to meet the schedule and to overcome any unexpected problems during trip. The training is significant technique to enhance tour operator skills.

Since the success of service delivering is depend on a tour leader's performance, the empowerment is significant as a supporting factor of conformance a service standard. The staff's empowerment is always seen in large tour operators which the owner does not participate in the trip. As the problems can be occurred from externals factors such as hotel, vehicle,

restaurant or tour guide, tour leaders are assigned to make some decisions to overcome problems occurred during trip and they can spend the petty cash too.

(iii). <u>Post-trip stage</u>

The final stage, After the trip, is associated with the operations after the trip's ending. It is suggested that tour operator needs to reviews the results of the trip,the techniques used for obtaining data from tourists are such as questionnaire, observation or interview. The results from performance assessment will benefits for designing next trip or revising company's strategy. Additionally, the tour operator needs an effective channel to keep in touch with their customers and promote their program tour.

According to GAP 4 of the SERVQUAL Gap analysis, the social media is used as the interactive marketing between tour opeators and tourists. The present channel to communicate with the previous customers is group advertising via the LINE application, meanwhile the effective channel for the prospect customer is the Facebook. Company's website and other advertisements are less popular in Thailand. The contents which distribute to customers and other marketing strategies will build the customer's expectation of service and company image.

5.3.6.3 *Customer's perspective*

The main objective of this framework is to increase the level of service quality from customer's perspective, service quality is recognised as an outcome of service operation and business management. The GAP 5 of the SERVQUAL gap analysis occures when customer perceived that the actual service they received is lower than their expectation. The service management from the perspectives of company strategy and service process is believed to minimise the GAP 5 and help to achieve the main objective.

5.4 Chapter Summary

This chapter is an analysis of the present managerial implications of Thai domestic tour operators. The analytical method is a mixed-method with a sequential an explanatory sequential design which begins with Phase 1: quantitative analysis and followed by Phase: 2 qualitative analysis. The highlighted results show that the size of tour operator might affected their behavior, the large-sized tour operator has a more formal pattern of operation while the small and medium-sized tour operators are more flexible. It is quite understandable since the owners of the small and medium-sized tour operators arraged the trip by themselves.

Regarding the management practices, this chapter propose a framework of service quality management for Thai tour operators which the framework is devided into two perspectives. Firstly,the policy and strategy's perspective which is crafted to give the direction for service process to meet company's objectives. Within this process, there are four factors to be considered: (1) (1) quality management; (2) brand image; (3) the internet and social media; and (4) human resource management. And secondly, the service process's perspective, the process is devided into three steps: Before thetrip, During trip and After the trip.

The proposed framework of this chapter will be intergrated with the results from the analysis from tourist's viewpoint in following Chapter 6 and Chapter 7. Then the integration from this three chapters will be used to craft the final framework of service quality management of Thai domestic tour operator in Chapter 8.

Chapter 6 An analysis of Tourist Perceptions of Service Quality and SERVQUAL GAP Analysis

6.1 Introduction

This chapter focuses on the tourist's perspective, in terms of assessing the level of service quality provided by tour operators of domestic private group tours in Thailand. The chapter researches Objective Two: to explore the level of service quality obtained, and customer satisfaction after travelling with a tour operator, and the customer's intended future behaviour after the trip. The research questions for Objective 2 are:

(vi).   How do tourists score the level of service quality which they expect from any tour operator?

(vii).   How do tourists score the level of actual service quality which they received from their tour operator?

(viii).   How do tourists score the level of experience quality which they received from their tour operator?

(ix).   How do tourists score the level of satisfaction and their behavioural intentions after their trip?

(x).   Are there any differences across groups in the level of expected service quality and actual service quality?

(xi).   What are the gaps between perceived service and expected service according to the SERVQUAL gap analysis?

This chapter is divided into four main sections. Section 6.2 gives an overview of respondents' backgrounds using descriptive statistical analysis. Section 6.3 gives the results of tourists' attitudes toward service quality; the independent test was adopted to explore whether there were differences in each group, as indicated in section 6.4. Section 6.5 gives the results of the SERVQUAL GAP analysis of overall respondents and group comparison. Section 6.5 summarises the results to give some insight into the tourist's perception of domestic private group tour services.

6.2 General information about respondents

This section describes the characteristics of those who participated in the questionnaire survey. The target respondents were those from both public and private sectors who attended their organisation's trip. They were asked to rate the level of service quality and satisfaction with the tour operators' service and to indicate their intention after the trip. The targeted respondents for each organisation did not exceed 40 which accounted for 10% of the total expected respondents (400).
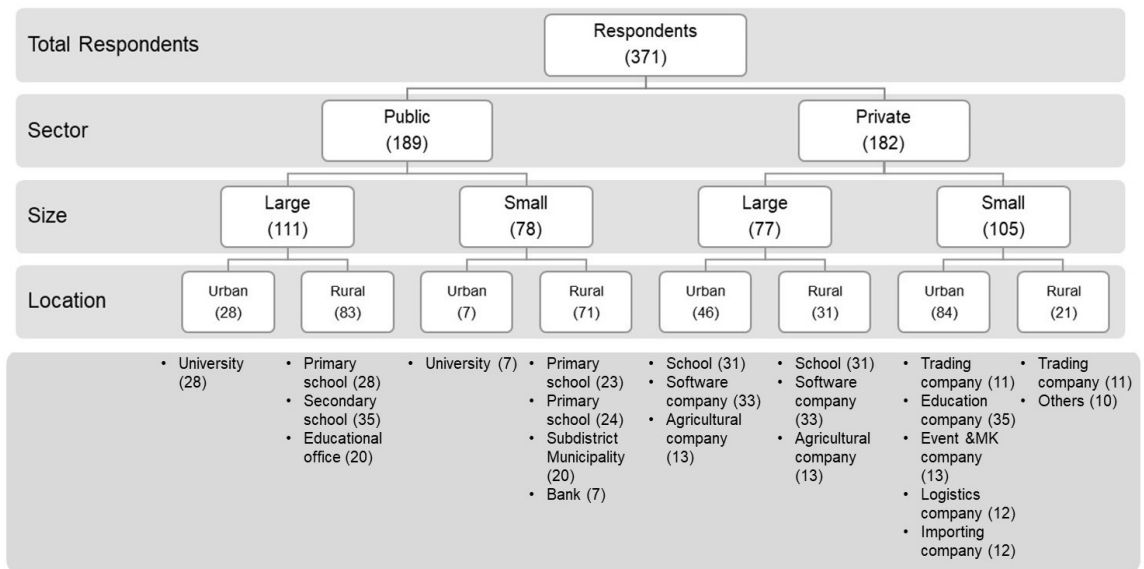
Source: Author's survey

Figure 6.1 The Summary of Respondents Categorised by Sector, Size and Location

According to Figure 6.1, there were only 371 completed questionnaires after screening. The questionnaires were basically categorised by sector, size and location. The number of respondents from the public sector was 189 and the private sector, 182. The number of respondents from large organisations was 188 while respondents from small organisations totalled 183. Finally, the number of respondents who lived in urban areas was 165, compared with respondents who lived in rural areas, at 206. Further details of each group of respondents and methods to collect data can be summarised in the following Table (6.1).

Table 6.1 Summary Details of Respondents and Data Collection Methods

No.	Organisation	Methods	Participants	Returned questionnaire	Completed questionnaire
1	Municipal Office	• Paper and pencil questionnaire • Distributed by organisation	68	31 respondents	24 respondents
2	Private high School	• Paper and pencil questionnaire • Distributed by school	72	38 respondents	31 respondents
3	Governmental Office (Education)	• Paper and pencil questionnaire • Distributed by organisation	43	43 respondents	35 respondents
4	Innovation and science company	• Paper and pencil questionnaire • Distributed by organisation	36	35 respondents	35 respondents
5	University	• Paper and pencil questionnaire • Distributed by researcher	> 100	34 respondents	28 respondents
6	Software company	• Online questionnaire • Distributed through company's email	> 100	33 respondents	33 respondents
7	Agricultural Manufacturer	• Online questionnaire • Distributed through LINE Apps	-	13 respondents	13 respondents
8	Trading company	• Paper and pencil questionnaire • Distributed by organisation	14	14 respondents	11 respondents
9	Souvenir export company	• Paper and pencil questionnaire • Distributed by organisation	16	16 respondents	14 respondents
10	Marketing and event company	• Paper and pencil questionnaire • Distributed by tour operator	-	16 respondents	16 respondents
11	Logistics company	• Paper and pencil questionnaire • Distributed by tour operator	-	14 respondents	12 respondents
12	Public primary school	• Paper and pencil questionnaire • Distributed by school	40	40 respondents	28 respondents
13	Public high school	• Paper and pencil questionnaire • Distributed by school	-	26 respondents	20 respondents

No.	Organisation	Methods	Participants	Returned questionnaire	Completed questionnaire
14	Municipal primary school	• Paper and pencil questionnaire • Distributed by school	31	24 respondents	23 respondents
15	Public primary school	• Paper and pencil questionnaire • Distributed by organisation	22	22 respondents	20 respondents
16	University	• Online questionnaire • Distributed by organisation	-	7 respondents	7 respondents
17	Bank	• Online questionnaire • Distributed through LINE Apps	-	4 respondents	4 respondents
18	Imported food company	• Online questionnaire • Distributed through LINE Apps	-	7 respondents	7 respondents
19	Others	• Online questionnaire • Distributed through WBS Alumni	-	10 respondents	10 respondents

Source: Author's survey

6.2.1 General Information about Trip

This section presents general information of trip such as type of trip, length of trip, allowing family to join a trip and if family joined a trip or not. The following Table (6.2) presents frequency and percentage of respondents categorised by each trip's characteristics.

Table 6.2 Frequency and Percentage of Respondents Categorised by Trip Characteristics

Trip Characteristics	Frequency	Valid Percent (%)
1. Types of trip		
- Travel only	24	6.5
- Meeting and travel	2	0.5
- Education and travel	224	60.4
- Activity and travel	121	32.6
Total	*371*	*100.0*
2. Length of trip		
- 1 day	1	.3
- 2-3 days	124	33.4
- 4-5 days	126	34.0
- More than 5 days	120	32.3
Total	*371*	*100.0*

Trip Characteristics	Frequency	Valid Percent (%)
3. Allow family to join		
- Allow	150	40.4
- Do not allow	221	59.6
Total	*371*	*100.0*

Source: Author's survey

According to Table 6.2, most respondents are from "education and travel trip" at 60.4%, followed by "activity and travel trip" at 32.6%. The rest are a small number of "travel only" at 6.5% and "meeting and travel" at 0.5%. The number of respondents for each length of trip were: "4-5 days" at 34%, "2-3 days" at 33.4% and "more than 5 days" at 32.3%, while only one respondent answered that he had joined a one-day trip. 59.6% of respondents were not allowing to bring their family along on the trip.

6.2.2   General Information about Demographic Characteristics

This section demonstrates the frequency and percentage of respondents categorised by demographic characteristics such as age, gender, sector, and location. Table 6.3 summarises the descriptive statistics of respondents by demographic factors.

Table 6.3 Frequency and Percentage of Respondents Categorised by Demographic Characteristics

Factors	Frequency	Valid per cent (%)
1. Age		
- 21-30 years	111	29.9
- 31-40 years	104	28.0
- 41-50 years	100	27.0
- 51-60 years	56	15.1
Total	*371*	*100.0*
2. Gender		
- Male	97	26.1
- Female	274	73.9
Total	*371*	*100.0*
3. Education		
- High school	48	12.9
- Bachelor's degree	261	70.4
Master's degree	62	16.7
Total	*371*	*100.0*

Factors	Frequency	Valid per cent (%)
4. Position		
- General Operating	290	78.2
- Expert / Supervisor	34	9.2
- Management level	47	12.7
Total	*371*	*100.0*
5. Have known the tour operator before trip		
- Know	154	41.5
- Did not know	217	58.5
Total	*371*	*100.0*
6. Working Experience		
- 1-5 years	118	31.8
- 6-10 years	86	23.2
- 11-15 years	64	17.3
- 16-20 years	51	13.7
- 21-25 years	38	10.2
- More than 25 years	14	3.8
Total	*371*	*100.0*
7. Experience of organisational trip		
- Never	36	9.7
- 1-2 times	124	33.4
- 3-4 times	108	29.1
- 5-6 times	44	11.9
- More than 6 times	59	15.9
Total	*371*	*100.0*
8. Experience from own trip		
- Never	77	20.8
- 1-2 times	149	40.2
- 3-4 times	80	21.6
- 5-6 times	19	5.1
- More than 6 times	46	12.4
Total	*371*	*100.0*

Source: Author's survey

The total respondents were 371 and if categorised by age, respondents aged 51-60
years old counted for15.1%, while the rest of the 3 groups had similar percentages.
The number of females (73.9%) was higher than males (26.1%) and most of them
had graduated with a bachelor's degree (70.4%). 78.2% of respondents worked in
a general or operating position, 9.2% were supervisors or 'experts', and 12.7%

worked at the management level. Most participants were quite new to the organisation, 31.8% of them having worked there for 1-5 years. Only 3.8% had worked with the organisation for more than 25 years.

Most of the respondents had previous experience of organisational trips. 33.4% of respondents had been on 1-2 trips and 29.1% had been 3-4 times. On the other hand, some of the participants had chosen a tour operator as an individual and gone on their own trip (as opposed to a company organised one). 40.2% of them used tour operators for 1-2 trips. The number of participants who never used a tour operator was 20.8%. Finally, almost half of the respondents (41.5%) knew their tour operator before the trip commenced, and the channels through which they had known the tour operator can be classified as shown in Figure 6.2.
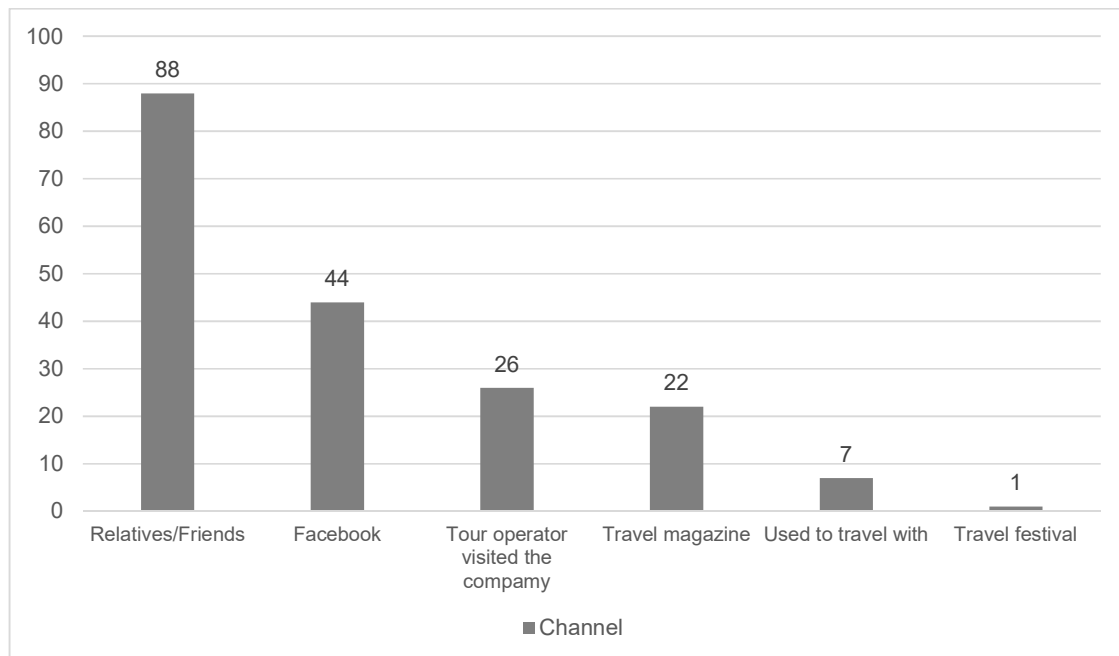
Source: Author's survey

Figure 6.2 Channels Through Which Respondents Knew the Tour Operator

According to Figure 6.2, most of the respondents had known tour operator before travelling from their relatives or friends (88 respondents), followed by Facebook (44) and finally where a tour operator approached an organisation themselves (26) and travel magazine (22).

6.3 The Level of Expected Quality, Perceived Quality, Experience Quality, Customer Satisfaction and Behavioural Intention.

The aim of this section is to present the level of Expected Service Quality (ESQ), Perceived Service Quality (PSQ), Experience Quality (EQ), Customer Satisfaction (CS) and Behavioural Intention (BI) from a tourist perspective which relates to the research questions (i) – (iv) of objective 2. The ESQ and PSQ comprise 5 dimensions with 21 items to assess the expectation of service quality and the actual service received. The EQ was assessed from 4 dimensions with 15 items, the BI comprised 1 dimension and 4 items, while the CS was solely items. The Likert scale (1-5) was adopted to test 'to what extent do you agree with each statement', where 1 was strongly disagree and 5 was strongly agree in all of the ESQ, PSQ, EQ, CS and BI assessments.

6.3.1 The Level of Expected Service Quality

The Expected Service Quality (ESQ) scores refer to the tourists' expectations of *services* provided via the tour operators, not tourist expectations of the tour operators themselves. All dimensions and items in the following Table (6.4) have already been tested for reliability and validity, as shown in Chapter 4.

Table 6.4 The Overall Level of Expected Service Quality Scores from Tourist's Perspective

Expected Service Quality	MEAN	S.D.
Tangible:	**4.4987**	**.42949**
1. Provide modern vehicles	4.64	.553
2. Select appealing accommodation	4.32	.604
3. Provide high quality restaurants	4.58	.545
4. Neat in appearance	4.44	.601
Responsiveness:	**4.6190**	**.37825**
1. Sincerely try to solve problems	4.73	.474
2. Provide adequate information about services	4.70	.499
3. Prompt to respond to a request	4.58	.570
4. Willing to help tourists	4.68	.482
5. Provide information about local entertainment	4.72	.474
6. Advise clients on how to use free time	4.30	.718
Assurance:	**4.6267**	**.43897**
1. Tour guides are appropriately qualified	4.53	.575
2. Tour guides have working experience	4.67	.510

Expected Service Quality	MEAN	S.D.
3. Tour guides communicate properly	4.65	.514
4. Tourists feel confident	4.66	.539
Reliability:	**4.5633**	**.48702**
1. Provide service on time	4.65	.545
2. Provide service right first time	4.52	.599
3. Keep promises	4.60	.558
4. Meet tour schedule	4.48	.642
Empathy:	**4.6685**	**.45783**
1. Tour guides are competent	4.70	.505
2. Tour guides are friendly	4.68	.510
3. Tour guides understand specific needs	4.62	.528
TOTAL Expected Service Quality	**4.5940**	**.35870**

Source: Author's survey

According to Table 6.4, the results shows that the respondents ranked the empathy dimension as the most Expected Service Quality dimension of tour operators at 4.6685, followed by the assurance dimension at 4.6267 and the responsiveness dimension at 4.6190. But when considering each item, the top three highest scores are (1) "Tour guides sincerely attempt to solve problems" at 4.73; (2) "Tour guides provide information about local entertainment" at 4.72 and (3) "Tour guides are competent" and "tour guides provide adequate information about service" with the same score at 4.70. The lowest Expected Service Quality score was "Tour guides advise on how to use free time" at 4.30, followed by "Tour operator selected appealing accommodation" at 4.32 and "Tour guides are neat in appearance" at 4.44. Finally, the level of Total Expected Service Quality was 4.5940.

6.3.2 The Level of Perceived Service Quality

The dimensions and items of Perceived Service Quality (PSQ) are the same as those for ESQ testing but PSQ is used to test tourists' attitudes towards the actual quality of service they received.

Table 6.5 The Overall Level of Perceived Service Quality scores from Tourists'
Perspective

Perceived Service Quality	MEAN	S.D.
Tangible:	**4.0310**	**.55207**
1. Provide modern vehicles	4.17	.646
2. Select appealing accommodation	3.89	.781
3. Provide high quality restaurants	3.94	.788
4. Neat in appearance	4.12	.646
Responsiveness:	**4.1698**	**.58797**
1. Sincerely try to solve problems	4.30	.683
2. Provide adequate information about services	4.22	.714
3. Prompt to respond to a request	4.10	.747
4. Willing to help tourists	4.26	.667
5. Provide information about local entertainment	4.18	.720
6. Advise clients on how to use free time	3.97	.744
Assurance:	**4.1846**	**.63958**
1. Tour guides are appropriately qualified	4.14	.700
2. Tour guides have working experience	4.23	.744
3. Tour guides communicate properly	4.19	.701
4. Tourists feel confident	4.18	.712
Reliability:	**4.0903**	**.70730**
1. Provide service on time	4.16	.787
2. Provide service right first time	4.11	.759
3. Keep promises	4.07	.796
4. Meet tour schedule	4.03	.849
Empathy:	**4.3055**	**.61327**
1. Tour guides are competent	4.31	.668
2. Tour guides are friendly	4.37	.651
3. Tour guides understand specific needs	4.24	.707
TOTAL Perceived Service Quality	**4.1504**	**.53571**

Source: Author's survey

From the above Table 6.5, the three highest Perceived Service Quality scores by
item are: (1) "Tour guides are friendly" at 4.37 and (2) "Tour guides are competent" at
4.31, and (3) "Tour guides sincerely try to solve problems" which scored 4.30.
Conversely, the three lowest scores are (1) "Tour operator selects appealing
accommodation" at 3.89 and (2) "Tour operator provides high quality restaurants" at
3.94, and (3) "Tour guides advise on how to use free time" at 3.97. Looking at
dimensions, "Empathy" has the highest dimension score at 4.3055, followed by

"Assurance" and "Responsiveness" at 4.1846 and 4.1698 respectively. Finally, the level of Total Perceived Service Quality is 4.1504 which is lower than the Total Expected Service Quality (4.5940).

6.3.3 The Level of Experience Quality

The Experience Quality (EQ) is highly dependent upon the emotions of the tourists on the trip. All dimensions and items in the following Table (6.6) have already been tested for reliability and validity, as demonstrated in Chapter 4.

Table 6.6 The Overall Level of Experience Quality Scores from the Tourist's Perspective

Experience quality	MEAN	S.D.
Recognition and escapism:	**3.7311**	**.66142**
1. Feel escape from daily routine	3.58	1.035
2. Forget everyday problems	3.74	.814
3. Feel important throughout the trip	3.75	.766
4. Feel respected	3.85	.743
Peace of mind and relaxation:	**4.0088**	**.63253**
1. Feel comforTable	3.95	.747
2. Feel relaxed	4.00	.722
3. Feel that personal belongings are safe	4.09	.708
4. Feel secure personally	4.00	.730
Hedonics:	**3.9616**	**.59591**
1. Do something I really like to do	3.92	.718
2. Do something memorable	3.99	.692
3. Do something new and different	3.92	.725
4. Have "once in a life time" experience	4.01	.742
Involvement:	**3.9587**	**.64429**
1. Feel involved in the trip	4.12	.675
2. Had a choice during the trip	3.89	.741
3. Be able to control the outcome of the trip	3.87	.785
TOTAL Experience quality	**3.9121**	**.52235**

Source: Author's survey

According to Table 6.6, the "Peace of mind and relaxation" dimension ranked the highest in experience quality at 4.0088, while the "Recognition and escapism" dimension ranked the lowest score at 3.7311. The "Hedonics" and "Involvement"

dimension were about the same at 3.9616 and 3.9587 respectively. Considering each item, one by one, the top three items were: "I felt that I was involved in the trip" at 4.12; "I felt that my personal belongings were safe" at 4.09 and "I felt like I had a 'once in a life time experience'" at 4.01. On the other hand, the lowest three items were from the "Recognition and escapism" dimension: (1) "I felt escaped from my daily routine" at 3.58, (2) "I could forget my everyday problems" at 3.74, and (3) "I felt like I was important throughout the trip" at 3.75. Finally, the level of Experience Quality was 3.9121.

Table 6.7 The Overall Level of Customer Satisfaction and Behavioural Intention Scores from Tourists' Perspective

	MEAN	S.D.
Customer Satisfaction:		
Overall, satisfied with provided service	3.98	.731
Behavioural Intention to tour operator:		
1. Say positive things	4.01	.730
2. Would choose for my own trip	3.86	.868
3. Would recommend to my relatives and friends	3.90	.879
4. Would recommend my company choose again	3.85	.908

Source: Author's survey

The above Table 6.7 presents the mean and standard deviation scores of "customer satisfaction" and "behavioural intention". Overall customer satisfaction scored at 3.98, while behavioural intention was assessed item by item. Under the behavioural intention heading, "I will say positive things about this tour operator" had the highest score at 4.01, followed by "I will recommend this tour operator to my relatives and friends" at 3.90, "I would choose this tour operator for my own trip" at 3.86 and lastly, "I would recommend my company choose this tour operator again for the next trip" at 3.85.

This section presents levels of ESQ, PSQ, EQ, CS and BI from the tourists' overall perspective. The next section concentrates on service quality by comparing each group of respondent's scores of the levels of ESQ and PSQ to identify whether they are similar.

6.4 The Differences in Levels of Expected Service Quality and Perceived Service Quality across Groups.

This section is related to research question (v) of objective 2 which aimed to investigate the differences found across groups in the level of Expected Service Quality (ESQ) and Perceived Service Quality (PSQ). The Service Quality Gap Model by Parasuraman et al. (1985:1988) indicates that the expectations of customers are formed by customer needs, past experiences and word of mouth communication. According to the general information of respondents from the previous section, "customer needs" are related to gender and age, past experience is assessed from experiences with the company and from one's own trip, and word of mouth communication is evaluated from "knowing of this tour operator before the trip".

The results of the tour operator's analysis in Chapter 5 show that the size of the tour operator affected its practices and strategies. Large tour operators seem to be more organised, have specific service standards and can handle large groups of tourists at any one time. However, small tour operators appear to be more flexible in the ways they serve customers. This could mean that large organisations are more likely to choose large tour operators and small organisations, small tour operators. The types of private group tour are: travel-based trips, education-based trips, and activity-based trips depending on the type of trip that the organisation wishes for its employees. The public sector tends to focus on the field trip study or seminar, since this kind of trip is supported by the Thai government, while the private sector emphasises the creation of relationships among employees through fun/entertaining activities. This study explores those differences of expected quality and perceived quality across tourist groups, taking in gender, age, past experience, having known the tour company before the trip, organisation (employer) sectors and organisation size.

Investigating the differences between groups might usually begin with normality testing; if the scores were normally distributed, a parametric test could be adopted. However, after testing Kolmogorov-Smirnov's ($p < .05$), using a boxplot to identify extreme outliers, it was shown that all ESQs and PSQs seemed to be non-normally distributed. Therefore, a non-parametric test; a Mann-Whitney U test (2 groups) and a Kruskal-Wallis H test (> 2 groups) were deployed in this section. The interpretation of a Mann-Whitney U test can summarise only one step, testing from the p-value at

p < .05. Conversely, the Kruskal-Wallis H test required further post-hoc analysis of pairwise comparison testing by using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons.

6.4.1 The Comparison of Expected Service Quality and Perceived Service Quality by Gender

A Mann-Whitney U test was run to determine if there were differences in ESQ and PSQ scores between two groups of participants with gender "female"(n = 274) and "male"(n =97) groups. The results show that there are differences between male and female attitudes in some items of ESQ and PSQ, and the summary of hypothesis testing can be seen in Table 6.8 below.

Table 6.8 The Hypothesis Testing of Difference Analysis between Genders and the Results

Null Hypothesis statement	Result	Differences
H$_0$: The distributions of ESQ scores by item - male and female are equal	Rejected	2 items
H$_0$: The distributions of PSQ scores by item -male and female are equal	Rejected	5 items

Source: Author's survey

6.4.1.1 The Distribution Scores of ESQ Analysis by Gender

A Mann-Whitney U test was run to determine if there were differences in ESQ scores between males and females. The results showed that the distribution of "Tour operators have working experience" and "Tourists have confidence in the tour operator" for male and female were not similar, as assessed by visual inspection. "Tour operators have working experience" for males (mean rank = 170.23) was statistically significantly lower than for females (mean rank = 191.58), z = -2.091, *p* = .037 and "Tourists have confidence in the tour operator" for males (mean rank = 170.87) was statistically significantly lower than for females (mean rank = 191.36), z = -2.003, *p* = .045. Other items had the same distribution scores.

6.4.1.2 The Distribution Scores of PSQ Analysis by Gender

A Mann-Whitney U test was run to determine if there were differences in PSQ scores between males and females. The results show that distributions of PSQ scores over five items for males and females were not similar, as assessed by visual inspection

(see Table 6.9). Moreover, all five items in Table 6.9 for females were statistically significantly higher than for male, as compared by mean rank.

Table 6.9 Differences of Perceived Service Quality Scores across Gender

Perceived service quality	Z	Sig (2-tailed)	Mean rank by gender	
			Male	Female
Responsiveness:				
Sincerely attempted to solve problems	-3.129	.002*	159.45	195.40
Assurance:				
Tour guides were appropriately qualified	-2.275	.023*	166.82	192.79
Reliability:				
Provided service on time	-2.768	.006*	162.34	194.38
Empathy:				
Tour guides were competent	-2.377	.017*	165.99	193.08
Tour guides were friendly	-2.627	.009*	163.92	193.82

Source: Author's survey   Significant at the 0.05 level (2-tailed).

6.4.2 The Comparison of Expected Service Quality and Perceived Service Quality across Age

A Kruskal-Wallis H test was run to determine if there were differences in ESQ and PSQ scores between four groups of participants in the following age groups: "21-30 years" (n = 111), "31-40 years" (n = 104), "41-50 years" (n =100), and "51-60 years" (n = 56) and the values are mean ranks unless otherwise stated. The results show that there are ESQ and PSQ's score differences across categories of age. The summary of hypothesis testing is on Table 6.10.

Table 6.10 The Hypothesis Testing of Difference Analysis across Categories of Age and the Results

Null Hypothesis statement	Result	Differences
H_0: The distributions of ESQ scores are the same across categories of age	Rejected	1 item
H_0: The distributions of PSQ scores are the same across categories of age	Rejected	8 items

Source: Author's survey

6.4.2.1 _The Distribution Scores of ESQ Analysis by Age_

The result of a Kruskal-Wallis H test shows that only the "Tour operator provides service right first time" item was statistically significantly different between groups, $\chi^2(3) = 12.562$, _p_ = .006. Pairwise comparisons were then performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted p-values are presented. Values are mean ranks unless otherwise stated. The post hoc analysis revealed statistically significant differences in ESQ scores between ages: (1) 21-30 years (159.73) and 31-40 years (198.11) (_p_ = .016), and (2) 21-30 years (159.73) and 41-50 years (196.24) (_p_ = .027), but not between 51-60 years (197.29) and any other group combination.

6.4.2.2 _The Distribution Scores of PSQ Analysis by Age_

A Kruskal-Wallis H test was run to determine if there were differences in PSQ scores across age groups. The results show that distributions of PSQ in many items were not similar, as assessed by visual inspection (see Table 6.11).

Table 6.11 Differences of Perceived Service Quality Scores across Categories of Age

Perceived service quality	$\chi^2(3)$	_p_	Mean rank by age			
			21-30	21-30	21-30	21-30
Tangibles:						
Select appealing accommodation	10.053	.018	205.09*	185.22	183.35	154.36
Neat appearance	17.070	.001	206.69*	197.80	169.68	152.21
Responsiveness:						
Sincerely attempts to solve problems	15.488	.001	207.68*	196.86	160.81	167.85
Provides adequate information about services	9.095	.028	205.60*	188.95	166.52	176.47
Prompt to respond to a request	13.669	.003	205.69*	197.60	167.77	157.98
Willing to help tourists	9.321	.025	201.94*	195.29	167.08	170.95
Provides information about local entertainment	9.479	.024	193.34*	204.68	168.69	167.68
Assurance:						
Tour guides have work experience	14.184	.003	205.86*	197.84	165.86	160.63
Tour guides communicate properly	8.550	.036	196.61*	197.85	178.24	156.82
Tourists feel confident in TO	11.788	.008	207.33*	192.02	167.02	166.43
Reliability:						
Provides service on time	10.055	.018	191.98*	206.34	168.22	168.13
Keeps its promises	12.792	.005	196.43*	204.77	172.99	153.71

Perceived service quality	χ²(3)	p	Mean rank by age			
			21-30	21-30	21-30	21-30
Meets tour schedule	8.011	.046	188.86*	205.72	173.22	166.52
Empathy:						
Tour guides are competent	13.722	.003	201.43*	202.01	162.07	168.40
Tour guides are friendly	9.975	.019	196.41*	202.36	168.85	165.61
Tour guides understand specific needs	17.444	.001	202.94*	204.35	166.80	152.63

A pairwise comparison analysis, using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons was then adopted. The post hoc analysis revealed statistically significant differences in PSQ scores in many items and groups as can be seen in the following Table (6.12).

Table 6.12 Summary of Post Hoc Analysis of PSQ Scores across Categories of Age

Perceived service quality	Adj. Sig.	Differences PSQ scores
Tangibles:		
Select appealing accommodation	.010*	21-30 years ≠ 51-60 years
Neat appearance	.027*	21-30 years ≠ 41-50 years
	.003*	21-30 years ≠ 51-60 years
	.022*	31-40 years ≠ 51-60 years
Responsiveness:		
Sincerely attempts to solve problems	.003*	21-30 years ≠ 41-50 years
Provides adequate information about services	.022*	21-30 years ≠ 41-50 years
Prompt to respond to a request	.033*	21-30 years ≠ 41-50 years
	.020*	21-30 years ≠ 51-60 years
Reliability:		
Keeps promises	.049*	21-30 years ≠ 51-60 years
Empathy:		
Tour guides are competent	.019*	21-30 years ≠ 41-50 years
	.019*	31-40 years ≠ 41-50 years
Tour guides understand specific needs	.043*	21-30 years ≠ 41-50 years
	.010*	21-30 years ≠ 51-60 years
	.036*	31-40 years ≠ 41-50 years
	.008*	31-40 years ≠ 51-60 years

6.4.3 The Comparison of Expected Service Quality and Perceived Service Quality by Experience with Company

A Kruskal-Wallis H test was run to determine if there were differences in ESQ and PSQ scores between five groups of participants with experience with organisational trips: the "Never"(n =34), "1-2 times"(n =124), "3-4 times"(n =108), "5-6 times" (n =44), and "more than 6 times"(n =59) groups and the values are mean ranks unless otherwise stated. The results show that only three Expected Service Quality scores had statistically significant differences while the Perceived service quality scores are the same, as shown in Table 6.13.

Table 6.13 The Hypothesis Statement of Difference Analysis across Categories of Experience with Company Trip and its Result

Null Hypothesis statement	Result	Differences
H$_0$: The distributions of ESQ scores are the same across categories of experience with company trip	Rejected	4 items
H$_0$: The distributions of PSQ scores are the same across categories of experience with company trip	Accepted	No.

Source: Author's survey

According to a Kruskal-Wallis H test, the distributions of ESQ scores were not similar for four items, as assessed by visual inspection of a boxplot. But the differences were not statistically significant except for four items (1) "Tour operator selects appealing accommodation": $\chi^2(4) = 10.856$, $p = .028$, (2) "Tour guides provide adequate information about services": $\chi^2(4) = 14.944$, $p = .005$, (3) "Tour operator provides service right the first time": $\chi^2(4) = 11.784$, $p = .019$, and (4) "Tour operator keeps its promises": $\chi^2(4) = 10.193$, $p = .037$ as per the following Table 6.14.

Table 6.14 Differences of Experience Service Quality Scores across Categories of Experience with Organisational Trip

Expected service quality	$\chi^2(4)$	p	Mean rank by experience with org. trip				
			Never	1-2	3-4	5-6	> 6
Tangibles:							
Select appealing accommodation	10.856	.028*	181.75	180.56	204.65	197.89	157.02
Responsiveness:							
Provide adequate information about service	14.944	.005*	154.75	178.07	200.03	214.05	175.14
Reliability:							

Expected service quality	$\chi^2(4)$	p	Mean rank by experience with org. trip				
			Never	1-2	3-4	5-6	> 6
Provide service right the first time	11.784	.019*	167.51	171.05	203.26	210.86	178.55
Keeps promises	10.193	.037*	157.39	182.66	192.93	216.33	175.17

Source: Author's survey   Significant at the 0.05 level (2-tailed)

A pairwise comparison analysis of ESQ mean rank differences across work experience was adopted; the pairwise comparisons were performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted *p*-values are presented. Values are mean ranks unless otherwise stated. The post-hoc analysis revealed statistically significant differences in PSQ scores in only three items (see Table 6.15).

Table 6.15 Summary of Post Hoc Analysis of Expected Service Quality Scores across Categories of Experience with Organisational Trip

Expected service quality	Adj. Sig.	Different level of ESQ scores
Tangibles:		
Select appealing accommodation	.019*	3-4 times ≠ > 6 times
Responsiveness:		
Provides adequate information about services	.017*	Never ≠ 5-6 times
Reliability:		
Keeps promises	.037*	Never ≠ 5-6 times

Source: Author's survey   Significant at the 0.05 level (2-tailed)

6.4.4   The Comparison of Expected Service Quality and Perceived Service Quality by Experience with Own Trip

A Kruskal-Wallis H test was run to determine if there were differences in ESQ and PSQ scores between five groups of participants with experience of their own trip: the "Never"(n =77), "1-2 times"(n =149), "3-4 times"(n =80), "5-6 times"(n =19), and "more than 6 times"(n =46) groups and the values are mean ranks unless otherwise stated. The result shows that only PSQ scores were found to have statistically significant differences as the following Table 6.16.

Table 6.16 The Hypothesis Statement of Difference Analysis across Categories of Experience with Own Trip and its Result

Null Hypothesis statement	Result	Differences
H$_0$: The distributions of ESQ scores are the same across categories of experience with company trip	Accepted	No.
H$_0$: The distributions of PSQ scores are the same across categories of experience with company trip	Rejected	2 items

Source: Author's survey

A Kruskal-Wallis H test reveals that the differences were not statistically significant except five items: (1) "Tour guides were willing to help tourists": $\chi^2(4) = 10.284$, $p = .036$, (2) "Tour guides communicated properly": $\chi^2(4) = 13.717$, $p = .008$, (3) "Customers felt confident in tour operators": $\chi^2(4) = 12.048$, $p = .017$, (4) "Tour operators provided service right the first time": $\chi^2(4) = 12.200$, $p = .016$, and (5) "Tour operators kept their promises": $\chi^2(4) = 10.943$, $p = .027$ (see Table 6.17).

Table 6.17 Differences of Perceived Service Quality Scores across Categories of Experience from Own Trip

Perceived service quality	$\chi^2(4)$	p	Mean rank by experience from own trip				
			Never	1-2	3-4	5-6	> 6
Responsiveness:							
Willing to help tourists	10.284	.036*	189.42	192.24	178.94	121.08	199.16
Assurance:							
Tour guides communicate properly	13.717	.008*	170.60	201.94	180.46	126.29	194.46
Tourists feel confident in TO	12.048	.017*	176.57	201.18	169.98	138.29	200.17
Reliability:							
Provides service on time	12.200	.016*	188.25	196.70	177.89	115.76	190.68
Keeps promises	10.943	.027*	195.51	196.11	172.39	125.68	185.90

Source: Author's survey   Significant at the 0.05 level (2-tailed)

A pairwise comparison analysis was conducted of PSQ mean rank differences across TO using experience from own trip; the pairwise comparisons were performed using Dunn's (1964) procedure with a Bonferroni correction for multiple comparisons. Adjusted p-values are presented. Values are mean ranks unless otherwise stated. The post hoc analysis revealed statistically significant differences in PSQ scores in only two items, as shown in Table 6.18.

Table 6.18 Summary of Post Hoc Analysis of Perceived Service Quality Scores across Experience from Own Trip

Perceived service quality	Adj. Sig.	Different level of PSQ scores
Responsiveness:		
Willing to help tourists	.027*	1-2 times ≠ 5-6 times
	.035*	5-6 times ≠ >6 times
Reliability:		
Provide service right first time	.039*	Never ≠ 5-6 times
	.007*	1-2 times ≠ 5-6 times

Source: Author's survey   Significant at the 0.05 level (2-tailed)

6.4.5 The Comparison of Expected Service Quality and Perceived Service Quality across Having Known Tour Operator Before the Trip

A Mann-Whitney U test was run to determine if there were differences in ESQ and PSQ scores between two groups of participants with one group of "having known the tour operator be fore trip" or "know" (n = 154) and one of "never knownthe tour operator" or "Didn't know"(n =217). The results show that there were differences between male and female attitudes in some items of ESQ and all item of PSQ. The summary of hypothesis testing is below.

Table 6.19 The Hypothesis Statement of Difference Analysis across Having Known Tour Operator Before Trip and the Results

Null Hypothesis statement	Result	Differences
H_0: The distribution of ESQ scores by item of "having known tour operator before trip" and "did not know" are equal	Rejected	3 items
H_0: The distribution of PSQ scores by item of "having known tour operator before trip" and "did not know" are equal	Rejected	21 items

Source: Author's survey

6.4.5.1 The Distribution Scores of ESQ Analysis by Having Known Tour Operator Before the Trip

A Mann-Whitney U test was run to determine if there were differences in ESQ score between "know" and "did not know". Distributions of "Tour operator provides modern vehicles", "Tourists feel confident in tour operator" and "Tour operator provides service right first time" for "know" and "didn't know" were not similar, as assessed by

visual inspection. "Tour operator provides modern vehicles" for "know" (mean rank = 197.97) was statistically significantly higher than for "do not know" (mean rank = 177.51), z = -2.222, p = .026; "Tourists feel confident in tour operator" for "know" (mean rank =197.17) was statistically significantly higher than for "didn't know" (mean rank = 178.07), z = -2.093, p = .036 and finally "Tour operator provides service right first time" for "know" (mean rank = 205.72) was statistically significantly higher than for "didn't know" (mean rank = 172.00), z = -3.428, p = .001. Other items had the same distribution scores (see Table 6.20).

Table 6.20 Differences of Expexted Service Quality Scores across Having Known Tour Operator Before Trip

Expected service quality	Z	Sig (2-tailed)	Mean rank by having known tour operator	
			know	Did not know
Tangible:				
Provides modern vehicles	-2.222	.026*	197.97	177.51
Assurance:				
Tourists feel confident	-2.093	.036*	197.17	178.07
Reliability:				
Provides service right first time	-3.428	.001*	205.72	172.00

Source: Author's survey   Significant at the 0.05 level (2-tailed)

6.4.5.2 _The Distribution Scores of PSQ Analysis by Having Known Tour Operator Before Trip_

The differences between knowing TO before trip with PSQ summarised from a Mann-Whitney U test that distributes all PSQ items for "know" and "didn't know" were not similar, as assessed by visual inspection. Therefore, it can be concluded that PSQ items for "know" were statistically significantly higher than for "didn't know" (see Table 6.21).

Table 6.21 Differences of Perceived Service Quality Scores by Having Known Tour Operator Before Trip

Perceived service quality	Z	Sig (2-tailed)	Mean by having known tour operator	
			Know	Didn't know
Tangibles:				
Provides modern vehicles	-3.403	.001*	205.54	172.13
Selects appealing accommodation	-2.419	.016*	200.67	175.59

Perceived service quality	Z	Sig (2-tailed)	Mean by having known tour operator	
			Know	Didn't know
Provides access to high quality restaurants	-2.606	.009*	201.87	174.74
Neat appearance	-3.246	.001*	204.91	172.58
Responsiveness:				
Sincerely attempts to solve problems	-3.825	.000*	208.92	169.74
Provide adequate information about services	-3.512	.000*	207.12	171.01
Prompt to respond to a request	-3.806	.000*	209.24	169.51
Willing to help tourists	-4.034	.000*	209.84	169.08
Provides information about local entertainment	-5.054	.000*	216.52	164.34
Tour guides should advise on how to use free time	-3.870	.000*	209.09	169.62
Assurance:				
Tour guides are capable/skilled	-3.929	.000*	209.39	169.40
Tour guides have experience	-4.124	.000*	210.80	168.40
Tour guides communicate properly	-5.054	.000*	216.28	164.51
Tourists feel confident in Tour guides	-4.584	.000*	213.51	166.48
Reliability:				
Provides service on time	-4.066	.000*	210.55	168.58
Provides service right the first time	-4.476	.000*	213.06	166.79
Keeps promises	-3.205	.001*	205.45	172.20
Meets tour schedule	-3.911	.000*	209.93	169.02
Empathy:				
Tour guides are competent	-4.971	.000*	215.56	165.02
Tour guides are friendly	-3.999	.000*	209.75	169.15
Tour guides understand specific needs	-3.012	.003*	204.11	173.15

Source: Author's survey   Significant at the 0.05 level (2-tailed)

6.4.6 The Comparison of Expected Service Quality and Perceived Service Quality by Organisational Sector

A Mann-Whitney U test was run to determine if there were differences in ESQ and PSQ scores between two groups of participants from organisational sectors: "public"(n = 189) and "private" (n =182) groups. The results show that there were differences found between public and private in some items of ESQ and most items of PSQ; the summary of hypothesis testing is shown in Table 6.22.

Table 6.22 The Hypothesis Statement of Difference Analysis across Organisational Sectors and its Result

Null Hypothesis statement	Result	Differences
H_0: The distributions of ESQ scores by item of private and public sectors are equal	Rejected	2 items
H_0: The distributions of PSQ scores by item of private and public sectors are equal	Rejected	14 items

Source: Author's survey

6.4.6.1 *The Distribution Scores of ESQ Analysis by Organisational Sector*

A Mann-Whitney U test was run to determine if there were differences in ESQ score between the private and public sector, the results showed differences in two items. (1) Distributions of "Tourists feel confident in the tour operator" for private and public were not similar; private (mean rank = 196.12) was statistically significantly higher than for public (mean rank = 176.25), z = -2.210, *p* = .027. (2) Distributions of "Tour guides are appropriate" for private (mean rank = 197.35) were statistically significantly higher than for public (mean rank = 175.07), z = -2.303, *p* = .021

6.4.6.2 *The Distribution Scores of PSQ Analysis by Organisational Sector*

A Mann-Whitney U test was run to determine if there were differences in ESQ scores between the private and public sector, the results show differences in numerous items (see Table 6.23). All items in Table 6.23 reveal that their Perceived Service Quality scores for private were statistically significantly higher than for public.

Table 6.23 Differences of Perceived Service Quality Scores by Sector

Perceived service quality	Z	Sig (2-tailed)	Mean rank by sector	
			Private	Public
Tangibles:				
Neat appearance	-3.287	.001*	202.44	170.17
Responsiveness:				
Sincerely attempts to solve problems	-4.158	.000*	207.38	165.41
Provides adequate information about services	-3.275	.001*	202.91	169.72
Prompt to respond to a request	-2.976	.003*	201.60	170.97
Willing to help tourists	-3.354	.001*	203.01	169.62
Provides information about local entertainment	-3.640	.000*	204.87	167.83
Tour guides should advise on how to use free time	-3.349	.001*	203.15	169.48

Perceived service quality	Z	Sig (2-tailed)	Mean rank by sector	
			Private	Public
Assurance:				
Tour guides are capable/skilled	-4.005	.000*	206.47	166.29
Tour guides have experience	-3.519	.000*	204.16	168.51
Tour guides communicate properly	-3.043	.002*	201.65	170.93
Tourists feel confident in tour guide	-4.017	.000*	206.69	166.08
Reliability:				
Provides service on time	-2.321	.020*	198.03	174.42
Provides service right the first time	-2.896	.004*	201.03	171.52
Keeps promises	-2.705	.007*	200.09	172.43

Source: Author's survey   Significant at the 0.05 level (2-tailed)

6.4.7 The Comparison of Expected Service Quality and Perceived Service Quality by Organisational Size

A Mann-Whitney U test was run to determine if there were differences in ESQ and PSQ scores between two groups of participants with organisation sizes: "small"(n = 183) and "Large"(n =188). The results show that there were differences found between small and large in most items of PSQ; the summary of hypothesis testing is in Table 6.24.

Table 6.24 The Hypothesis Statement of Difference Analysis across Organisational Size and its Result

Hypothesis statement	Result	Differences
H$_0$: The distributions of ESQ scores by item of small and large organisations are equal	Accepted	No.
H$_0$: The distributions of PSQ scores by item of small and large organisations are equal	Rejected	16 items

Source: Author's survey

A Mann-Whitney U test was run to determine if there were differences in PSQ score between small and large sized groups. The distributions of PSQ across many items for small and large were not similar, as assessed by visual inspection (see Table 6.25). PSQ scores for all items in Table 6.25 for small organisations were statistically significant higher than for large organisations.

Table 6.25 Differences of Perceived Service Quality Scores by Size

Perceived service quality	Z	Sig (2-tailed)	Mean rank by size	
			Small	Large
Tangibles:				
Select appealing accommodation	-2.004	.045*	196.37	175.90
Responsiveness:				
Provides adequate information about services	-2.064	.039*	196.60	175.68
Prompt to respond to requests	-2.971	.003*	201.49	170.92
Willing to help tourists	-2.121	.034*	196.70	175.59
Provides information about local entertainment	-2.736	.006*	200.11	172.27
Tour guides should advise on how to use free time	-2.163	.031*	197.02	175.27
Assurance:				
Tour guides are capable	-2.619	.009*	199.31	173.05
Tour guides have experience	-2.070	.038*	196.63	175.65
Tourists feel confident in tour guide	-2.658	.008*	199.62	172.74
Reliability:				
Provides service on time	-2.850	.004*	200.69	171.70
Provide service right the first time	-2.836	.005*	200.64	171.74
Keeps promises	-3.680	.000*	205.07	167.43
Meets tour schedule	-3.366	.001*	203.58	168.89
Empathy:				
Tour guides are competent	-2.743	.006	199.93	172.44
Tour guides are friendly	-2.883	.004	200.62	171.77
Tour guides understand specific needs	-2.338	.019	198.01	174.31

Source: Author's survey   Significant at the 0.05 level (2-tailed)

6.5 SERVQUAL GAP Analysis

The evaluation of the SERVQUAL GAP scores by Parasuraman et al. (1985:1988) is "$SQ_i = P_i – E_i$" where SQ = Perceived service quality of individual 'i', P = perception of individual 'i' and E = service quality expectation of individual 'i'. In this section, the study adopts both techniques; (1) item-by-item analysis and (2) dimension-by-dimension analysis to present the SERVQUAL scores in items, dimension, and total service quality. If the result of the SERVQUAL GAP scores is negative, it can be concluded that customer expectations are greater than their perceptions of actual

service, and service quality is deemed low. However, before testing SERVQUAL GAP scores, a Wilcoxon sign rank test was deployed to confirm whether service expectations were statistically significantly different from service perceptions or not. If there is a difference, then result of the GAP analysis is interpreted accurately.

Table 6.26 An Overall SERVQUAL GAP Analysis

Service Quality dimensions	Wilcoxon sign rank		SERVQUAL GAP Analysis		
	Z	*Sig.*	Expected (E)	Perceived (P)	GAP (P-E)
Tangibles:	-11.471	.000*	4.4987	4.0310	-.4677
1. Provides modern vehicles	-10.748	.000*	4.64	4.17	-.4744
2. Select appealing accommodation	-8.246	.000*	4.32	3.89	-.4313
3. Provides high quality restaurants	-10.711	.000*	4.58	3.94	-.6469
4. Neat appearance	-7.452	.000*	4.44	4.12	-.3181
Responsiveness:	-11.550	.000*	4.6190	4.1698	-.4492
1. Sincerely attempts to solve problems	-9.993	.000*	4.73	4.30	-.4259
2. Provides adequate information about services	-9.586	.000*	4.70	4.22	-.4825
3. Prompt to respond to a request	-9.187	.000*	4.58	4.10	-.4825
4. Willing to help tourists	-9.591	.000*	4.68	4.26	-.4286
5. Provides information about local entertainment	-10.852	.000*	4.72	4.18	-.5418
6. Advises on how to use free time	-6.609	.000*	4.30	3.97	-.3342
Assurance:	-10.809	.000*	4.6267	4.1846	-.4420
1. Tour guides are capable	-8.271	.000*	4.53	4.14	-.3827
2. Tour guides have experience	-9.171	.000*	4.67	4.23	-.4420
3. Tour guides communicate properly	-9.729	.000*	4.65	4.19	-.4609
4. Tourists feel confident	-9.787	.000*	4.66	4.18	-.4825
Reliability:	-9.936	.000*	4.5633	4.0903	-.4730
1. Provides service on time	-9.565	.000*	4.65	4.16	-.4987
2. Provides service right the first time	-7.900	.000*	4.52	4.11	-.4178
3. Keeps promises	-9.450	.000*	4.60	4.07	-.5256
4. Meets tour schedule	-7.904	.000*	4.48	4.03	-.4501
Empathy:	-9.511	.000*	4.6685	4.3055	-.3630
1. Tour guides are competent	-9.255	.000*	4.70	4.31	-.3908
2. Tour guides are friendly	-7.709	.000*	4.68	4.37	-.3127

Service Quality dimensions	Wilcoxon sign rank		SERVQUAL GAP Analysis		
	Z	*Sig.*	Expected (E)	Perceived (P)	GAP (P-E)
3. Tour guides understand specific needs	-8.490	.000*	4.62	4.24	-.3854
TOTAL	-12.814	.000	4.5940	4.1504	-.4436

Source: Author's survey   *Correlation is significant at the 0.05 level (2-tailed)*

Interpreting the results of the SERVQUAL Gap score, the negative gap scores are where the items/dimension seems to have relatively low service quality. Therefore, the greater the negative gap score, the lower the service quality. According to Table 6.26, the three widest gaps by item are (1) "Tour operator selects high quality restaurants" at -.6469 (2) "Tour guides provide information about local entertainment" at -.5418, and (3) "Tour operators keep their promises at -.5256". Considering the gap analysis by dimension, the "Reliability" dimension shows the widest gap at -.4730, followed by "Tangibles", and "Responsiveness" dimensions at -.4677, and -.4492 respectively. The three narrowest gaps by item are (1) "Tour guides are friendly" at -.3127, (2) "Tour guides are neat in appearance" at -.3181 and "Tour guides advise on how to use free time" at -.3342. Additionally, the "Empathy" dimension has the narrowest SERVQUAL Gap score and the total service quality gap analysis is -.4436.

The following sections 6.5.1 – 6.5.3 show the difference analysis in SERVQUAL GAP scores across three independent factors; knowing the tour operator before the trip, the organisation sector and the organisation size, which appear to have statistically significant differences in Perceived Service Quality scores between groups. The results from a Wilcoxon sign rank test show that SERVQUAL GAP scores are different across groups. Therefore, the next step is a Mann-Whitney U test (2 groups) to compare gap score between groups.

6.5.1 The Comparison of SERVQUAL GAP Scores across Having Known Tour Operator Before Trip

A Mann-Whitney U test was run to determine if there were differences in SERVQUAL GAP score between "knew tour operator before trip" and "didn't know tour operator before trip". Distributions of all items in the Table for "knowing tour operator" and "do not know tour operator" were not similar, as assessed by visual inspection.

Therefore, it can be concluded that SERVQUAL GAP scores of those bold type items/dimensions for "know tour operator" are statistically significantly higher than for "didn't know tour operator".

Table 6.27 The Difference Analysis of SERVQUAL GAP Scores in Having Known Tour Operator Before Trip

Service Quality dimensions	Know	Did not know	Mann Whitney U Test	
	GAP (P-E)	GAP (P-E)	Z	Sig (2-tailed)
Tangibles:	-.3864	-.5253	-1.709	.087
1. Provides modern vehicles	-.4286	-.5069	-1.074	.250
2. Selects appealing accommodation	-.3442	-.4931	-2.034	.283
3. Provide high quality restaurants*	**-.5584**	**-.7097**	**-1.149**	**.042***
4. Neat appearance	-.2143	-.3917	-1.910	.056
Responsiveness:	**-.2760**	**-.5722**	**-3.824**	**.000***
1. Sincerely attempts to solve problems*	**-.2792**	**-.5300**	**-3.142**	**.002***
2. Provides adequate information about services	-.3701	-.5622	-1.950	.051
3. Prompt to respond to a request*	**-.2922**	**-.6175**	**-3.386**	**.001***
4. Willing to help tourists*	**-.2597**	**-.5484**	**-3.635**	**.000***
5. Provides information about local entertainment*	**-.3182**	**-.7005**	**-4.314**	**.000***
6. Tour guides should advise on how to use free time*	**-.1364**	**-.4747**	**-3.358**	**.001***
Assurance:	**-.2825**	**-.5553**	**-3.481**	**.000***
1. Tour guides are capable*	**-.2208**	**-.4977**	**-3.258**	**.001***
2. Tour guides have experience*	**-.2662**	**-.5668**	**-3.111**	**.002***
3. Tour guides communicate properly*	**-.2922**	**-.5806**	**-3.465**	**.001***
4. Tourists feel confident*	**-.3506**	**-.5760**	**-2.796**	**.005***
Reliability:	**-.3166**	**-.5841**	**-2.793**	**.005***
1. Provides service on time*	**-.2987**	**-.6406**	**-3.346**	**.001***
2. Provide service right at first time	-.3312	-.4793	-1.615	.106
3. Keeps promises*	**-.3442**	**-.6544**	**-3.018**	**.003***
4. Meets tour schedule*	**-.2922**	**-.5622**	**-2.293**	**.022***
Empathy:	**-.2251**	**-.4608**	**-2.813**	**.005***
1. Tour guides are competent*	**-.1818**	**-.5392**	**-4.580**	**.000***
2. Tour guides are friendly*	**-.1948**	**-.3963**	**-2.675**	**.007***
3. Tour guides understand specific needs	-.2987	-.4470	-1.371	.170
TOTAL	**-.2987**	**-.5464**	**-3.348**	**.001***

Note: Bold type is an item which is statistically significantly different at the 0.05 level (2-tailed)

Source: Author's survey

6.5.2 The Comparison of SERVQUAL GAP Scores between Organisational Sectors

A Mann-Whitney U test was run to determine if there were differences in SERVQUAL GAP scores between private and public sectors. Distributions of many items of gap scores in Table 6.28 for the private and public sectors were not similar, as assessed by visual inspection. Moreover, it can be concluded that the SERVQUAL GAP scores of those bold type items/dimensions for "private" were statistically significantly lower than for "public". Other items were similar.

Table 6.28 The Difference Analysis of SERVQUAL GAP Scores by Sector

Service Quality dimensions	Private	Public	Mann Whitney U Test	
	GAP (P-E)	GAP (P-E)	Z	Sig (2-tailed)
Tangibles:	-.4217	-.5119	-1.412	.158
1. Provide modern vehicles*	**-.3901**	**-.5556**	**-2.535**	**.011***
2. Selects appealing accommodation	-.3956	-.4656	-.906	.365
3. Provides high quality restaurants	-.6648	-.6296	-.046	.964
4. Neat appearance	-.2363	-.3968	-1.919	.055
Responsiveness:	**-.3590**	**-.5362**	**-2.138**	**.033***
1. Sincerely attempts to solve problems*	**-.3297**	**-.5185**	**-2.662**	**.008***
2. Provides adequate information about services*	**-.4066**	**-.5556**	**-2.019**	**.044***
3. Prompt to respond to a request	-.4066	-.5556	-1.730	.084
4. Willing to help tourists*	**-.3022**	**-.5503**	**-2.962**	**.003***
5. Provides information about local entertainment*	**-.4451**	**-.6349**	**-2.381**	**.017***
6. Tour guides should advise on how to use free time	-.2637	-.4021	-1.213	.225
Assurance:	**-.3462**	**-.5344**	**-2.787**	**.005***
1. Tour guides are capable	-.3077	-.4550	-1.740	.082
2. Tour guides have experience*	**-.3297**	**-.5503**	**-2.752**	**.006***
3. Tour guides communicate properly*	**-.3571**	**-.5608**	**-2.672**	**.008***
4. Tourists feel confident in tour guide	-.3901	-.5714	-1.832	.067
Reliability:	-.4121	-.5317	-1.277	.202
1. Provides service on time	-.4451	-.5503	-1.261	.207
2. Provides service right the first time	-.3352	-.4974	-1.756	.079
3. Keeps promises	-.4615	-.5873	-1.303	.192
4. Meets tour schedule	-.4066	-.4921	-.510	.610
Empathy:	**-.2619**	**-.4603**	**-2.615**	**.009***
1. Tour guides are competent*	**-.2582**	**-.5185**	**-3.456**	**.001***
2. Tour guides are friendly*	**-.2143**	**-.4074**	**-2.485**	**.013***

Service Quality dimensions	Private	Public	Mann Whitney U Test	
	GAP (P-E)	GAP (P-E)	Z	Sig (2-tailed)
3. Tour guides understand specific needs	-.3132	-.4550	-1.562	.118
TOTAL *	**-.3647**	**-.5195**	**-2.309**	**.021***

Note: Bold type is an item which is statistically significantly different at the 0.05 level (2-tailed)

Source: Author's survey

6.5.3 The Comparison of SERVQUAL GAP Scores between Organisational Size

A Mann-Whitney U test was run to determine if there were differences in SERVQUAL GAP scores between small and large organisations. Distributions of all items in the Table for small and large organisations were not similar, as assessed by visual inspection. Therefore, it can be concluded that SERVQUAL GAP scores of those bold type items/dimensions in Table 6.29 for small organisations were statistically significantly lower than those for a large organisation.

Table 6.29 The Difference Analysis of SERVQUAL GAP Scores by Size

Service Quality dimensions	small	large	Mann Whitney U Test	
	GAP (P-E)	GAP (P-E)	Z	Sig (2-tailed)
Tangibles:	-.4112	-.5226	-1.824	.068
1. Provides modern vehicles	-.4262	-.5213	-1.072	.284
2. Selects appealing accommodation*	**-.3169**	**-.5426**	**-2.125**	**.034***
3. Provides high quality restaurants	-.5738	-.7181	-.985	.325
4. Neat appearance	-.3279	-.3085	-.026	.979
Responsiveness:	**-.3588**	**-.5372**	**-2.625**	**.009***
1. Sincerely attempts to solve problems	-.3661	-.4840	-1.400	.162
2. Provides adequate information about service	-.3934	-.5691	-1.947	.052
3. Prompt to respond to a request*	**-.3497**	**-.6117**	**-2.905**	**.004***
4. Willing to help tourists*	**-.3169**	**-.5372**	**-2.549**	**.011***
5. Provides information about local entertainment*	**-.4317**	**-.6489**	**-2.576**	**.010***
6. Tour guides should advise on how to use free time	-.2951	-.3723	-.670	.503
Assurance:	-.3893	-.4934	-1.255	.209
1. Tour guides are capable	-.3388	-.4255	-.874	.382
2. Tour guides have experience	-.3825	-.5000	-1.029	.303
3. Tour guides communicate properly	-.3989	-.5213	-1.196	.232

Service Quality dimensions	small	large	Mann Whitney U Test	
	GAP (P-E)	GAP (P-E)	Z	Sig (2-tailed)
4. Tourists feel confident in tour guide	-.4372	-.5266	-.807	.420
Reliability:	**-.3251**	**-.6170**	**-3.437**	**.001***
1. Provides service on time*	**-.3770**	**-.6170**	**-2.251**	**.024***
2. Provides service right first time	-.3279	-.5053	-1.610	.107
3. Keeps promises*	**-.3224**	**-.7234**	**-4.104**	**.000***
4. Meets tour schedule*	**-.2732**	**-.6223**	**-3.104**	**.002***
Empathy:	**-.2459**	**-.4770**	**-3.053**	**.002***
1. Tour guides are competent*	**-.2568**	**-.5213**	**-3.364**	**.001***
2. Tour guides are friendly*	**-.1967**	**-.4255**	**-2.801**	**.005***
3. Tour guides understand specific needs*	**-.2842**	**-.4840**	**-2.076**	**.038***
TOTAL	**-.3521**	**-.5327**	**-3.078**	**.002***

Note: Bold type shows an item which is statistically significantly different at the 0.05 level (2-tailed)

Source: Author's survey

6.6 Chapter Summary

This chapter focused on the tourists' perspective to explore the level of service quality (Expected Service Quality (ESQ) vs Perceived Service Quality (PSQ)), Experience Quality (EQ) and Customer Satisfaction (CS) to predict future Behavioural Intention (BI). Respondents were sourced from various industries to find their attitudes towards the performance of Thai domestic private group operators. According to an analysis of the differences between groups, a non-parametric method was adopted as the levels of ESQ and PSQ of all items were not normally distributed. A Mann Whiney U test was used to investigate the difference for two variables, and a Kruskal Wallis H test was used for k variables, or a group where there were more than 2 categories. The results showed that most items of ESQ have similar levels across trip and demographic characteristics. The levels of PSQ scores were different across groups, especially in the category of organisational sector, organisational size, and knowing the tour operator before the trip.

The results from the Mann Whitney U test show that respondents from the private sector ranked most items of PSQ at statistically significant higher levels than did participants from the public sector. Most of the PSQ items were different across small

and large organisations, the levels of those PSQ items from small organisations were statistically significant higher than those for large organisations. Lastly, knowing the tour operator before the trip seemed to positively affect the rating of the tour operator's performance. Customers who had known the tour operator before the trip scored statistically higher levels on all items of PSQ compared with those who never knownthe tour operator before the trip.

The SERVQUAL GAP scores present the gap between actual service quality received from the participant's tour operator and the expectation of service quality from general tour operators. Gap analysis spots the issues or activities which can affect service quality deterioration. In this study, the top three items with the widest gaps were (1) Tour operators provide information about local entertainment, (2) Tour operators keep their promises and (3) Tour operators provide service on time. Focusing on the gap analysis by dimension, the reliability dimension shows the widest gap, followed by the tangibles and responsiveness dimensions.

The final step is to compare the SERVQUAL GAP scores between groups as categorised by sector, size, and knowing the tour operator before the trip. SERVQUAL GAP scores for respondents who had "known the tour operator before the trip" is lower than those who had not in most of all dimensions and items. The top three most different dimensions are responsiveness, assurance, and reliability respectively. Regarding a comparison of the organisational sector, the private sector statistically significantly had lower SERVQUAL GAP scores than for the public sector. Tour operators who provided service for the private sector perform higher than the public sector in some dimensions such as empathy, assurance, and responsiveness.

Besides, tourists from small organisation believed that their tour operators perform better in some items and dimensions especially in reliability, empathy, and responsiveness. To conclude, the demographic' characteristic that has the most impact on perceived service quality or tour operators' performance is "Having known tour operator before a trip or not.".

Chapter 7 Structural Equation Modeling (SEM)

7.1 Introduction

In the previous chapter 6, the assessment of the level of service quality and other related constructs was summarised and the differences of level of constructs categorised by the characteristics of respondents have been tested. This chapter is the second chapter of tourist's analysis, it focuses on investigating the interrelationships of those constructs and finding differences between groups. The chapter relates to Objective Three: To develop a structural equation model (SEM) of service quality to predict behavioural intention, therefore, the two-main approaches of this chapter are SEM to answer research question of "What is the interrelationship between service quality, experience quality, tourist satisfaction, and behavioural intention?".

To test the proposed relationships among constructs, this study adopted a two-stage process of constructing SEM. The first stage is a construct validity by running a confirmatory factor analysis (CFA) for the measurement models which were developed from the literatures and the second stage is a SEM development which was formed from measurement models in the first stage. The SEM is evaluated from interpreting model fit indices and statistical significance of coefficients. Consequently, the hypotheses were tested to examine the direct or indirect effect predicted constructed on behavioural intention and the testing of customer satisfaction as mediated factor.

Finally, this chapter is divided into four main sections (7.2 – 7.5). Section 7.2 presents processes of model modification and validating the model to achieve all conditions. Followed by section 7.3 which is related to validate the measurement models to be ready in SEM model. Section 7.4 demonstrates how to construct SEM from previous measurement models and tests the hypotheses regarding the mediating effects of customer satisfaction. And lastly, section 7.5 summarises and highlights all results in each section to understand SEM of service quality, experience quality, customer satisfaction and behavioural intention.

7.2 Analytical Methods of Measurement Models and Structural Models

This section aims to identify and assess the fitness of model which is the first stage of process in using SEM. At this stage, each measurement model is validated and modified and finally all measurement models are used to develop SEM in next consecutive section.

7.2.1 Constructs Used in the Research Models

This section presents the code of all constructs and items which will be included in measurement models and SEM. There are three measurement models to be included in SEM; (1) Perceived Service Quality (PSQ) model, (2) Experience Quality (EQ) model and (3) Behavioural Intention (BI) model. The model of PSQ originally from Luk (1997) and Atigan et al (2003) which comprised of 26 items, after pilot testing there are only 21 items included in a questionnaire. The Table 7.1presents all codes of PSQ model.

Table 7.1 Codes with Descriptions Used in Perceived Service Quality Model

Code	Description	Code	Description
PSQ	**Perceived Service Quality**		
P1	Tour operator provides modern vehicles	e1	Variance of T1
P2	Tour operator selects appealing accomodation	e2	Variance of T2
P3	Tour operator selects high quality restaurants	e3	Variance of T3
P4	Tour guides are neat appearing	e4	Variance of T4
P5	Tour guides are sincere to solve problem	e5	Variance of T5
P6	Tour guides provide adequate information about service to be delivered	e6	Variance of T6
P7	Tour guides are prompt to response a request	e7	Variance of T7
P8	Tour guides are willing to help tourists	e8	Variance of T8
P9	Tour guides provide information about local entertainment	e9	Variance of T9
P10	Tour guides advise how to use free time	e10	Variance of T10
P11	Tour guides are appropriately qualified	e11	Variance of T11
P12	Tour guides have working experiences	e12	Variance of T12
P13	Tour guides communicate properly	e13	Variance of T13
P14	Tourists feel confident with this tour operator	e14	Variance of T14
P15	Tour operator provides service on time	e15	Variance of T15
P16	Tour operator provides service right at first time	e16	Variance of T16
P17	Tour operator keep its promises	e17	Variance of T17

Code	Description	Code	Description
P18	Service of tour operator meet tour schedule	e18	Variance of T18
P19	Tour guides are competent	e19	Variance of T19
P20	Tour guides are friendly	e20	Variance of T20
P21	Tour guides understand specific needs.	e21	Variance of T21
RP1	Variance of Tangible		
RP2	Variance of Responsiveness		
RP3	Variance of Assurance		
RP4	Variance of Reliability		
RP5	Variance of Empathy		

Source: Author

Next, the EQ model outlined here was adopted from Xu and Chan (2010) which was tested in the context of a package tour service, it is comprised of 4 dimensions and 18 dimensions. However, there are two items to be eliminated since they duplicated or similar with SERVQUAL: (1) having been educated and informed and (2) Have been taken seriously when help is need. The Table 7.2 demonstrates all codes of EQ model.

Table 7.2 Codes with Descriptions Used in EQ Model

Code	Description	Code	Description
EXperience	**Experience Quality**		
X1	I felt escaped from my daily routine	ex1	Variance of X1
X2	I could forget my everyday problem	ex2	Variance of X2
X3	I felt like I am important throughout the trip	ex3	Variance of X3
X4	I felt like I am respected	ex4	Variance of X4
X5	I felt comforTable	ex5	Variance of X5
X6	I felt relax	ex6	Variance of X6
X7	I felt that my belongings are safe	ex7	Variance of X7
X8	I felt secure personally	ex8	Variance of X8
X9	I did something I really like to do	ex9	Variance of X9
X10	I did something memorable	ex10	Variance of X10
X11	I did something new and different	ex11	Variance of X11
X12	I felt like I have "once in a life time" experience	ex12	Variance of X12
XT13	I felt that I have been involved in a trip	ex13	Variance of X13
X14	I felt that I have a choice during trip	ex14	Variance of X14
X15	I felt that I can control over outcome of trip	ex15	Variance of X15
Recog	Recognition and escapism	RX1	Variance of Recog
Peace	Peace of mind and relaxation	RX17	Variance of Peace

Code	Description	Code	Description
Hedonics	Hedonics	RX18	Variance of Hedonics
Involve	Involvement	RX19	Variance of Involve

Source: Author

The final model is the BI model which test most likely tourists' intention to do these things after a trip: (1) Say positive things about this tour operator to other people (2) recommend this tour operator to their next trip with the organisation; (3) recommend this tour operator to relatives and friends (4) choose this tour operator next time when they travel by themselves. The following Table 7.3 demonstrates all codes of BI model.

Table 7.3 Codes with Descriptions Used in BI Model

Code	Description	Code	Description
BIntent	**Behavioural Intention**		
BI1	I will say positive things about tour operator	eb1	Variance of BI1
BI2	I will choose this tour operator for my own trip	eb2	Variance of BI2
BI3	I will recommend this tour operator to my relatives and friends	eb3	Variance of BI3
BI4	I will recommend my company to choose this tour operator again for next trip	eb4	Variance of BI4
RB1	Variance of Behavioural Intention		

Source: Author

7.2.2 *Validating the Measurement Model Techniques*

Confirmatory factor analysis (CFA) was applied to confirm the factor structure developed from the exploratory factor analysis (EFA), CFA is particularly useful in the validation of scales for the measurement of specific constructs. The measurement models can be divided into two types: (1) First order construct model and (2) Second order construct model. In this study, there are two measurement models; perceived service quality model and experience model meanwhile behavioural intention model is a first order construct model. All of measurement models were applied from previous studies related to tour operators or package tours and the result of a pilot test study.

7.2.2.1 The Assessment of Model:

All model must be achieved as following three steps testing.

(i). <u>Unidimensional</u>*:* Unidimensional is assessed from the factor loading of each measurement item to its latent variable. According to Tabachnick and Fidell (2007) who followed Comrey and Lee (1992) principles, they suggested to use more stringent cut-offs going from 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.71 (excellent).

(ii). <u>Validity:</u> Validity can be divided into three categories as follows
  - *Convergent validity* - The convergent validity is checked from Average Variance Extract (AVE), if the AVE of a construct is less than .50, the validity of this construct is questionable because it indicates that the variance due to measurement error is larger than the variance captured by the construct.
  - *Construct validity* - The construct validity is verified from the fitness indices which indicate how each item is fit to measure the latent construct. The recommended indexes are Chi-square test; Root mean square error of approximation (RMSEA), Goodness fit index (GFI), Adjusted Goodness of fit (GFI), Comparative fit index (CFI), Tucker-Lewis Index (TLI), Normed fit index (NFI), Chi square/degrees of freedom (Chisq/df)
  - *Discriminant validity* – According to Amos program, the redundant items can be noticed form Modification Indies (MI) which is a discrepancy measure. Moreover, the correlation between exogenous constructs should not exceed 0.85 to archived multicollinearity issues.

(iii). <u>Reliability:</u> The reliability assessment can be checked from composite reliability (CR) and average variance extracted (AVE).

7.2.2.2 The fitness of measurement model

To evaluate the fitness of a measurement model, there are varieties of fit measurement available to evaluate the measurement model, however Hair et al (2010) recommended to use at least one fitness index from each category of model fit; (1) Absolute fit, (2) Incremental fit, and (3) Parsimonious fit. The following Table 7.4 summarises the cutoff level of fit indices categorised by types of model fit.

Table 7.4 Fitness Indices and Cut-off Levels Categorised by Types of Model Fit

Fit category	Fit Indices	Cut-off level	Literature
1. Absolute fit	Chi-square	> 0.05	Barrett (2007) not applicable when n> 200
	RMESA	< 0.06	Hu and Bentler (1999)
	GFI	> 0.90	Hooper, Coughlan, and Mullen (2008)
	AGFI	> 0.90	
2. Incremental fit	CFI	> 0.90	Hooper et al (2008)
		> 0.95	Hu and Bentler (1999)
	TLI	> 0.90	Bentler and Bonnet (1980)
		> 0.95	Hu and Bentler (1999)
	NFI	> 0.80	Hooper et al (2008)
		> 0.95	Hu and Bentler (1999)
3. Parsimonious fit	Chisq/df	< 3.0	Bryne (2010)
		< 2.0	Tabachnick and Fidell (2007)

Source: Author

7.2.3 Multivariate Normality Testing

According to Bryne (2010), multivatiare normality can be assessed normality through the kurtosis values and multivariate kurtosis value from Amos program. The the critical ratio (c.r.) of multivariate kurtosis which represent Mardia's normalized estimate where a value < 5.0 indicated to be normally distribution (Bentler, 2005). The results of multivariate normality testing are presented in Table 7.5 – 7.7.

Table 7.5 Multivariate Normality Testing of Perceived Service Quality Model

Variable	min	max	skew	c.r.	kurtosis	c.r.
P10	1.000	5.000	-.505	-3.972	.426	1.674
P9	2.000	5.000	-.492	-3.866	-.223	-.877
P19	2.000	5.000	-.662	-5.207	.282	1.109
P20	2.000	5.000	-.667	-5.246	-.039	-.153
P21	2.000	5.000	-.602	-4.731	-.002	-.006
P15	1.000	5.000	-.883	-6.943	.847	3.331
P16	2.000	5.000	-.586	-4.611	.066	.260
P17	1.000	5.000	-.706	-5.552	.423	1.662
P18	1.000	5.000	-.746	-5.868	.243	.955
P11	2.000	5.000	-.487	-3.833	.088	.345

Variable	min	max	skew	c.r.	kurtosis	c.r.
P12	2.000	5.000	-.824	-6.479	.582	2.288
P13	2.000	5.000	-.523	-4.113	-.020	-.080
P14	2.000	5.000	-.537	-4.220	.017	.069
P5	2.000	5.000	-.622	-4.889	-.099	-.389
P6	2.000	5.000	-.608	-4.779	.073	.288
P7	2.000	5.000	-.353	-2.779	-.569	-2.237
P8	2.000	5.000	-.617	-4.855	.448	1.760
P1	2.000	5.000	-.537	-4.222	.838	3.293
P2	1.000	5.000	-.423	-3.330	.074	.292
P3	1.000	5.000	-.522	-4.102	.536	2.108
P4	2.000	5.000	-.242	-1.905	-.170	-.667
Multivariate					177.328	**54.947**

Source: Author

Table 7.6 Multivariate Normality Testing of Experience Quality Model

Variable	min	max	skew	c.r.	kurtosis	c.r.
X1	1.000	5.000	-.564	-4.439	-.100	-.393
X12	1.000	5.000	-.652	-5.127	.997	3.918
X13	2.000	5.000	-.410	-3.224	.149	.587
X14	1.000	5.000	-.415	-3.264	.305	1.201
X15	2.000	5.000	-.441	-3.471	-.067	-.262
X9	2.000	5.000	-.410	-3.225	.186	.733
X10	2.000	5.000	-.186	-1.461	-.344	-1.354
X11	2.000	5.000	-.391	-3.074	.097	.383
X5	1.000	5.000	-.667	-5.248	.817	3.214
X6	2.000	5.000	-.643	-5.052	.705	2.774
X7	2.000	5.000	-.490	-3.855	.220	.866
X8	1.000	5.000	-.539	-4.240	.596	2.343
X2	1.000	5.000	-.307	-2.417	.101	.399
X3	2.000	5.000	.056	.437	-.643	-2.530
X4	2.000	5.000	-.236	-1.855	-.248	-.976
Multivariate					85.012	**36.254**

Source: Author

Table 7.7 Multivariate Normality testing of Behavioural Intention Model

Variable	min	max	skew	c.r.	kurtosis	c.r.
B1	1.000	5.000	-.522	-4.108	.528	2.077
B2	1.000	5.000	-.645	-5.071	.256	1.005
B3	1.000	5.000	-.612	-4.810	.123	.482
B4	1.000	5.000	-.725	-5.697	.441	1.733
Multivariate					28.574	**39.720**

Source: Author

According to Table 7.5 – 7.7, all c.r. value from Mardia's testing of PSQ, EQ and BI model are over 5.0 which indicates the highly suggestive multivariate nonnormality in the sample. Bryne (2010) claimed that if the multivariate kurtosis appeared to be nonnormality, the Maximize likelihood (ML) estimate might not be appropriate and suggested to test measurement model with Satorra- Bentler robust method in the Stata or EQS program when the sample size is smaller than 10 times the number of estimated free parameters. On the other hand, if there is a large sample size and greater than 10 times the number of estimated free parameters, the Asymptotic distribution free (ADF) in Amos program can be applied. However, the full SEM model in this study comprises of 92 freely parameters but the sample size is 371. Therefore, this study adopted Satorra- Bentler robust method to validate measurement models.

7.3 Measurement Model

This section demonstrates the process to measure fitness of Perceived Service Quality (PSQ), Experience Quality (EQ) and Behavioural Intention (BI) model. Owing to PSQ, EQ model was developed and tested by many researchers so, the Confirmatory factor analysis (CFA) can be used without testing an Exploratory factor analysis (EFA). Moreover, PSQ model and EQ model are test as a Second- order CFA model which all first- order-construct should be achieved before validating second-order constructs.

7.3.1 Measurement Model of Perceived Service Quality (PSQ)

The original first- order-construct model in (Figure 7.2) shows that the model violates the conditions of unidimensional validity, but the construct validity is achieved with RMSE_SB = 0.48, CFI_SB = 0.965, and TLI_SB = 0.959. So there is a process to modify the model by deleting some measurement items which have factor loading under 0.6.
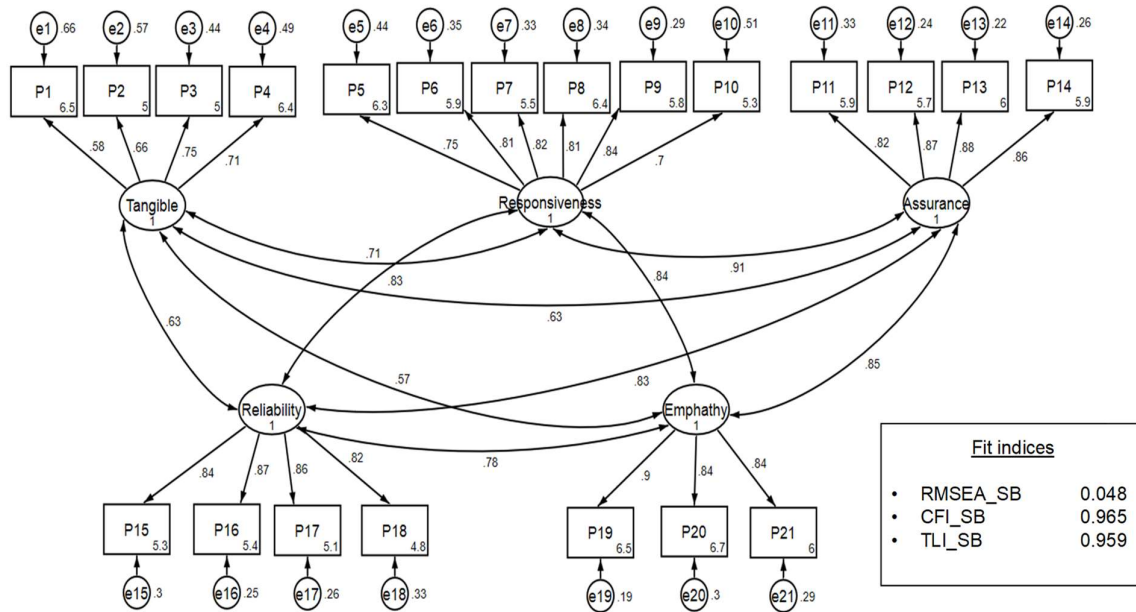
Source: Author

Figure 7.1 First Order-construct of Original Perceived Service Quality Model

After deleting P1 which the Satorra-Bentler coefficient value is 0.58 the from measuring "Tangibles" dimension, the model is achieved unidimensional validity. The results of construct validity test are RMSE_SB = 0.49, CFI_SB = 0.966, and TLI_SB = 0.960 (see Appendix 3). According to Figure 7.2, all fitness indices in Second order-construct model of PSQ are achieved (RMSE_SB = 0.49, CFI_SB = 0.966, and TLI_SB = 0.961), the next step is computing requiring measures to indicate the validity and reliability. The convergent validity can compute from AVE meanwhile AVE is also included to consider reliability with CR, so the following Table presents CR and AVE for every construct in PSQ model (see Table 7.8).
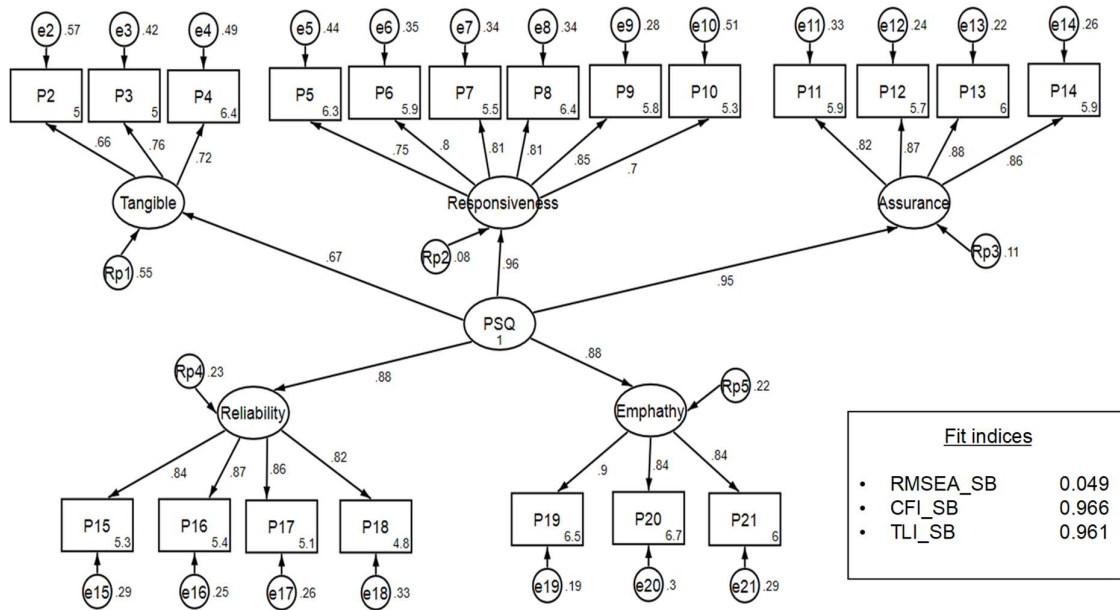
Source: Author

Figure 7.2 Second Order-construct of Final Perceived Service Quality Model

Table 7.8 CR and AVE of Every Constructs in Perceived Service Quality Model

Constructs	Items	Factor Loading	CR (> 0.6)	AVE (> 0.5)
Tangible	P1	deleted	0.976	0.507
	P2	0.657		
	P3	0.759		
	P4	0.717		
Responsiveness	P5	0.748	0.994	0.932
	P6	0.803		
	P7	0.815		
	P8	0.811		
	P9	0.846		
	P10	0.698		
Assurance	P11	0.816	0.994	0.738
	P12	0.874		
	P13	0.885		
	P14	0.861		
Reliability	P15	0.840	0.993	0.716
	P16	0.868		
	P17	0.857		
	P18	0.820		
Empathy	P19	0.899	0.991	0.740

Constructs	Items	Factor Loading	CR (> 0.6)	AVE (> 0.5)
	P20	0.838		
	P21	0.843		
Perceived Service Quality	Tangible	0.674	0.994	0.764
	Responsiveness	0.959		
	Assurance	0.946		
	Reliability	0.876		
	Empathy	0.884		

Source: Author

According to Table 7.8, all constructs are achieved convergent validity and reliability test. The composite reliability (CR) of all latent variables is over 0.6 meanwhile the average variance extracted (AVE) are over 0.5 too so the model is ready to be in SEM model.

7.3.2 *Measurement Model of Experience Quality (EQ)*

This section demonstrates the process to validate of EQ model. Same as PSQ model, EQ model was developed and vary tested by many researchers therefore the Confirmatory factor analysis (CFA) can be used without testing an Exploratory factor analysis (EFA). EQ model is a Second- order CFA model which all first- order construct comprises of 15 items meanwhile second - order construct has 4 latent variables. The final model of first order construct and its fitness indices is on the right of the Figure 7.3.

The original first- order-construct model of EQ model in (Figure 7.3) shows that the model violates the conditions of unidimensional validity (Recog -> X1 < 0.6) and the construct validity is achieved with RMSE_SB = 0.77, CFI_SB = 0.930, and TLI_SB = 0.913). Therefore, the first modification step is deleting X1 from "Recognition" dimension. After deleting X1, all Storra-Bentler coefficient values are greater than 0.6 which can be implied that the unidimensional validity is passed. However, the construct validity was remained problem, the construct validity is achieved with RMSE_SB = 0.67, CFI_SB = 0.952, and TLI_SB = 0.938.
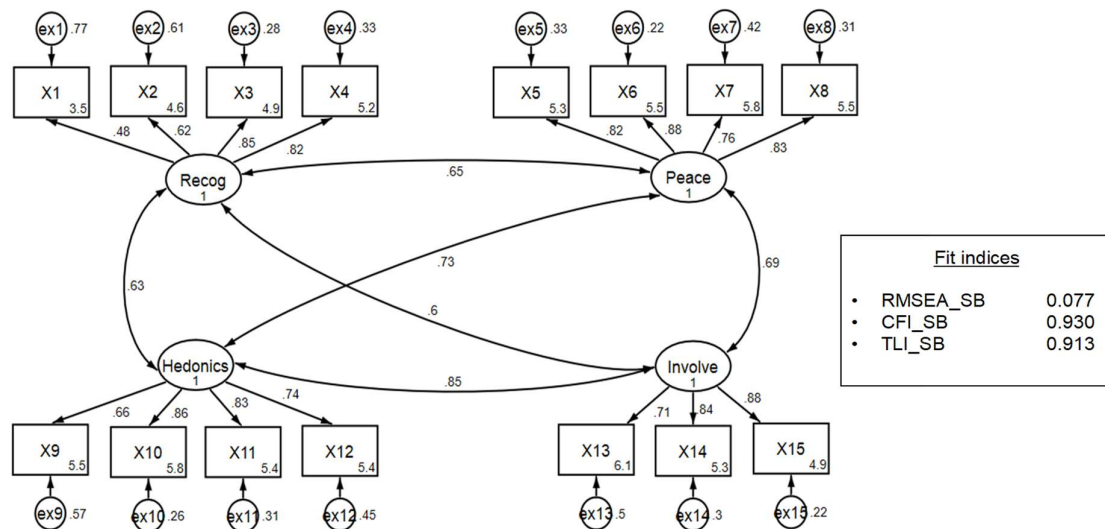
Source: Author

Figure 7.3 First Order-construct of Original Experience Quality Model

The second modification of model was adapted by checking the modification indices and the result was shown that the best technique to choose can be done by covariance ex5 with ex6 (see Appendix 3). After covariance ex5 with ex6, the model had passed the construct validity which the RMSE_SB = 0.54, CFI_SB = 0.969, and TLI_SB = 0.960. The next step is validating the second order-construct of EQ model, the result shows that both unidimensional validity and construct validity were achieved (see Figure 7.4).
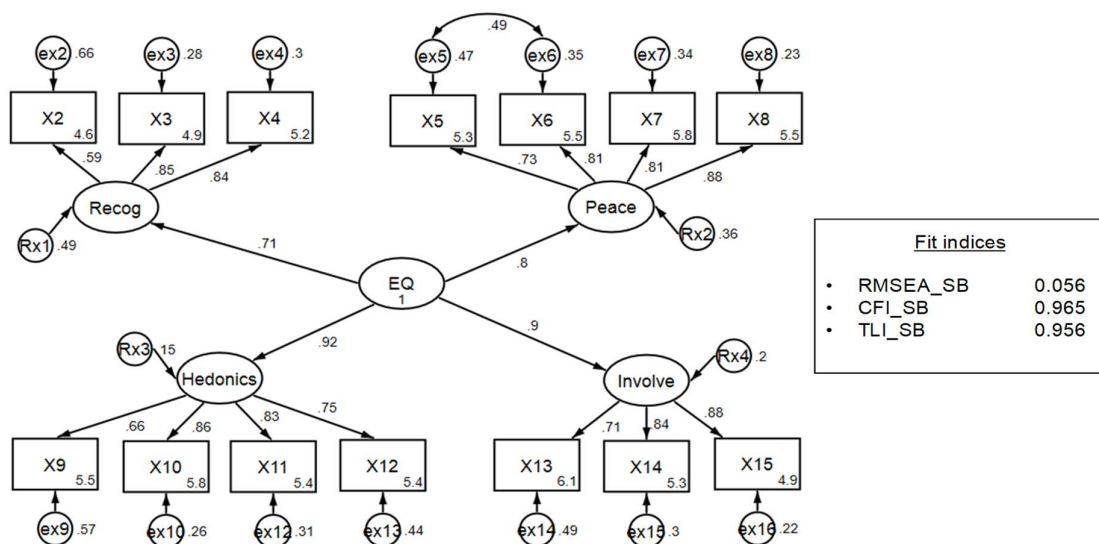
Source: Author

Figure 7.4 Second Order Constructs of Final Experience Quality Model

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Table 7.9 Fitness Indices in First-order Construct Modification of EQ Model

Model modification	RMSEA_SB	CFI_SB	TLI_SB
1. Original model	0.77	0.930	0.913
2. Deleted X1	0.67	0.952	0.938
3. Correlated e5-e6	0.954	0.969	0.960
4. Second order-construct	0.56	0.965	0.956

Source: Author

The next step is checking the condition of convergent validity and reliability from CR and AVE value and all constructs can achieve the conditions. The following Table 7.10 summarises CR and AVE for every construct in EQ model.

Table 7.10 CR and AVE of Every Constructs in EQ Model

Construct	Item	Factor Loading	CR (> 0.6)	AVE (> 0.5)
Recognition	X1	deleted	0.982	0.588
	X2	0.585		
	X3	0.850		
	X4	0.836		
Peace of mind	X5	0.728	0.990	0.655
	X6	0.809		
	X7	0.813		
	X8	0.880		
Hedonics	X9	0.658	0.990	0.604
	X10	0.859		
	X11	0.831		
	X12	0.745		
Involvement	X13	0.711	0.987	0.663
	X14	0.840		
	X15	0.881		
Experience Quality	Recognition	0.714	0.990	0.561
	Peace of mind	0.799		
	Hedonics	0.924		
	Involvement	0.897		

Source: Author

According to Table 7.10, all constructs are achieved convergent validity and reliability test. The composite reliability (CR) of all latent variables is over 0.6 meanwhile the

average variance extracted (AVE) are over 0.5 so finally the EQ model is ready to be in SEM model.

7.3.3 Measurement Model of Behavioural Intention (BI)

BI model is simple compared with PSQ and EQ model. There is only one latent variable with four measurement items. The following Figure 7.5 presents the BI model and its Fitness indices. The construct validity has already achieved in the original model, so no need to test a discriminant validity.
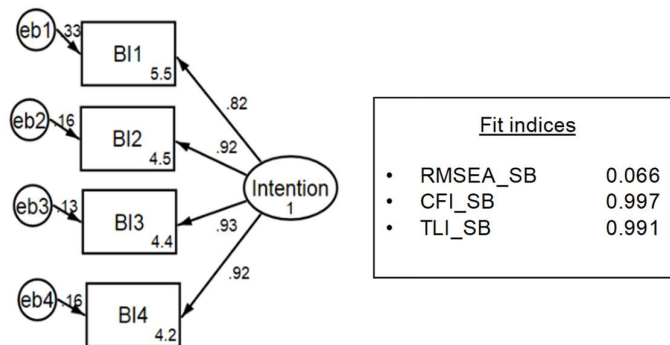
Source: Author

Figure 7.5 Final Behavioural Intention Model

The final step to validate BI model is the convergent validity testing and the result shows that each construct has the AVE value which is larger 0.5 and CR value is greater than 0.6 (see Table 7.11). However,

Table 7.11 CR and AVE of Every Constructs in BI Model

Construct	Item	Factor Loading	CR (> 0.6)	AVE (> 0.5)
Behavioural Intention	BI1	0.817	0.994	1.072
	BI2	0.916		
	BI3	0.930		
	BI4	0.919		

Source: Author

7.4 Structural Equation Modeling

The SEM analysis provides the basis for accepting or rejecting the hypothesized relationships among the constructs. This section is the second stage of constructing SEM which combines all measurement model (PSQ model, EQ model, BI model and customer satisfaction) to develop the Conceptual Model. Followed by the evaluation of the Conceptual Model in terms of measures of fit, statistical significance of coefficients and interpretation. The final step is the hypotheses testing of direct effect and indirect effect and testing of mediation effect of customer satisfaction and experience quality.

The development of conceptual SEM about casual relationships among latent variables are based on previous research studies. The effects of one latent variable on other latent variable can be divided in to two categories: (1) direct effect and (2) indirect effect. For a direct effect, there are some studies in tourism area. Firstly, service quality has a direct effect on behavioural intention is supported by Baker and Crompton (2000) and secondly, Zabkar et al. (2009), Clemes et al. (2011) and Canny (2013) confirmed that service quality has a direct effect on customer satisfaction. Thirdly, the study from Tian-Cole and Scott (2004) and Tian-Cole and Illum (2006) found that performance quality has direct effect to experience quality. Fourthly, Tian-Cole and Illum (2006) found a direct effect of experience quality to behavioural intention which resulting as the same of Hosany and Witham (2010) and Xu and Chan (2010). And finally, Customer satisfaction has a strong influence on behavioural intention which confirmed this effect. (Canny, 2013; Clemes et al. 2011; Zabkar et al., 2009; Tian-Cole and Illum, 2006)

For indirect effect testing, customer satisfaction is recognized as mediator between service quality and behavioural intention, the studies which supported this concept are Petrick (2004) and Tian-Cole and Illum, 2006. Additionally, customer satisfaction was found to have mediator effect from experience quality to behavioural intention from the studies of Xu and Chan (2010) and Hosany and Witham (2010). Moreover, Tian-Cole and Illum, 2006 and Tian- Cole and Scott, 2004 concluded that performance quality has indirect influence on behavioural intention through experience quality and customer satisfaction.

Therefore, this section comprises of the testing of Structural Equation Model in 4 different model structure as following as Figure 7.6. Model 1: SEM of PSQ, CS and BI is the same structure of Alexandris et al., 2002; Clemes et al., 2011; Zabkar et al., 2009; Canny, 2013; Petrick, 2004, and Baker and Crompton, 2000. Model 2 adopted the structure of Xu and Chan (2010) who investigated the cusaual relationship in SEM of EQ, CS and BI. After that it is the analysis of the proposed model of the thesis, Model 3, which combined all four constructs (PSQ, EQ, CS, and BI) in the same structure. In addition, the structure of Tian-Cole and Illum (2005) is investigated as the previously based model of SEM of PSQ, EQ, CS, and BI.
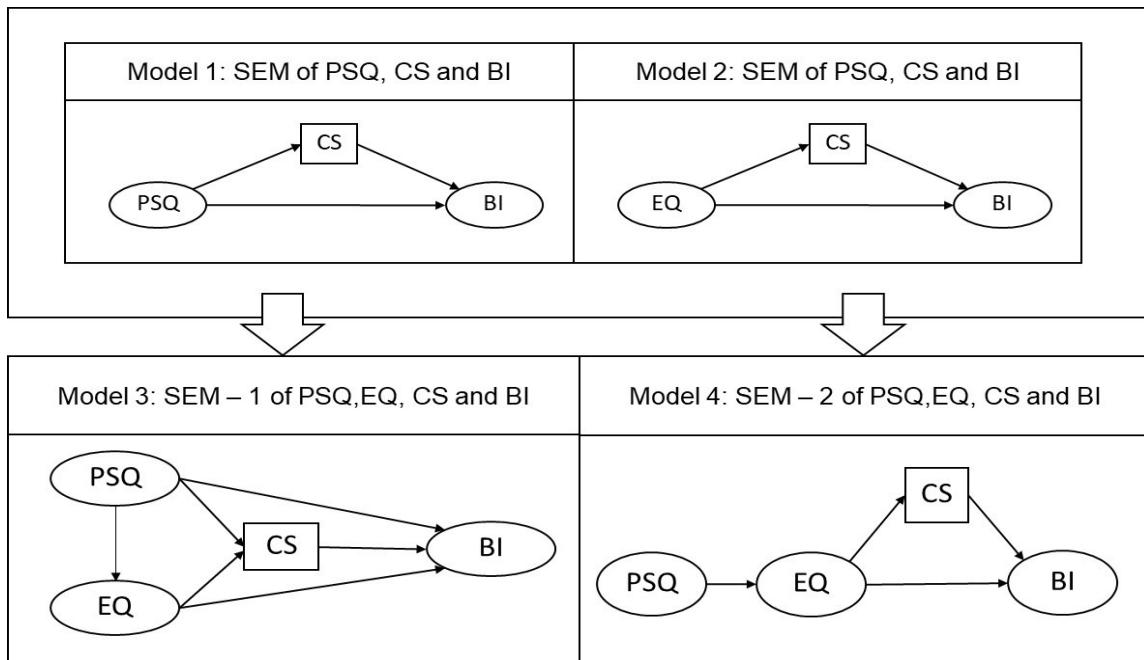
Source: Author

Figure 7.6 The analysis of four SEM structure

7.4.1 Model 1: Structural Equation Model of Perceived Service Quality, Customer Satisfaction and Behavioural Intention

The first SEM model is combined with Perceived Service Quality, Customer satisfaction and Behavioural Intention. This model had been tested in various studies, but their items and dimensions of service quality are different. However, this study adopted perceived service quality with 20 items and solely item of customer satisfaction to predict future behavioural intention of customer. The result of first attempt was passed the condition of unidimensional and construct validity (see Figure 7.7)

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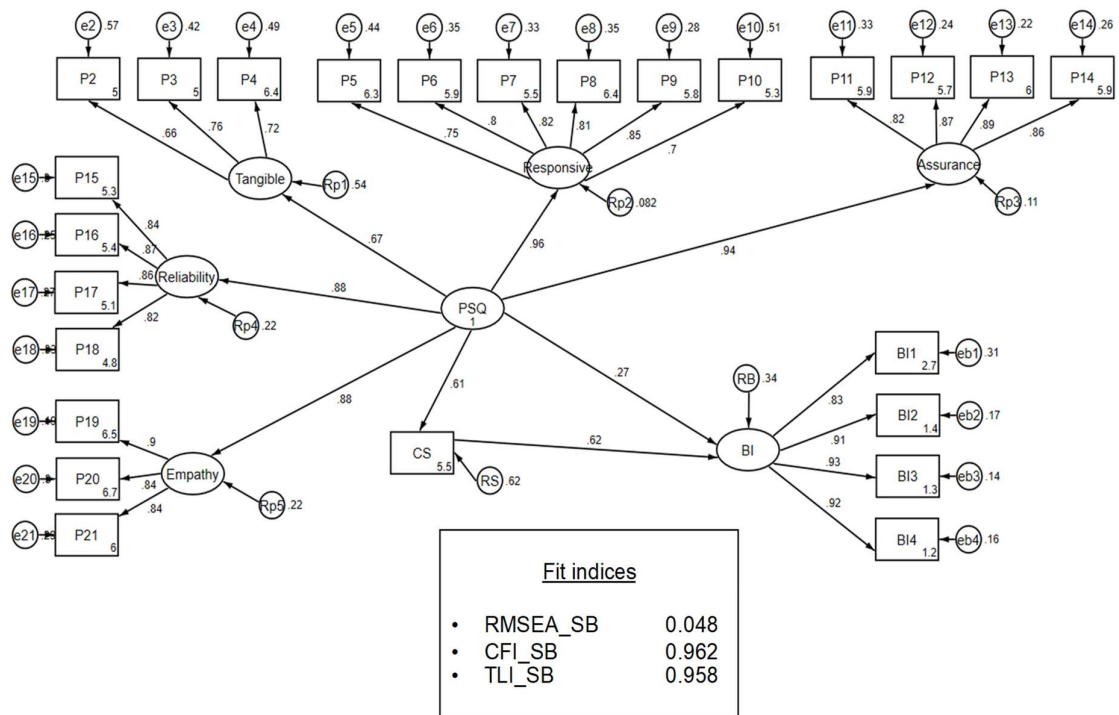
Source: Author

Figure 7.7 SEM of Perceived Service Quality, Customer Satisfaction and Behavioural Intention Model

The path analysis of direct and indirect effects can be summarised in Table 7.12 and the hypotheses statement which structural test regarding the effects between two presents in Table 7.12.

Table 7.12 The Satorra- Bentler Path Analysis of the SEM of Perceived Service Quality, Customer Satisfaction and Behavioural Intention Model

Path Analysis	Standardised coefficient	P	Significant
Total Effect			
1. Customer Satisfaction <--- Perceived service quality	0.6133075	0.00*	Significant
2. Behavioural Intention <--- Perceived service quality	0.2679059	0.00*	Significant
3. Behavioural Intention <--- Customer satisfaction	0.617112	0.00*	Significant
Indirect Effect			
1. Behavioural Intention <--- Customer satisfaction <--- Perceived service quality	0.3784794	0.00*	Significant

Source: Author

According to Table 7.12, all path analyses demonstrate significantly direct effects and indirect effect. As the null hypothesis is the effect between two constructs is equal zero so the result accepted all hypotheses testing of all path analyses in SEM of PSQ, CS, and BI model (see Table 7.13).

Table 7.13 The Hypothesis Statement of the SEM of Perceived Service Quality, Customer Satisfaction and Behavioural Intention Model and its Result

Hypothesis statement	Result
H_0: Perceived service quality has significant effect on Satisfaction	Supported
H_0: Perceived service quality has significant effect on Behavioural Intention	Supported
H_0: Satisfaction has significant effect on Behavioural Intention	Supported

Source: Author

7.4.2 Structural Equation model of Experience Quality, Customer satisfaction and Behavioural Intention

The second SEM model is combined with Experience Quality, Customer satisfaction and Behavioural Intention which is resembled the model of Xu and Chan (2010). The conditions of unidimensional and construct validity were achieved (see Figure 7.8) and the path analysis of direct and indirect effects can be summarised in Table 7.14.

Table 7.14 The Satorra- Bentler Path Analysis of the SEM of Experience Quality, Customer Satisfaction and Behavioural Intention Model

Path Analysis			Standardized coefficient	*P*	Significant
Total effect					
1. Customer Satisfaction	<---	Experience quality	.6536533	0.00*	Significant
2. Behavioural Intention	<---	Experience quality	.4498611	0.00*	Significant
3. Behavioural Intention	<---	Customer satisfaction	.4874988	0.00*	Significant
Indirect Effect					
1. Behavioural Intention <--- Customer satisfaction <--- Experience quality			.3186552	0.00*	Significant
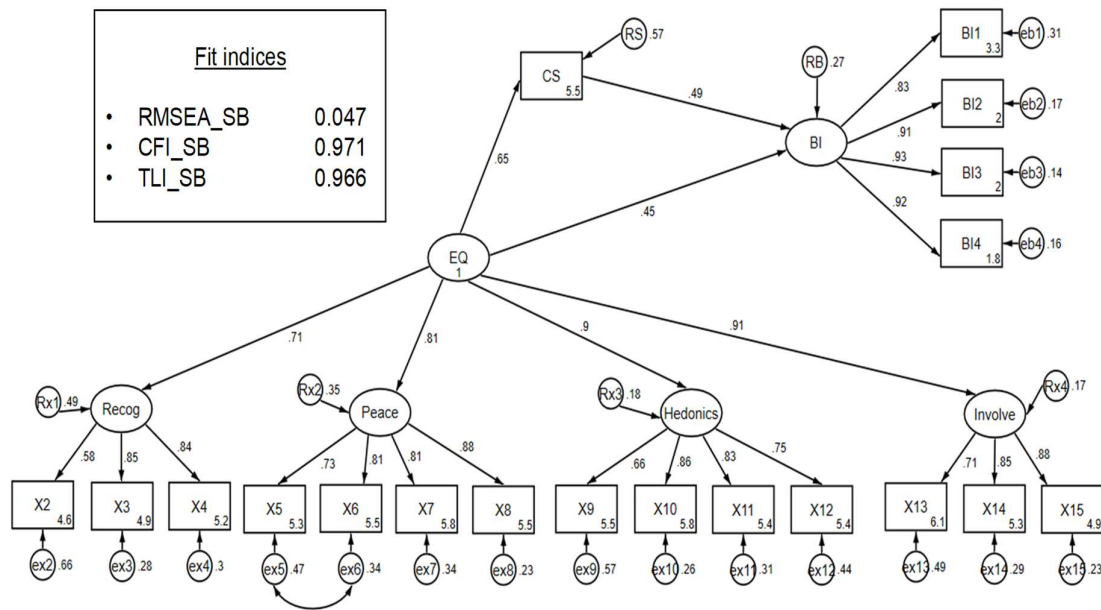
Source: Author

Source: Author

Figure 7.8 SEM of Experience Quality, Customer Satisfaction and Behavioural
Intention Model

All path analyses demonstrate significantly direct effects and indirect effect. As the
null hypothesis is the effect between two constructs is equal zero so the result
accepted all hypotheses testing of all path analyses in SEM of EQ, CS, and BI model
(see Table 7.15).

Table 7.15 The Hypothesis Statement of the SEM of Experience Quality, Customer
Satisfaction and Behavioural Intention Model and its Result

Hypothesis statement	Result
H_0: Experience quality has significant effect on Satisfaction	Supported
H_0: Experience quality has significant effect on Behavioural Intention	Supported
H_0: Satisfaction has significant effect on Behavioural Intention	Supported

Source: Author

7.4.3 Structural Equation Model of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention

The final SEM model is combined with Perceived Service Quality, Experience
Quality, Customer satisfaction and Behavioural Intention which had been tested in
some tourism studies in the area of destination analysis. The structure of the model

can be divided into 2 structures; (1) Model 3: SEM-1 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model is the proposed model combining from all literatures in Chapter 2 and (2) Model 4: SEM-1 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model is structured from Tian-Cole and Illum (2005) as follows:

1) **Model 3**: SEM-1 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model

The propose model of study is PSQ model is the only one exogenous construct and it has influence on EQ model. But the full propose model was not success as the Statora-bentler estimator could not find the convergence of the model. After setting both PSQ and EQ as the exogenous constructs, the model was achieved the validity testing (see Figure 7.9).

Fit indices	
• RMSEA_SB	0.053
• CFI_SB	0.926
• TLI_SB	0.921
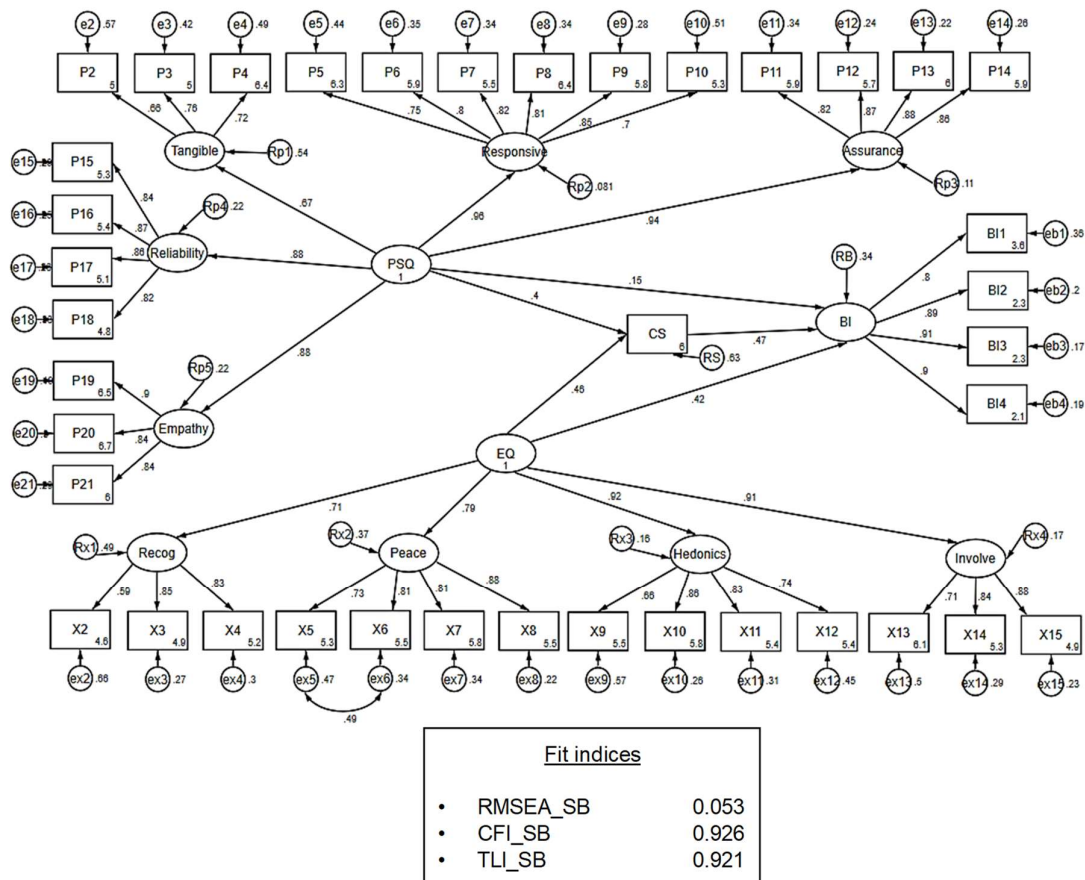
Source: Author

Figure 7.9 SEM-1 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model

The path analysis is adopted to test direct and indirect effects within the model and the results show that all path analyses demonstrate significantly direct effects and indirect effect. As the null hypothesis is the effect between two constructs is equal zero so the result accepted all hypotheses testing of all path analyses in SEM of PSQ, EQ, and BI model (Table 7.16).

Table 7.16 The Satorra- Bentler Path Analysis of the SEM-1 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model

Path Analysis			Standardised coefficient	P	Significant
Total Effect					
1. Customer Satisfaction	<---	Perceived service quality	0.3956591	0.00*	Significant
2. Behavioural Intention	<---	Perceived service quality	0.1470568	0.00*	Significant
3. Customer Satisfaction	<---	Experience quality	0.4602192	0.00*	Significant
4. Behavioural Intention	<---	Experience quality	0.4212603	0.00*	Significant
5. Behavioural Intention	<---	Customer satisfaction	0.4744248	0.00*	Significant
Indirect Effect					
1. Behavioural Intention <--- Customer satisfaction <--- Perceived service quality			0.1877105	0.00*	Significant
2. Behavioural Intention <--- Customer satisfaction <--- Experience quality			0.2183394	0.00*	Significant

Source: Author

According to Table 7.16, all path analyses demonstrate significantly direct effects and indirect effect. As the null hypothesis is the effect between two constructs is equal zero so the result accepted all hypotheses testing of all path analyses in SEM - 1 of PSQ, EQ, CS and BI model (see Table 7.17).

Table 7.17 The Hypothesis Statement of the SEM - 1 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model and its Result

Hypothesis statement	Result
H_0: Perceived service quality has significant effect on Satisfaction	Supported
H_0: Perceived service quality has significant effect on Satisfaction	Supported
H_0: Experience quality has significant effect on Satisfaction	Supported
H_0: Experience quality has significant effect on Behavioural Intention	Supported

Hypothesis statement	Result
H_0: Satisfaction has significant effect on Behavioural Intention	Supported

Source: Author

According to Table 7.16, the direct effect of Perceived Service Quality (PSQ) -> Behavioural Intention (BI) = 0.147 and the indirect effect of Perceived Service Quality (PSQ) -> Customer Satisfaction (CS) -> Behavioural Intention (BI) = 0.188. Comparing both direct and indirect effects the indirect effect (PSQ -> CS -> BI) is higher than the direct effect (PSQ -> BI), so the partial mediation has occurred. On the other hand, the direct effect of Experience Quality (EQ) -> Behavioural Intention (BI) = .474 and the indirect of Experience Quality (EQ) -> Customer Satisfaction (CS) -> Behavioural Intention (BI) = .218. The result show that direct effect (EQ -> BI) is still greater than indirect effect, so customer satisfaction is not a mediator between Experience Quality (EQ) -> Behavioural Intention (BI).

2) **Model 4:** SEM-2 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model

The previce SEM – 1 of PSQ, EQ, CS and BI show that perceived service quality has the effect on behavioural intention through customer satisfaction only. Therefore, the modification of SEM-2 adopted PSQ model as the antecendent of EQ model, followed by testing the relationship among EQ, CS and BI. The result of SEM-2 model was succeeded as the Statora-bentler estimator find the convergence of the model (see Figure 7.10) and the fit indies presented the better score than SEM-1 model.

The path analysis is adopted to test direct and indirect effects within the model and the results show that all path analyses demonstrate significantly direct effects and indirect effect. As the null hypothesis is the effect between two constructs is equal zero so the result accepted all hypotheses testing of all path analyses in SEM of PSQ, EQ, and BI model (Table 7.18).
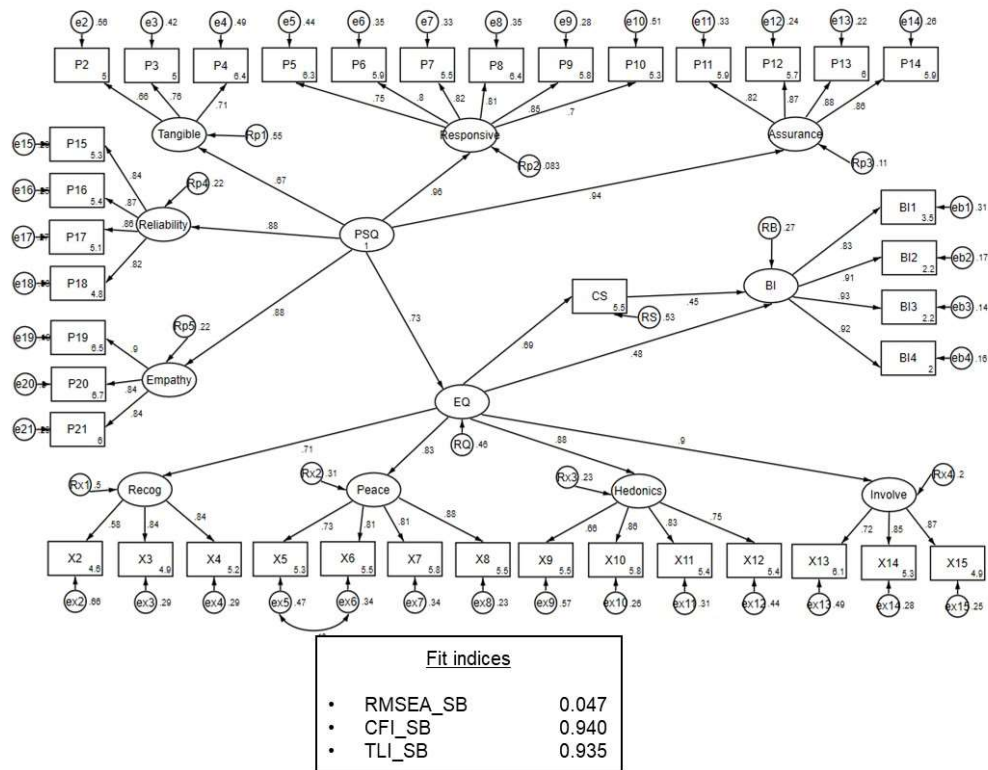
Source: Author

Figure 7.10 SEM-2 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model

Table 7.18 The Satorra- Bentler Path Analysis of the SEM-2 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model

Path Analysis			Standardised coefficient	P	Significant
Total Effect					
1. Experience quality	<---	Perceived service quality	.731669	0.00*	Significant
2. Customer Satisfaction	<---	Experience quality	.686549	0.00*	Significant
3. Behavioural Intention	<---	Experience quality	.4800786	0.00*	Significant
4. Behavioural Intention	<---	Customer satisfaction	.4520116	0.00*	Significant
Indirect Effect					
1. Behavioural Intention <--- Experience quality	<---	Customer satisfaction	.3744715	0.00*	Significant
2. Behavioural Intention <--- Experience quality	<--- <---	Customer satisfaction Perceived service quality	.95378	0.00*	Significant

Source: Author

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According to Table 7.18, all path analyses demonstrate significantly direct effects and indirect effect. As the null hypothesis is the effect between two constructs is equal zero so the result accepted all hypotheses testing of all path analyses in SEM - 2 of PSQ, EQ, CS and BI model (see Table 7.19).

Table 7.19 The Hypothesis Statement of the SEM - 2 of Perceived Service Quality, Experience Quality, Customer Satisfaction and Behavioural Intention Model and its Result

Hypothesis statement	Result
H_0: Perceived service quality has significant effect on Experience quality	Supported
H_0: Experience quality has significant effect on Satisfaction	Supported
H_0: Experience quality has significant effect on Behavioural Intention	Supported
H_0: Satisfaction has significant effect on Behavioural Intention	Supported

Source: Author

Regarding testing of mediating variables, Table 7.18 the direct effect of Experience Quality (EQ) -> Behavioural Intention (BI) = .480 and the indirect of Experience Quality (EQ) -> Customer Satisfaction (CS) -> Behavioural Intention (BI) = .374. The result show that direct effect (EQ -> BI) is still greater than indirect effect, so customer satisfaction is a partial mediator between Experience Quality (EQ) -> Behavioural Intention (BI).

7.5 Chapter Summary

The chapter focuses on conducting the SEM model from PSQ model, EQ model, customer satisfaction and BI model to find its interrelationship among constructs. During the validation test of the measurement model, the multivariate normality testing by critical ratio by Mardia's test indicates that the distribution of constructs within PSQ model, EQ model and BI model are nonnormally distributed. In respect to the small sample size, the Satora-Bentler robust technique was the best appropriate technique to deal with nonnormality of data. After that, the testing results of unidimensional and construct validity testing PSQ model, EQ model and BI model.

The results show that the PSQ model and EQ model are modified by deleting some items. The "P1: Tour operator provides modern vehicles" is eliminated from a tangible dimension of PSQ Model so the final PSQ model comprises of 20 items in 5 dimensions (tangible 3 items, responsiveness 6 items, assurance 4 items, reliability 4 items and empathy 3 items. Among these 5 dimensions, responsiveness which is related to the interaction between tour guide and tourist has the highest factor score at 0.959 followed by assurance dimension in regard of tour guide's qualifications with has the highest factor score at 0.946. Meanwhile, the tangible dimension which comprises of accommodation, restaurant and tour guide's dressing has the least factor score at 0.674.

Regarding, the modification of EQ measurement model, "X1: I felt escape from daily routine" was deleted from Recognition dimension. Moreover, EQ model is furthers modified by pairing/correlate redundant items (X5: I felt comfortable and X6: I felt relax) together. The highest factor score of EQ model is hedonics dimension at 0.924, this dimension is judged from the activity and memorable experience. Next, the lowest factor score of EQ model is recognition dimension at 0.714. On the other hand, the BI model is quite simple and there is no need to modify because it has only one latent variable with four measurement items. The highest factor scores of BI model is the tour operator's recommendation to relatives at 0.930.

At the SEM stage, the development of SEM began with testing two simple SEM models (1) SEM of PSQ, CS and BI and (2) SEM of EQ, CS and BI and these two simple models were succeeded after testing with Satora-Bentler built in STATA. Then, the adoption of both PSQ and EQ as the quality valiable is tested to predict the relationship with CS and BI. The first model, SEM-1 of PSQ, EQ, CS and BI, shown that the path analysis between PSQ to EQ has failed. In this case, it means that perceived service quality has no significant effect on experience quality meanwhile the rest of path analyses which have significant direct effects are the following: (1) Perceived service quality -> Customer satisfaction; (2) Experience quality -> Customer satisfaction; (3) Experience quality -> Behavioural intention and (4) Customer satisfaction -> Behavioural intention. However, the results show that Experience quality has stronger effects on Behavioural intention than Perceived service quality and Perceived service quality seems to impact more on Customer satisfaction.

Since the path analysis of SEM-1 was not succeeded in the path between PSQ to EQ, the second model, SEM-2 of PSQ, EQ, CS and BI, was modified to the same structure as Tian-Cole and Illum (2006) to confirm the direct effect of Perceived service quality -> Experience quality. The SEM-2 of PSQ, EQ, CS and BI succeed, and the result of fit indices show that the structure of SEM – 2 of PSQ, EQ, CS and BI is better than SEM-1 of PSQ, EQ, CS and BI. Therefore, the interpretation of this model is (1) Perceived service quality has an effect on Experience quality, (2) Experience quality has both direct and indirect effect through customer satisfaction on Behavioural intention. (3) the direct effect between Experience quality to Customer satisfaction is mainly from the effect of Perceived service quality and (4) Behavioural intention highly depends on Experience quality.

To conclude, Perceived service quality has a more powerful effect on Customer satisfaction than Behavioural intention, in order to predict the Behavioral intention researchers should considering Customer satisfaction first. On the other hand, Experience quality can be able better to predict Behavioural intention than Perceived service quality because its direct effect on Behavioural intention is stronger than the indirect effect through Customer satisfaction. Morover, the results show that Experience quality has a stronger effect on Behavioural intention than Perceived service quality.

Chapter 8 Service quality management of domestic Thai tour operators

8.1 Introduction

Many tour operators in Thailand are struggling to adapt to changes in tourist behaviour, along with a plummeting of sales, especially in domestic tourism. The improvement of service quality is seen as a significant tool which will help businesses compete in the market, and many tour operators have joined the quality standards project of the Thai government to obtain certification. Concentrating on the service industry, quality of experience has become essential in today's world which has changed from a service-based industry to an experience-based one (Pine and Gilmore, 1999). For Otto and Ritchie (1996), experience quality is a subjective feeling while service quality is an objective feeling of participants during a service encounter; hence some tourism research considers both qualities separately.

This thesis focused on service quality of domestic private group tours. Considering service quality solely is not sufficient to craft a business strategy; the study of interrelationships between service quality, customer satisfaction and behavioural intention is vital. The target group of the study is a domestic private group tour which many Thai organisations have provide to their employees annually. These organisations are the major customers of the domestic tourism industry in Thailand. It is believed that employees who had attended the company trips are expected to be future customers or influencers of the choice of a tour operator. Therefore, chapter 8 is an inference drawn upon the findings from Objective 1, Objective 2, and Objective 3. The chapter aims to develop and suggest service quality management framework of domestic Thai tour operators.

The first section (8.2) summarises the key findings of each objective and gives a detailed discussion. Next, section 8.3 is a development of service quality management framework which integrates significant results from both tour operator and tourist into one structure. Finally, section 8.4 is a conclusion of this chapter.

8.2 Summary of key finding and discussion

8.2.1 Summary and discussion on research objective one

The research objective one is to explore service design and service process, including service quality practices of domestic tour operators in Thailand. This objective is the view of service management of tour operation. The analysis is divided into two sections as the mixed- method approach, quantitative analysis and qualitative analysis. The findings from a quantitative analysis are (1) large-sized tour operators have standard procedures for each staff's position and (2) external factors were the most critical issues affecting customer satisfaction. Regarding the size of tour operator, this study defined a small size as a company with 1-5 employees, medium size as a company with 5-10 employees, and large size as a company with over 10 employees. The organisational structure of the large-sized tour operator is different from others as it divided into departments, so the standard procedures might be mostly seen in the large company.

The problems of external factors might occur with any subcontractors/partners of the tour operator such as the hotel, the local tour guides, or coach drivers. The results of this study support Wang et al. (2009), who found that the uncontrollable risks have a high impact on the delivery process of the group package tour. They suggested a precautionary strategy of training staff in risk-management abilities, providing regular training in simulations in order to improve tour leaders' risk perception and to reduce loss from uncertainty. Moreover, Tsaur and Lin (2014) have indicated that local tour guides can cause problems when: (1) local guides are unprofessional when they deliver incorrect information or misinterpret it or (2) local guides force tour members or tourists to purchase products in order to earn commission or they suggest optional tours for the same reason. Since most inland travel is by coach, it is essential to also consider the behaviour of the coach driver during the trip too.

Linking the results of the survey and the interview together, the emphasis of the large tour operator on the standard procedure is supported as the owner of a tour operator might not participate in the trip. The uncontrollable risks might affect the delivery process and the level of customer satisfaction, so the skilled and experienced tour leader is a significant element for tour success. This study has valued the significance of human resource management in quality management, and the results

found that experience staffs have an influent affect on the success of service. As such, the problem with human resource practice and management in the tourism business has remained the same since the study of Harrington and Lenehan in 1998.

Additionally, the results from an interview section give the insight information of tour operator's behaviour when doing their service operation. The management of service quality is divided into three perspectives: company strategy's perspective, the service process's perspective and the customer's perspective. The customer's perspective is the objective of the proposed framework, which relates the level of service quality, meanwhile company strategy's perspective and service process's perspective associated with the service quality management. The company strategy's perspective is the fundamental of business which comprises of quality management, company image, human resource management, and the internet and social media. The service process's perspective demonstrates the tour operation from pre-trip till post-trip.

The quality management system is significant as the fundamental concept of the tour operator's strategy, and the strategy should be aligned to the company image and human resource management. The objective of quality management in this study is the same as Hassan (2000) that (1) to meet customer's need, (2) improving the competitiveness of the tourism business and (3) offering quality business environment. The social media adoption is an unexpected factor which can enhance the quality of tour operation. Tour operators in this study used social media in many processes of tour service their objective to use social media are to increase satisfied tourists and customer's loyalty (Sender et.al,2003).

In this study, service design is restricted by the customer's budget and tour operator's strategy. The tourists in this study did not pay for travel, but their employers did. The selection of tour operator highly depends on the budget and trip's objectives of each employer's human resource department. Therefore, the tour operator does follow the requirement. However, the different strategy of each tour operator is a tour staff. Mok et al. (2001) suggested that the tourism business should provide appropriate service guidelines and standards to ensure that staff can perform in line with the company's business mission. However, the results in this study showed that only large tour operators were concerned more with this issue and that

the two large tour operators from the interview confirmed to have a standard process for their employees.

The delivering of service to meet the standard relates to human resources, especially frontline employees such as tour guides and staff as in this study. It is suggested that if a business wishes to offer excellent service, it may be achieved through human resource policies, such as training and empowerment (Pender and Sharply, 2005). Large tour operators in this study emphasise staff experience, so they begin from the recruitment stage and then provide proper in-house training. On the other hand, with small or occasional tour operators with 2-3 employees, they do not provide any training to their employees because all of them have already had working experience. Therefore, the implication of empowerment mostly be seen in the large tour operators in Thailand.

8.2.2 Summary and discussion on research objective two

This section discusses the tourists' perspective on exploring the level of service quality (expected service quality (ESQ) vs perceived service quality (PSQ), experience quality (EQ) and customer satisfaction (CS) to predict their future behavioural intentions (BI). The results show that most items of ESQ have similar levels across trip and demographic characteristics, while the levels of PSQ and EQ are different, especially sector, size of customer's organisation, and knowing the tour operator before the trip. However, it is difficult to find literature on this aspect, since most current studies mainly report on causal relationships among constructs rather than the score of each item. Moreover, this study focused on tourists who did not contact directly to the tour operators because their organisations have done for them so the demographic characteristics here are quite different from other previous studies.

Linking the findings from tourist's perspectives with the results from tour operators, the quantitative phase found that some of the tour operators believed their customers more likely to have a different level of expectation. However, the results from the interview phase demonstrated them differently. Considering both phases, the results from tourist's perspectives are supported by the interview's findings, so it can be concluded that the expectation of service quality is not an important issue for this study. Therefore, the main focuses of this study are the perceived service quality

(PSQ), which is the influent factor to indicate the level of actual service quality. The levels of PSQ are different, especially sector, size of customer's organisation, and knowing the tour operator before the trip.

(i). Sector of customer's organisation

Considering the sector of customer's organisation, the trip's objectives of the public organisation are different from the private organisation. The types of domestic service tours can be divided into (1) Travel based trips, (2) Activity-based trips and (3) Education based trips. A travel-based trip or a program tour is a traditional service offered by tour operators. They provide an all-inclusive service for tourists, and the schedule is fixed. This type of product focuses on leisure, and the customer can choose a package from those published on the website, or they may ask for a personalised plan. Activity-based and education-based trips are individually tailored and highly customised to meet each customer's objectives and needs. In the private sector, both activity-based and travel-based trips can be offered by medium or large companies upon customers desire to add some activities during the trip.

Education-based trips are the province of academic institutions like schools or universities, and the costs are generally paid for by students. In the case of employees from the public sector, although trips may be termed "educational" or promoted as seminar trips, they are usually combined with a few tourist attractions. The nature of the trip is that the customer chooses the place to visit or study, and the tour operator designs a trip which can include some tourist attractions. In some cases, tour operators can suggest or design an entire trip based on previous trips by the customer. The peak period for governmental trips is from August to the beginning of September since this almost coincides with the end of the financial year/end of governmental budgets.

Considering the different objectives, customers from the private sector focus on travel and activity; meanwhile, the public sectors have to split some days for learning purpose. In addition, tourists who travelled with the private organisation had not paid or responsible for any unexpected cost that occurred during the trips. Therefore, the result from tourist's opinion presents that the

customers from the private sector gave a higher score of service quality than one from the public sector.

(ii). <u>Size of the cusomer's organisation</u>

In this study, the size of the customer's organisation was divided into (1) small organisation (less than 75 employees) and (2) large organisation (over 75 employees). A large organisation means a large-scale trip; the tour operator should be able to handle large amounts of tourists travelling on the same trip. The result from tourists shows that tourists who have worked in small organisation scored a higher rate of service quality than one from the large organisation. In addition, only medium and large tour operators focus on the large scale group service.

(iii). <u>Knowing of the tour operator before trip</u>

The unexpected result that tourists who have to know the tour operator before trip rated the higher score of service quality than who have not. The reason might because tourists can predict the level of service they will receipt and judge the actual service based on their expectation. In this study, most of the tourists heard about the particular tour operator from their relatives and friends. This word-of-mouth is highly related on the prediction of tourists intention after trips in this study: (1) say positive things, (2) recommend to friend and relatives, (3) choose for own trip and (4) recommend an organisation to choose this tour operator again.

Regarding the SERVQUAL GAP analysis, SERVQUAL scores present the gap between actual service quality received from a participant's tour operator and the expectation of service quality from general tour operators. The gap analysis can spot the issues or activities which can negatively affect service quality. In this study, the top three items with the widest gaps were (1) Tour operators select a high-quality restaurant at -0.65, (2) Tour operators providing information on local entertainment at -0.54, and (3) Tour operators keep their promises at -0.53. The result of a gap analysis by item shows that Thai tour operator can meet customer expectation than previous studies.

Zhou and Pritchard (2009) stated their three widest gap scores were "Performing the service right the first time" at -1.35, "Completion of promised tasks" at -1.24, and "Showing concern when you have problems" at -1.19. Meanwhile, Lam and Zhang, (1999) found that "Never be too busy to respond" scored -2.27, "Solving customer problems" -2.21, and "Completion of promised tasks" at -2.19 gave the widest gap scores. The three most substantial gap scores of Johns et al. (2004) are "Advanced reservation technology" at – 1.25, "Modern-looking office décor" at – 1.10, and "Visually appealing promotional brochures, completion of promised tasks" at – 1.06".

Focusing on the gap analysis by dimension; the reliability dimension had the widest gap, followed by the tangibles and responsiveness dimensions. The result of this study seems to support the previous studies of Lam and Zhong (1999), Zhou and Pritchard (2009), and Johns et al. (2004). According to Lam and Zhang (1999), who studied the service quality of tour guides in Hong Kong, the widest gap scores related to tour guides or tour operations (reliability dimension), while the narrowest gap scores were service items in the tangibles dimension. The findings are supported by a service quality study of travel agents in South China by Zhou and Pritchard (2009). On the other hand, a SERVQUAL gap study of travel agents in Northern Cyprus by Johns et al. (2004) found that the largest gap scores were items in the tangibles dimension and the lowest gap scores were items in the responsiveness dimension.

Integrating the results from SERVQUAL GAP analysis with the finding from the objective one, the item with the broadest gap score is the quality of restaurant which is supported by the results from the interview phase that Thai people are highly concern on food. The dimension which has an enormous gap is the reliability, the reliability dimension has related the process of service conformance and comprises of: provides service on time; provide service right at the first time; keep the promises and meet tour schedule. However, to close the gap between expectation and actual perception, the tour operator should concentrate on the experiences and skills of the tour leaders and tour guides who are the front-line employees to contact the customers.

8.2.3 Summary and discussion on research objective three

The measurement model, Perceive Service Quality (PSQ) model, Experience Quality (EQ) model and Behavioural Intention (BI) model have been validated for their fitness

by using the Satora-Bentler robust methods. Both the PSQ model and EQ model were modified in the stage of confirmatory factor analysis to achieve unidimensional validity and construct validity while the BI model did not need modification as it had only one latent variable with four measurement items. The SEM model in this study is divided into four models: Model 1: SEM of PSQ, CS and BI; Model 2: SEM of EQ, CS and BU; and Model 3 - 4 SEM of PSQ, EQ, CS and BI.

Firstly, Model 1, the SEM model of the PSQ model, CS and BI model, was developed to find interrelationships among constructs. The results showed a direct effect in all parts analysis: (1) PSQ - > CS, (2) CS - >BI and (3) PSQ - > BI, which supports studies from Baker and Crompton, 2000. According to the path analysis between (1) PSQ - > CS and (2) CS - >BI, this study found a direct effect between two constructs which is the same results as Zebkar et al. 2009; Clemens et. Al, 2011 and Canny, 2013. On the other hand, the result illustrates that service quality has a direct influence on behavioural intention which supports the previous studies of Alexandris et al. 2002; Petrick, 2004 and Kouthoris and Alexandris, 2005. Moreover, customer satisfaction was confirmed as a partial mediator between PSQ - > BI as in the study of Petrick, 2004.

Secondly, Model 2, the SEM of EQ, CS and BI, the results showed direct effects between experience quality and behavioural intention, and satisfaction and behavioural intention, which was the same as Hosany and Witham (2010) and Xu and Chan (2010) studies. Owing to this study has adopted the full SEM model of Xu and Chan (2010) study, the results of measurement coefficients can be compared. This study shows that the influence of customer satisfaction on behavioural intention is higher than Xu and Chan (2010) study. Conversely, the indirect effect between (EQ -> CS -> BI) is lower than the direct effect (EQ -> BI). In addition, when concentrating on each construct of Experience Quality model, this study found a different result from Xu and Chan (2010) who studied a traditional package group tour service.

Base on Xu and Chan (2010) study found that Recognition and Escapism is the greatest coefficient value, followed by Peace of mind and Relaxation; Hedonics; and Involvement. Meanwhile, the highest coefficient value of this study is Involvement, followed by Hedonics; Peace of mind and Relaxation; and Recognition and

Escapism. According to the result from Chapter 5, the differences might be from the dissimilarity of tour programs and tour members. Within this study, the destination and activities of the trip are chosen by the tourist's organisation; the tourists have to follow these tour programs. Since the tourists travelled together with their colleagues in the organisation, so it would be difficult to forget their daily routine jobs from their mind. On the other hand, as an organisation's mates, they could feel along with the trip easily and be happier.

From the previous results of Model 1 and 2, there is a sign that Experience quality has greater effect on Behavioural intention than Perceived service quality. Therefore, Model 3 and 4 compared the SEM of PSQ, EQ, CS, and BI with two different structures in Figure 8.1.
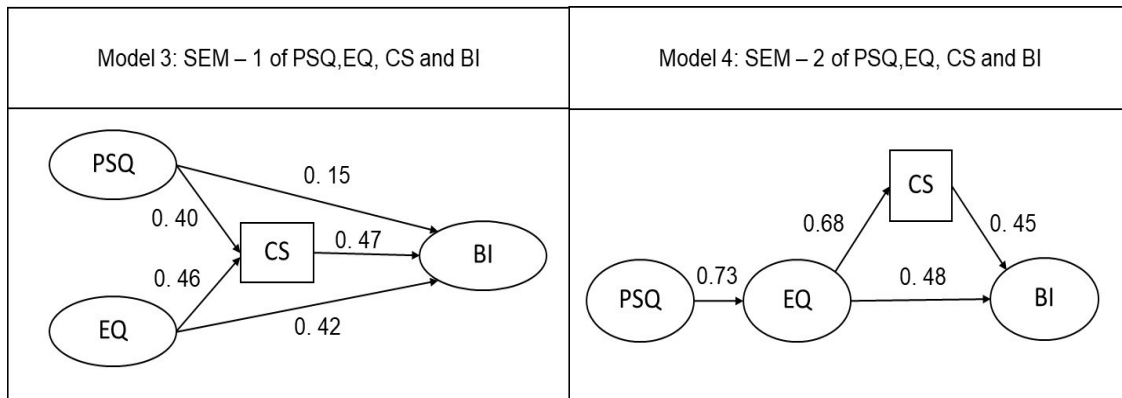
Figure 8.1 Justification of Final SEM model of Perceived Service Quality, Experience Quality, Customer Satisfaction, and Behavioural Intention

To justify the final SEM model of Perceived Service Quality, Experience Quality, Customer Satisfaction, and Behavioural Intention, Model 4 is a better fit for this study. According to fit indies, the RMSEA_SB of Model 4 (0.047) is lower than Model 3 (0.053), the CFI_SB and TLI_SB of Model 4 (0.940, 0.935) is higher than model 3 (0.926, 0.921). In addition, the Model 4 is supported by the study of Tian-Cole and Illum (2005), they found that the Performance quality influenced tourist's behavioural intention through the Experienced quality and Customer Satisfaction. On the other hand, their study illustrated that the Performance quality has no direct effect on Behavioural intention meanwhile this study presented a very low effected.

The other reason to support the Model 4 is the proposed Framework of Service Quality Management in Objective one. According to this framework, service quality is defined as a foundation of Thai domestic tour operator's strategy, service quality is significant for the business, but it is not the most vital factor to retain existing customers. Therefore, the Model 4 will be adopted to develop service quality management framework of Objective 4 in section 8.3, integrating with the result from Objective one and Objective two.

8.3 Developing service quality management framework of Thai domestic tour operator

This section is related to research objective four, which aims "To suggest the managerial practice to improve the service quality of domestic tour operator in Thailand". The proposed framework from objective one is now integrating with objective two and three to finalise the framework for service quality management of Thai domestic tour operator. The framework comprises of three perspectives: customer's perspective; service process's perspective; and company strategy' perspective, each perspective has been revised concerning the results from these three research objectives as Figure 8.2.
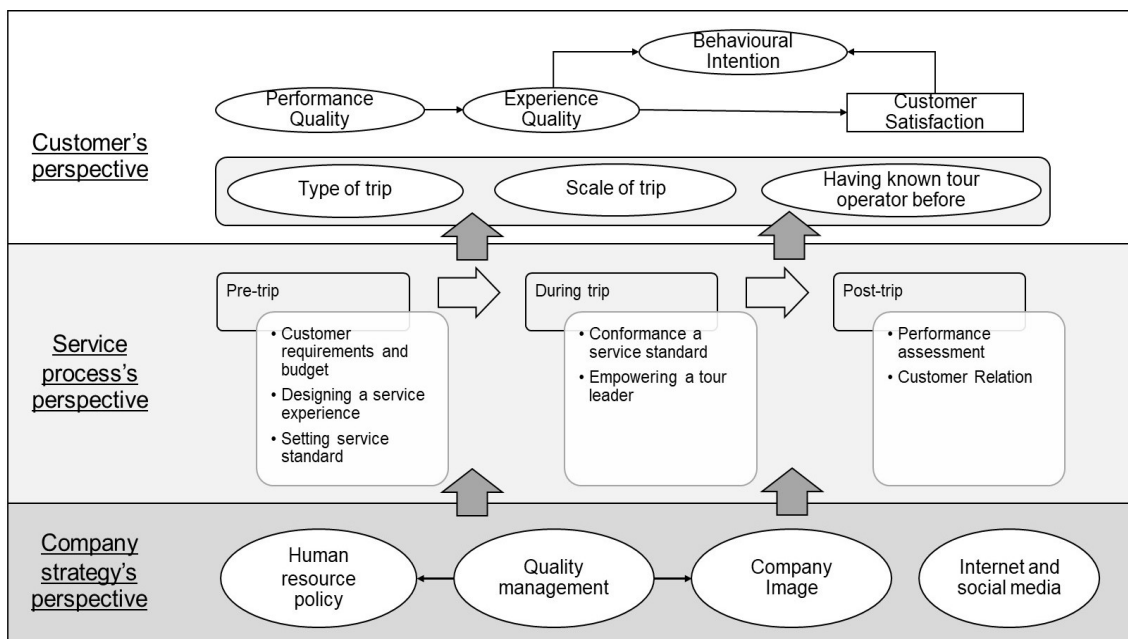
Figure 8.2 Service quality management framework of domestic Thai tour operstor

8.3.1 The Policy and Strategy's Perspective

This perspective can be defined as the broad strategy for a tour operator to compete with other companies; it is related to what the tour operator need to concern when implementing the service process. The results from the study presented that the suggested strategy for Thai domestic tour operators are (1) quality management, (2) company image, (3) the internet and social media, and (4) human resource management.

(i). <u>Quality management</u>

Service quality is the most concern in the view of Thai domestic tour operators; they had mentioned the quality in many business implications: hotel, vehicle, restaurant, tour leaders or tour guides. The notion of quality is recognised as the fundamental of business practice and is widely accepted in the Thai tourism industry.

(ii). <u>Company image</u>

Company image is recognised as the service standard of the company from a tourist's viewpoint. Company image in this study is related to what the company had communicated to their prospect customers, and it can affect the level of service expectation. Tour operators need to align their company's images to their business practices such as designing the tour program, creating attractive activities or selecting exceptional accommodations or restaurants. As an essential word of mouth strategy in the tourism industry, the positive or negative sayings has a substantial impact on the success of the company.

(iii). <u>The internet and social media</u>

The internet and social media have become more potent in the tourism business, and many tourists today always share their experiences in many social media. Tour operators have involved in the internet adoption in many steps of their service processes, from searching to decide on designing stage or increasing satisfaction from posting or sharing photos during a trip, or keeping in touch with their existing customers by social media.

(iv). <u>Human resource management</u>

Human resource is one of the important to the success of the trip. The critical consideration of human resource management are the experiences of tour staffs and the empowerment. Experience tour leader can overcome unexpected issues during trips, so it is necessary to empower some decision makings to increase the readiness to solve problems.

8.3.2 The Service Process's Perspective

The perspective of the service process is related to the stage of designing and delivering service to customers. The service process of tour operating service can be divided into three stages: pre-trip, during a trip, and post-trip.

(i). <u>Pre-trip Stage</u>

The quality of the tour program begins with the stage of service design. Tour operators can use the internet to search and update tourists' behaviours from sites and social media before designing the trip. Then, the selection of a hotel, restaurant, vehicle, and tourist attraction to represent the company's image. Also, the well-assigned job role and responsibility will help the tour staffs to perform their job smoothly. The service standard needs to be set at the beginning of the trip to ensure that the service will be running smoothly.

(ii). <u>During a Trip Stage</u>

This stage is related to the conformance of service standard. During this stage tour leader and tour guide need to have the proper experience to deal with any circumstances that occurred during the trip.

(iii). <u>Post-trip Stage</u>

The post-trip is the final stage of the service process; it comprises of two primary practices: performance assessment and customer relation. Since the focus of this study is the future intention of the customer, so the experience quality is more potent than service quality to predict the customer's behaviour. Also, to maintain a good relation with the customer, social media as Facebook and Line application are suggested.

8.3.3 *The Customer's Perspective*

This final perspective is the customer's perspective, which explores the factors that will serve the tourists' behavioural intention. This stage demonstrates the demographic factors which affect the level of performance quality and presents the proper structural equation model to predict the future intention of customers.

(i). The influential factors on performance quality

The influential factors in this study are (1) the types of trip, (2) the scale of the trip, and (3) the knowledge of the tour operator before the trip. These three factors have effects on the level of performance quality. Therefore, the tour operator needs to be aware that the tourist might have different opinion depending on those three factors.

(ii). The structural equation model (SEM) of service quality, experience quality, satisfaction and behavioural intention

The most appropriate SEM in this study is the original structure of Tian-cole and Illum (2007) which performance quality is the only exogenous factor to predict customer's behavioural intention. This structure demonstrates the high impact of experience quality to the future behavioural intention. As the previous results show the necessity of the service quality as the tour operator's strategy, the experience quality can enhance the positive of customer's behaviour.

8.4 Chapter summary

This chapter presents the analysis of service quality as the management practice of Thai domestic tour operator. The analytical technique adopted the sequential exploratory mixed method analysis; the quantitative analysis presents an overview of the tour operator's behaviour in managing their business. Then, the qualitative analysis explored the in-depth details and information of the tour operator's business practice. The results show that service quality is one of significant concern of tour operator and each tour operator deploy the quality management to their strategy regardless of the size or the age of the company. The experience of a tour operator is also crucial in this industry; a well-experienced tour leader can minimise the effect of unexpected issues from the subcontractors. According to the results of the

interview phase, the internet and social media is the new disrupted factor in tour operating business. Neither tourists nor tour operators used the internet and social media in their daily routine from searching for information, making the decision, and sharing their experience. Therefore, the strategy of tour operators today comprised of quality management, the internet and social media, brand image, and human resource management.

The service process of tour business is divided into three stages. The first stage in the service design and its standard, tour operators need to understand customers' requirements on their objectives and budgets while designing the trip. The service standard is the assignment of staffs role, and responsibility in the trip and all staffs will be informed before the trip's commencement. During the trip, tour leader and tour guides should have experiences and perform to meet the standard. Finally, after the trip, tour operators are suggested to fo performance measurement and maintain their relations with tourists.

Chapter 9 Conclusion

9.1 Introduction

The final chapter 9 is the summary of the thesis which presents the achievement of research objectives including the contributions to theory and managerial practice. The chapter is divided into four main sections (9.2 – 9.6). Section 9.2 presents the achievements or conclusions of each research objectives. Next, section 9.3 demonstrates the key contributions of the thesis to both theory and managerial implication which relates to objective 4 in this study and finally, section 9.4 outlines the various limitations of this study.

9.2 Conclusion of the research aim and objectives

This study has an overall aim to improve the overall service quality provided by domestic tour operators in Thailand and to find the related factors which contribute to existing customers to choose the tour operators again. To achieve this aim, this study has identified the four research objectives.

9.2.1 *Research Objective One: To explore service design and service delivery processes, including service quality practices of domestic tour operators in Thailand*

Research objective one addressed in this study as the limited of pieces of literature from tour operators' viewpoint. The methodology is the sequential explanatory mixed method which begins with the quantitative analysis then followed by the qualitative analysis. The qualitative results give an overview of Thai domestic tour operators; meanwhile, the qualitative results presents the in-depth details of their managerial practices. This research objective concludes that service quality is an essential strategy for tour operators, and it should be embedded in all process of delivering service. However, when designing and delivering tour program, the tour operator should further concern on brand image and human resource management too.

9.2.2   Research Objective Two: To explore the service quality of Thai domestic tour operators from a customer perspective and other related constructs

The second research objective was to identify the perception of tourists on their expectation and actual-received from attending the trip. There were several tests to explore the demographic and trip characteristics' factors which might affect the level of service quality. The results of this study found that tourists have the same level of expectation on tour operators regardless the gender, age, experience, organisation's sector. Conversely, the perceptions of actual service received are different across groups of an organisation's size, sector, and knowing the tour operator before the trip. Next, the SERVQUAL GAP scores demonstrate that the reliability dimension is the widest gap between expectation and perception of service. Therefore, tour operators in this study need to focus on the stage of delivering service to ensure that the service is right ant the first time and meet the service standard.

9.2.3   Research Objective Three: To develop a structural equation model (SEM)

Research objective three is the development structural equation model of service quality, experience quality, satisfaction, and behavioural intention. The analysis was divided into four model: (1) Model 1: service quality, satisfaction, and behavioural intention (2) Model 2: experience quality, satisfaction, and behavioural intention (3) Model 3: service quality, experience quality, satisfaction and behavioural intention by Tian-Cole and Illum (2007) and (4) Model 4: service quality, experience quality, satisfaction and behavioural intention which is the proposed model of the study. The results from fit indices analysis demonstrated that Model 3 is a better fit for this study that Model 4. The conclusion for this objective is the experienced quality has a larger direct influence on behavioural intention. However, the service quality is still outstanding as its significant effects on experience quality.

9.2.4   Research Objective Four: To suggest the managerial practice to improve service quality of domestic tour operator in Thailand

The study addresses the final research objective to develop a framework of service quality management as a suggestion for the Thai domestic tour operator. The framework is an integration of the results from the research objective one, two and three, it divided into three perspectives: customer's perspective; service process's

perspective; and policy and strategy's perspective. The quality management is suggested to be one of the tour operator's policies along with the company image, the internet and social network, and human resource management. The component of this strategy should be aligned with every service process in designing and delivering service. However, in the service process's perspective, the tour operator has to focus on proving and serving the experience rather than the quality. When considering in the customer's perspectives, the tour operator should be aware that (1) the type's of the trip, (2) the scale of the trip, and (3) the knowledge of tour operator before trips are the significant factors to affect the level of tour performance. Finally, if the tour operator can increase the level of experience quality, it will be enlarged the chances of positive word-of-mouth and customer revisit.

9.3 Key Contributions of the study

This section comprises of the contributions in two aspects: the contributions made to the theory and the practice. These contributions can benefit especially for tour operators and other tourism sectors.

9.3.1 Theoretical Contributions

9.3.1.1 Contribution to service quality

Based on the results, this study has supported or advanced the concept and literature of service quality.

(i). SERVPERF or SERVQUAL

This study supported the concept of SERVPERF, not SERVQUAL. According to the testing of difference across for the service expectation and service perception from tourist's perception, the results found that there are no differences found across the various group of demographic and trip's characteristics. Supported by the results from an interview session that customers expected the same thing concerning their budget. Therefore, if the researcher wants to test the relationship of service quality with other constructs, they can use SERVPERF instead of SERVQUAL.

(ii). Factors affecting the level of service quality

This study has filled a gap of factors affecting the level of service quality. Most literature focused on finding the point of quality deterioration and finding ways

to fulfil it. However, this study has proposed the new factors which might affect on the quality of service: (1) Types of trip, (2) Scale of the trip and (3) Having know tour operator before the trip.

(iii). <u>Service quality or experience quality</u>

This study supports the shifting paradigm from service quality to experience quality in tourism research as a decrease of SERVQUAL and service quality adoption of literature in the research field. The result of this study concludes that service quality is a basis of business operation; meanwhile, experience quality is an influential factor to encourage and retain a customer. Therefore, the SERVQUAL analysis is needed in assessing the routine operation, but it is not appropriate to predict future behavioural's intention of customers.

9.3.1.2 *Contribution to social media adoption in tourism business*

This study acknowledged the role of social media as a business strategy. The findings of this study found that social media has involved in every process of tour service. Previous studies were concerned about the impacts and the types of Information and Communication Technology (ICTs) in tourism business meanwhile this study expands the idea of social media's implication in the service process.

9.3.1.3 *Contribution to the Structual Equation modelling of service quality to predict behavioural intention*

There is limited research which puts service quality and experience quality together as a quality dimension into the SEM development and finds a causal relationship between them. Thus, this research deployed both perceived service quality and experience quality to predict satisfaction and behavioural intention in testing against empirical data from tourists in Thailand. Based on the result of a study in Objective 3, the study considered on the testing of various SEM model in this thesis, experience quality has the stronger influence to predict customer's behavioural intention that service quality.

The study contributes to previous work by confirming the structure of existing literature on SEM model of quality, satisfaction and intention from Tian-Cole and Illum (2006) and Tian-Cole and Scott (2004) which service quality is an exogenous variable and influence the experience quality. Then experience quality has both a

direct effect on behavioural intention and an indirect effect through customer satisfaction. In addition, the framework of service quality management, which proposed in Chapter 6 demonstrated that the service quality has embedded in the managerial practices of business.

To conclude, this thesis stated that the perceived service quality is more likely to affects experience quality than behavioural intention. This conclusion supports the notion of service quality and experience quality and the shifting of paradigm from service quality to experience quality. Although service quality is quite passe in today business is still essential, service quality has changed the role from a competitive weapon to a fundamental requirement of the tour operator. The high quality of service can enhance the level of experience quality and customer satisfaction.

9.3.2 *Managerial Contributions*

The managerial contributions of this study are related to Objective 4, which aims to develop service quality management framework of Thai domestic tour operator in Chapter 8. The suggested practices for tour operator are related to the perspective of the service process and organisation. The organisation's perspective is a foundation of tour operator's policy and strategy which gives a specific view of company's direction to compete in the industry; it comprises of the use of the internet and social media and tour leader/tour guide's skills. On the other hand, the service process's perspective focuses on tour management which is divided into three stages: (1) Pre-trip stage (service design and standard), (2) During trip stage (service delivering), and Post-trip stage (performance evaluation and development).

9.3.2.1 *Significant point to increase service quality*

According to the Gap analysis model of service quality by Parasuraman et al. (1988), word of mouth influences the level of customer expectation. The positive behaviour of previous customers can affect the expectations of the next customer and can attract potential new customers. If the tour operator cannot meet customer expectation, the possibility for existing customers to repurchase will be decreased. The five widest gaps to urgently solve are (1) choose high-quality restaurants; (2) provide information about local entertainment; (3) keep one's promises; (4) provide service on time and (5) provide adequate information about trips.

The internet search can help tour operator to decide various reviews of hotels, restaurants or vehicles sharing in many websites; meanwhile, the experienced staffs help running the smooth of the trip. According to the results of the study presents the factors which affect the level of service: the type of trip, the scale of the trip and knowing tour operator before the trip. The suggestion is paying more attention when organising the trip for public sector or arranging the large scale of a trip or adding more staffs to response customer's need promptly.

9.3.2.2 *Designing a service experience*

After correcting the Gap of service, the results from this study show that the experience quality is more powerful to predict customer's future behavioural intention. The hedonics dimension has the most influences on the experience quality, it comprises of (1) I did something I really like to do, (2) I did something memorable, (3) I did something new and different, (4) I felt like I have "a once in a lifetime" experience. Therefore, the suggestion for a tour operator is to carefully design/select the activities and tourist attractions since tourists today tend to focus on what experience they will receive from the trip.

9.3.2.3 *Setting a service standard*

Additionally, the results of a direct effect of service quality to behavioural intention, the top ten highest influences ob behavioural intention are related to the performance of tour guides. The suggestion for solving the tour guide/leader's performance is to have a standard process of service. If a tour operator can offer a comprehensive and high standard of service, customer satisfaction should be higher along with greater retention of customers. Therefore, after designing a memorable tour program, tour operator needs to set the standard of service. In this case, it might be related to the job role and job assignment. After that, there might be a meeting or training before the trip begins where the role and responsibility of each staff should be clear. The guideline or service blueprint can help staffs to follows the standard easily.

9.3.2.4 *Conformance of service standard*

This process is critical to the outcome of service quality, and it highly depends on the experiences and skills of the tour leaders and tour guides. The regular training, and pre - and post-trip meetings are suggested techniques which may

help the tour operator maintain their standards. However, the government of Thailand and the ministry of tourism always concentrate on the quality development of overall tourism component. There are many courses, licenses or certifications provide for those who have worked or interested in the tourism industry, tour operators can support their staffs to attend the training.

In addition, tour leader needs to ensure that all service is running smoothly to meet the schedule and all staffs can perform well in their assigned roles. Therefore, empowering a tour leader is one of the suggested practice, tour leader has the most power to control the outcome of the trip. He needs to be flexible in making a decision and solving problem, so it can ensure that tourists will receive the service as promised.

9.3.2.5 _Performance Assessment_

Many tour operators in Thailand always distribute short questionnaires to their customers to evaluate the customer's view on the level of service quality and satisfaction before they return home. The traditional questionnaire comprises of simple 10-12 questions about service, which mostly focus on the tangibles and responsiveness dimensions. However, the results of this study show that the greatest contributing dimensions to service quality are responsiveness, followed by assurance, empathy, reliability and the tangibles factor. Therefore, the suggested 12 items which were ranked from measurement coefficient values to be included in a questionnaire are summarised as the following:

1) Tour guides communicate properly
2) Tour guides have experience
3) Tourists feel confident with tour operator
4) Tour guides provide information about local entertainment
5) Tour guides are competent
6) Tour guides are prompt to respond to a request
7) Tour guides are willing to help tourists
8) Tour guides provide adequate information about services
9) Tour guides are appropriately qualified
10) Tour guides provide service right the first time
11) Tour guides keep their promises
12) Tour guides provide service on time

After evaluating the performance from questionnaires, it is suggested to has a meeting among manager and employees to capture any unpredicted incidents and the methods to solve problems. However, this service quality assessment is suitable for quality development, but it is not enough for customer retention. The result of this study shows that the experience quality has a stronger effect on behavioural intention. In this case, it is recommended that tour operators adopt the experience quality assessment instead of service quality assessment. The experience quality dimensions and items introduced by XU and Chan (2010) is suitable to measure the level of experience quality. This assessment tool comprises of 4 dimension and 18 items.

9.3.2.6 Communication channel

The internet and social media have become more powerful in the tourism industry. With the respect of social media's adoption as the tour operator's strategy and the survey result from Chapter 6, which demonstrates word of mouth as the most effective channel to reach a customer. Social media used in Thailand is growing continuously, with 80% of consumers using social media or instant messaging platform daily. The suggestions to communicate with the customer are (1) use LINE application to maintain relationships with existing customer and (2) actively update Facebook to attract prospective customers. In addition, the company visit can be adapted to contact customers in a rural area or arranging the informal meeting with tour participants before a trip.

9.4 Limitations of the study

9.4.1 Sampling techniques, sample size, and statistical analysis

(i). The sampling techniques of tour operator's analysis
In this study, the target group of study is the members of the association of domestic travel (ADT) and the Thai travel agent association (TTAA). It is difficult to determine the exact number of tour operators who has provide a domestic private group tour within three years. After receiving the low response rate, the result of an investigation presented that most of them are occasional tour operators in the rural area. Occasional tour operators are hard

to identify, and they will operate when customers contact them. Besides they are not members of any travel associations.

(ii). <u>The statistical techniques of an tourist's analysis</u>

The size of the sample was related to the statistical techniques: (1) the techniques for descriptive analysis and (2) the estimation techniques of the SEM model. The collected data from 371 tourists are non-normally distribution, so the suggested techniques to test the difference across the group are a Mann-Whitney U test (2 groups) and a Kruskal-Wallis H test (> 2 groups). In the case of a Mann-Whitney U test, the results present the differences in one step. Meanwhile, a Kruskal-Wallis H test needs further exploration by using a post-hoc analysis of pairwise comparison. The results from a pairwise comparison are difficult to determine and interpretation.

Regarding, SEM development, there were many outliers, and the Mardia's multivariate testing showed that the data was statistically non-normally distributed. In addition, after checking the multivariate outliers with Mahalanobis d-squared, the results show that there is a little extreme outlier. Therefore, the multivariate non-normally distribution of perceived service quality model, experience quality and behavioural intention cannot be treated. Owing to the small sample size at 371 respondents, an appropriate method to be used for estimating the non-normally distribution in this was the Satora-Bentler in STATA 15 package. Unfortunately, the Satora-Bentler testing method cannot be applied for Multiple Group Analysis (MGA) in STATA 15 package.

According to the results from Chapter 6 presents that the level of perceived service quality is different across the group of (1) the size of the organisation, (2) the sector of the organisation, and (3) having to know the tour operator before trip. If the MGA can be deployed, the results can demonstrate differences in the structure of how variables are related between groups. Therefore, the suggestions for further SEM study are a recommendation to collects more data which the sample size should be 10 times the number of free parameters in an initial SEM. If the sample size is quite large, there will be more statistic tests available.

9.4.2 Qualitative analysis and its result

Due to the method for a tour operator's analysis is the mixed method which adopting an explanatory sequential analysis. Since there are limited literature and the sampling size's failure of the quantitative analysis, so the interpretation emphasises on a qualitative than quantitative findings. In this study, a qualitative research design is adopting an interview to make a clarification of quantitative research, but the sampling size of an interview section is quite small. Moreover, adopting qualitative research cannot make any claims about the generalisation in this part. In addition, this might affects the final framework of service quality management in Chapter 8 too. Therefore, the results from this study should be deployed with the necessary caution.

9.4.3 Scope of study and time constrain

During the period of study, the Thai government did not allow all public organisation to travel abroad, so this study was restricted to a domestic private group tour. However, this regulation was loosened since 2016; now, further research can collect data from both outbound and domestic group tour. This situation might affect the difficulties to obtain data and the number of sample size. Besides, the research aims to improve the quality of Thai tour operators; meanwhile, a researcher was staying in the UK. It is quite challenging to make an appointment for an interview and collect questionnaire. Moreover, while writing and correcting this PhD thesis, the author has already worked as a permanent employee. Therefore, the available time to finish the thesis is limited.

Appendices

Tourist Questionnaire

This research is a part of my doctorate at University of Exeter, UK. I am conducting the research into how people expect service quality from tour operator and their opinions about customer satisfaction and behavioural intention. This study is funded by Walailak University, Thailand. All data from this survey will be analyzed and treated as confidential. Your help in completing this questionnaire is greatly appreciated.

Section 1: General information about your trip

For Researcher

1. What type of your trip?

   ☐ Travel only   ☐ Meeting and travel

   ☐ Field trip study and travel   ☐ Activity and travel   [ ] TYP

2. How long is your trip?

   ☐ 1 – 2 days   ☐ 3 – 4 days   ☐ over 5 days   [ ] LON

3. Did your organisation allow you family to join this trip?

   ☐ Yes   ☐ No (Go to section 2)   [ ] ALL

4. Did your family accompany with you?

   ☐ Yes   ☐ No (Go to 7.)   [ ] ACC

5. Who is your fellow?

   ☐ Husband / Wife   ☐ Children   ☐ Parents

   ☐ Brother/sister   ☐ Other relatives   [ ] FEL

6. What is your reason about not to bring family with you

   ☐ Your husband/wife has his/her own job to do.

   ☐ Your children are too young

   ☐ Other members in your family are busy with their job.

   ☐ Others.………………………….   [ ] REA

Section 2: Expectation of service quality about an Excellent Tour Operator

This section aims to explore what people expect about service quality from an Excellence Tour Operator. Please give your opinion about what extent do you agree or disagree with this statement:

Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	For Researcher
Tangible:						
1. Tour operator should provide modern vehicles						[ ] ET1
2. Tour operator should select appealing accommodation						[ ] ET2
3. Tour operator will prepare information documents						[ ] ET3
4. Tour operator should provide high quality restaurants						[ ] ET4

Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		For Researcher
5. Tour guides should be neat in appearance							ET5
Responsiveness:							
1. Tour guides should sincerely attempt to solve problems							ER1
2. Tour guides should provide adequate information about service to be delivered							ER2
3. Tour guides are prompt to respond to a request							ER3
4. Tour guides are always willing to help tourists							ER4
5. Tour guides should provide information about local entertainment							ER5
6. Tour guides should advise how to use free time							ER6
Assurance:							
1. Tour guides should be appropriately qualified							EA1
2. Tour guides should have working experience							EA2
3. Tour guides should communicate properly							EA3
4. Customers need to feel confident in tour operators							EA4
Reliability:							
1. Tour operators should provide service on time							EL1
2. Tour operators should provide service right the first time							EL2
3. Tour operators should keep their promises							EL3
4. Tour operators should meet tour schedules							EL4
Empathy:							
1. Tour operators should be competent							EE1
2. Tour operators should be friendly							EE2
3. Tour operators should understand specific needs							

Section 3: Perception of service quality about your tour operator

This section aims to explore what people think about service quality of your particular tour operator (ABC) who arrange your trip. Please give your opinion about what extent do you agree or disagree with this statement:

Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	For Researcher
Tangible:						
1. ABC tour provided modern vehicles						PT1
2. ABC tour provided appealing accommodation facilities						PT2
3. ABC tour prepared information documents						PT3
4. Tour escorts of ABC will be neat appearing						PT4
5. ABC tour provided high quality restaurant						PT5
Responsiveness:						
1. Tour guides of ABC tour are sincere to solve problem						PR1
2. Tour guides of ABC tour provided adequate information about service						PR2
3. Tour guides of ABC tour are prompt to response a request						PR3
4. Tour guide of ABC tour provided information about local entertainment						PR4
5. Tour guides of ABC tour are willing to help tourists						PR5
6. Tour guides of ABC tour advise how to use free time						PR6
Assurance:						
1. Tour guides of ABC tours are very appropriately qualified						PA1
2. Tour guides of ABC tour have working experiences						PA2
3. Tour guides of ABC tour communicate properly						PA3
4. Tourists are confident to travel with ABC tour						PA4
Reliability:						
1. ABC tour provided service on time						PL1
2. ABC tour provided service right at first time						PL2
3. ABC tour kept its promises						PL3
4. ABC tour's service met tour schedule						PL4
Empathy:						
1. Tour guides of ABC tour are competence						PE1
2. Tour guides of ABC tour are friendly.						PE2
3. Tour operators should understand specific needs						PE3

Section 3: Experience quality

This section aims to explore what people think about experience quality which they received from <u>ABC</u> tour operator. Please state how much you agree or disagree with the following list of statements (Tick <u>one box only</u> for each statement).

Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	For Researcher
Recognition and escapism:						
1. I felt escaped from my daily routine						EQR1
2. I could forget my everyday problem						EQR2
3. I felt like I am important throughout the trip						EQR3
4. I felt like I am respected						EQR4
Peace of mind and relaxation:						
5. I felt comforTable						EQP1
6. I felt relax						EQP2
7. I felt that the properties is safe						EQP3
8. I felt secure personally						EQP4
Hedonics:						
5. I done something I really like to do						EQH1
6. I done something memorable						EQH2
7. I done something new and different						EQH3
8. I felt like I have "once in a life time" experience						EQH4
Involvement:						
1. I felt that I have been involved in a trip						EQI1
2. I felt that I have a choice during trip						EQI2
3. I felt that I can control over outcome of trip						EQI3

Section 4: Customer satisfaction and behavioural intention

This section relates to how people evaluate their satisfaction with service provided by ABC tour operator and what extent do you agree or disagree with following statements of your future intention.

How much would you agree or disagree with this statements. (Tick <u>one box only</u> for each statement).

Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	For Researcher
Customer Satisfaction:						
1. Overall, I satisfied with service provided by ABC tour operator						CS1
Behavioural Intention:						
1. I will recommend ABC Tour operator to my relatives and friends						BI1
2. I will recommend my company to choose ABC Tour operator again for next trip						BI2
3. I will choose ABC Tour operator for my own trip						BI3
4. I will recommend my company to choose other tour operator for next trip						BI4

Section 5: General information about you

For Researcher

1. How old are you?

    □ 20 – 30   □ 21 – 30   □ 31 – 40

    □ 40 – 50   □ 51 – 60   □ over 60   AGE

2. Please indicate your gender

    □ Male   □ Female   GEN

3. What was your highest educational qualification?

    □ Up to high school   □ Secondary or high school

    □ Bachelor's   □ Master's

    □ Doctorate   □ Others…………………………   EDU

4. What type of your organisation?

    □ Public sector   □ Private sector   ORG

5. How many year have you worked with this organisation?

    □ 1 – 5   □ 6 – 10   □ 11 – 15

    □ 16 – 20   □ 21 – 30   □ over 31   WOR

6. How many times have you participated in organisation's trip?

    □ Never   □ 1 – 2   □ 3 – 4

    □ 4 - 5   □ over 5   OTR

7. How many times have you travel with tour operator? (Excluding company's trip)

☐ Never ☐ 1 – 2 ☐ 3 – 4

☐ 4 - 5 ☐ over 5 YTR

8. Do you know ABC Tour operator before trip?

☐ Yes, I do. ☐ No, I don't KNO

---Thank you---

An Analysis of Tourist Perception of Service Quality and SERVQUAL GAP Analysis

1. **The comparison of ESQ and PSQ factors across gender**
   1.1 Test of normality and outliers between gender with the level of all ESQ factors

Gender		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Male	.377	97	.000		
	Famale	.430	274	.000		
Select appealing accommodation	Male	.302	97	.000		
	Famale	.320	274	.000		
Provide high quality restaurants	Male	.377	97	.000		
	Famale	.392	274	.000		
Neat in appearance	Male	.304	97	.000		
	Famale	.328	274	.000		
Sincerely try to solve problems	Male	.432	97	.000		Different
	Famale	.469	274	.000	✓	
Provide adequate information about services	Male	.412	97	.000		
	Famale	.455	274	.000		
Prompt to respond to a request	Male	.380	97	.000		
	Famale	.392	274	.000		
Willing to help tourists	Male	.439	97	.000		
	Famale	.435	274	.000		
Provide information about local entertainment	Male	.430	97	.000		
	Famale	.460	274	.000		
Advise clients on how to use free time	Male	.301	97	.000		
	Famale	.263	274	.000		
Tour guides are appropriately qualified	Male	.315	97	.000		
	Famale	.370	274	.000		
Tour guides have working experience	Male	.386	97	.000		
	Famale	.444	274	.000		
Tour guides communicate properly	Male	.407	97	.000		Different
	Famale	.429	274	.000		
Tourists feel confident	Male	.374	97	.000		
	Famale	.443	274	.000		
Provide service on time	Male	.411	97	.000		
	Famale	.430	274	.000		
Provide service right first time	Male	.336	97	.000		
	Famale	.374	274	.000		
Keep promises	Male	.388	97	.000		
	Famale	.399	274	.000		
Meet tour schedule	Male	.354	97	.000		
	Famale	.343	274	.000		
Tour guides are competent	Male	.433	97	.000		
	Famale	.449	274	.000		
Tour guides are friendly	Male	.414	97	.000		
	Famale	.446	274	.000		
Tour guides understand specific needs	Male	.369	97	.000		
	Famale	.420	274	.000		

a. Lilliefors Significance Correction

1.2 Mann Whitney U test of ESQ scores categorised by gender

Expected service quality	Z	Sig (2-tailed)	Mean rank by gender	
			Male	Female
Tangible:				
1.Provide modern vehicles	-1.571	.116	174.02	190.24
2.Select appealing accommodation	-1.550	.121	198.83	181.46
3.Provide high quality restaurants	-.492	.623	182.08	187.39
4.Neat in appearance	-.675	.500	180.39	187.99
Responsiveness:				
1.Sincerely try to solve problems	-1.224	.221	177.32	189.07
2.Provide adequate information about services	-1.046	.296	178.32	188.72
3.Prompt to respond to a request	-.360	.719	183.13	187.01
4.Willing to help tourists	-.187	.852	187.40	185.50
5.Provide information about local entertainment	-1.009	.313	178.71	188.58
6.Advise clients on how to use free time	-.773	.439	192.58	183.67
Assurance:				
1.Tour guides are appropriately qualified	-1.473	.141	174.03	190.24
2.Tour guides have working experience	-2.091	.037	170.23	191.58
3.Tour guides communicate properly	-.923	.356	178.95	188.49
4.Tourists feel confident	-2.003	.045	170.87	191.36
Reliability:				
1.Provide service on time	-.337	.736	183.45	186.90
2.Provide service right first time	-1.252	.210	175.80	189.61
3.Keep promises	-.330	.742	183.40	186.92
4.Meet tour schedule	-.132	.895	187.09	185.61
Empathy:				
1.Tour guides are competent	-.639	.523	181.33	187.65
2.Tour guides are friendly	-1.129	.259	177.63	188.96
3.Tour guides understand specific needs	-1.635	.102	173.24	190.52

1.3 Test of normality and outliers between gender with the level of all PSQ factors

Gender		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Male	.356	97	.000		
	Famale	.296	274	.000		
Select appealing accommodation	Male	.247	97	.000		
	Famale	.292	274	.000		
Provide high quality restaurants	Male	.251	97	.000		Different
	Famale	.274	274	.000		
Neat in appearance	Male	.306	97	.000		
	Famale	.303	274	.000		
Sincerely try to solve problems	Male	.261	97	.000		
	Famale	.291	274	.000		
Provide adequate information about services	Male	.255	97	.000		
	Famale	.247	274	.000		
Prompt to respond to a request	Male	.224	97	.000		
	Famale	.249	274	.000		
Willing to help tourists	Male	.275	97	.000		

Gender		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
	Famale	.289	274	.000		
Provide information about local entertainment	Male	.249	97	.000		
	Famale	.249	274	.000		
Advise clients on how to use free time	Male	.294	97	.000	✓	
	Famale	.292	274	.000	✓	
Tour guides are appropriately qualified	Male	.308	97	.000	✓	Different
	Famale	.264	274	.000		
Tour guides have working experience	Male	.289	97	.000	✓	Different
	Famale	.249	274	.000		
Tour guides communicate properly	Male	.290	97	.000	✓	Different
	Famale	.261	274	.000		
Tourists feel confident	Male	.278	97	.000		
	Famale	.250	274	.000		
Provide service on time	Male	.289	97	.000	✓	Different
	Famale	.261	274	.000		
Provide service right first time	Male	.304	97	.000	✓	Different
	Famale	.250	274	.000		
Keep promises	Male	.290	97	.000	✓	Different
	Famale	.264	274	.000		
Meet tour schedule	Male	.299	97	.000		
	Famale	.265	274	.000		
Tour guides are competent	Male	.273	97	.000		
	Famale	.284	274	.000		
Tour guides are friendly	Male	.331	97	.000		
	Famale	.318	274	.000		
Tour guides understand specific needs	Male	.261	97	.000		
	Famale	.257	274	.000		

a. Lilliefors Significance Correction

1.4   Mann Whitney U test of PSQ scores categorised by gender

Perceived service quality	Z	Sig (2-tailed)	Mean rank by gender	
			Male	Male
Tangible:				
1.Provide modern vehicles	-1.550	.121	173.40	190.46
2.Select appealing accommodation	-.142	.887	187.22	185.57
3.Provide high quality restaurants	-1.655	.098	171.73	191.05
4.Neat in appearance	-1.385	.166	174.58	190.04
Responsiveness:				
1.Sincerely try to solve problems	-3.129	.002	159.45	195.40
2.Provide adequate information about services	-1.422	.155	173.89	190.29
3.Prompt to respond to a request	-.338	.735	183.08	187.03
4.Willing to help tourists	-.947	.344	178.08	188.80
5.Provide information about local entertainment	-.977	.328	177.64	188.96
6.Advise clients on how to use free time	-.508	.612	190.29	184.48
Assurance:				
1.Tour guides are appropriately qualified	-2.275	.023	166.82	192.79
2.Tour guides have working experience	-1.049	.294	177.07	189.16
3.Tour guides communicate properly	-1.704	.088	171.55	191.12

Perceived service quality	Z	Sig (2-tailed)	Mean rank by gender	
			Male	Male
4.Tourists feel confident	-.827	.408	178.97	188.49
Reliability:				
1.Provide service on time	-2.768	.006	162.34	194.38
2.Provide service right first time	-1.651	.099	171.86	191.01
3.Keep promises	-.077	.938	185.34	186.24
4.Meet tour schedule	-1.020	.308	177.16	189.13
Empathy:				
1.Tour guides are competent	-2.377	.017	165.99	193.08
2.Tour guides are friendly	-2.627	.009	163.92	193.82
3.Tour guides understand specific needs	-1.617	.106	172.23	190.88

2. The comparison of ESQ and PSQ factors across Age

2.1 Test of normality and outliers between age with the level of all ESQ factors

Age		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of boxplot
		Statistic	df	Sig.		
Provide modern vehicles	21-30 years	.381	111	.000		
	31-40 years	.412	104	.000		
	41-50 years	.435	100	.000		
	51-60 years	.468	56	.000		
Select appealing accommodation	21-30 years	.308	111	.000		
	31-40 years	.314	104	.000		
	41-50 years	.347	100	.000		
	51-60 years	.256	56	.000		
Provide high quality restaurants	21-30 years	.381	111	.000		
	31-40 years	.389	104	.000		
	41-50 years	.398	100	.000		
	51-60 years	.382	56	.000		
Neat in appearance	21-30 years	.290	111	.000		
	31-40 years	.334	104	.000		
	41-50 years	.339	100	.000		
	51-60 years	.331	56	.000		
Sincerely try to solve problems	21-30 years	.481	111	.000		
	31-40 years	.448	104	.000		
	41-50 years	.477	100	.000		
	51-60 years	.406	56	.000		
Provide adequate information about services	21-30 years	.425	111	.000	✓	
	31-40 years	.458	104	.000		Different
	41-50 years	.417	100	.000	✓	
	51-60 years	.483	56	.000		
Prompt to respond to a request	21-30 years	.354	111	.000		
	31-40 years	.412	104	.000		Different
	41-50 years	.399	100	.000		
	51-60 years	.397	56	.000	✓	
Willing to help tourists	21-30 years	.414	111	.000		
	31-40 years	.439	104	.000		Different
	41-50 years	.428	100	.000		

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Age		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of boxplot
		Statistic	df	Sig.		
	51-60 years	.483	56	.000	✓	
Provide information about local entertainment	21-30 years	.425	111	.000		Different
	31-40 years	.476	104	.000	✓	
	41-50 years	.453	100	.000		
	51-60 years	.458	56	.000		
Advise clients on how to use free time	21-30 years	.271	111	.000		Different
	31-40 years	.319	104	.000	✓	
	41-50 years	.264	100	.000		
	51-60 years	.247	56	.000		
Tour guides are appropriately qualified	21-30 years	.332	111	.000		
	31-40 years	.357	104	.000		
	41-50 years	.371	100	.000		
	51-60 years	.386	56	.000		
Tour guides have working experience	21-30 years	.426	111	.000		Different
	31-40 years	.436	104	.000		
	41-50 years	.407	100	.000		
	51-60 years	.466	56	.000		
Tour guides communicate properly	21-30 years	.421	111	.000		Different
	31-40 years	.441	104	.000		
	41-50 years	.398	100	.000		
	51-60 years	.433	56	.000		
Tourists feel confident	21-30 years	.405	111	.000		
	31-40 years	.441	104	.000		
	41-50 years	.420	100	.000		
	51-60 years	.442	56	.000		
Provide service on time	21-30 years	.420	111	.000		Different
	31-40 years	.419	104	.000		
	41-50 years	.415	100	.000		
	51-60 years	.459	56	.000		
Provide service right first time	21-30 years	.292	111	.000		
	31-40 years	.399	104	.000		
	41-50 years	.394	100	.000		
	51-60 years	.396	56	.000		
Keep promises	21-30 years	.384	111	.000		Different
	31-40 years	.412	104	.000		
	41-50 years	.368	100	.000		
	51-60 years	.449	56	.000		
Meet tour schedule	21-30 years	.322	111	.000		
	31-40 years	.352	104	.000		
	41-50 years	.335	100	.000		
	51-60 years	.415	56	.000		
Tour guides are competent	21-30 years	.463	111	.000	✓	Different
	31-40 years	.449	104	.000		
	41-50 years	.399	100	.000		
	51-60 years	.483	56	.000	✓	
Tour guides are friendly	21-30 years	.455	111	.000		

Age		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of boxplot
		Statistic	df	Sig.		
	31-40 years	.448	104	.000		Different
	41-50 years	.410	100	.000		
	51-60 years	.440	56	.000		
Tour guides understand specific needs	21-30 years	.407	111	.000		Different
	31-40 years	.439	104	.000		
	41-50 years	.382	100	.000		
	51-60 years	.394	56	.000		

a. Lilliefors Significance Correction

2.2 Kruskal-Wallis H test of ESQ scores categorised by <u>age</u>

Expected service quality	$\chi^2(4)$	p	Mean rank by age			
			21-30	31-40	41-50	51-60
Tangible:						
1.Provide modern vehicles	3.882	.274	176.58	182.38	190.67	203.04
2.Select appealing accommodation	.905	.824	186.00	181.76	193.07	181.24
3.Provide high quality restaurants	.166	.983	183.86	186.50	188.69	184.52
4.Neat in appearance	2.359	.501	174.45	190.50	192.10	189.64
Responsiveness:						
1.Sincerely try to solve problems	5.375	.146	195.52	180.71	191.41	167.29
2.Provide adequate information about services	2.984	.394	179.88	190.99	179.89	199.79
3.Prompt to respond to a request	2.858	.414	174.11	193.88	189.23	189.15
4.Willing to help tourists	3.171	.366	178.98	186.38	183.55	203.57
5.Provide information about local entertainment	2.257	.521	177.27	194.15	186.45	187.35
6.Advise clients on how to use free time	3.326	.344	180.63	200.48	176.24	182.37
Assurance:						
1.Tour guides are appropriately qualified	1.809	.613	178.77	184.61	188.30	198.80
2.Tour guides have working experience	2.436	.487	185.64	188.63	176.66	198.50
3.Tour guides communicate properly	1.886	.596	185.84	192.84	176.74	190.17
4.Tourists feel confident	.981	.806	181.20	190.83	183.29	191.40
Reliability:						
1.Provide service on time	1.409	.703	186.23	183.50	181.65	197.97
2.Provide service right first time	12.562	.006	159.73	198.11	196.24	197.29
3.Keep promises	3.901	.272	181.22	191.22	176.16	203.36
4.Meet tour schedule	4.934	.177	174.27	187.50	184.85	208.52
Empathy:						
1.Tour guides are competent	5.930	.115	193.14	186.89	169.81	199.11
2.Tour guides are friendly	1.992	.574	192.75	188.14	176.61	185.40
3.Tour guides understand specific needs	2.358	.502	186.45	196.15	177.92	180.70

- The pairwise comparison analysis of ESQ mean rank's differences across age group

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Question: ETO should provide service right at first time					
1. 21-30 years – 31-40 years	-38.376	12.739	-3.013	.003	.016
2. 21-30 years – 41-50 years	-36.506	12.869	-2.837	.005	.027
3. 21-30 years – 51-60 years	-37.551	15.300	-2.454	.014	.085
4. 31-40 years – 41-50 years	1.871	13.073	.143	.886	1.000

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
5. 31-40 years – 51-60 years	.825	15.471	.053	.957	1.000
6. 41-50 years – 51-60 years	-1.046	15.579	-.067	.946	1.000

2.3 Test of normality and outliers between <u>age</u> with the level of all PSQ factors

Age		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of boxplot
		Statistic	df	Sig.		
Provide modern vehicles	21-30 years	.294	111	.000		Different
	31-40 years	.306	104	.000		
	41-50 years	.355	100	.000		
	51-60 years	.346	56	.000	✓	
Select appealing accommodation	21-30 years	.222	111	.000		Different
	31-40 years	.269	104	.000		
	41-50 years	.341	100	.000	✓	
	51-60 years	.332	56	.000		
Provide high quality restaurants	21-30 years	.231	111	.000		Different
	31-40 years	.255	104	.000		
	41-50 years	.303	100	.000		
	51-60 years	.313	56	.000	✓	
Neat in appearance	21-30 years	.264	111	.000		Different
	31-40 years	.343	104	.000		
	41-50 years	.313	100	.000	✓	
	51-60 years	.361	56	.000	✓	
Sincerely try to solve problems	21-30 years	.339	111	.000		
	31-40 years	.292	104	.000		
	41-50 years	.265	100	.000		
	51-60 years	.298	56	.000		
Provide adequate information about services	21-30 years	.285	111	.000		Different
	31-40 years	.249	104	.000		
	41-50 years	.282	100	.000	✓	
	51-60 years	.246	56	.000		
Prompt to respond to a request	21-30 years	.257	111	.000		Different
	31-40 years	.238	104	.000		
	41-50 years	.261	100	.000		
	51-60 years	.259	56	.000		
Willing to help tourists	21-30 years	.291	111	.000		Different
	31-40 years	.263	104	.000		
	41-50 years	.339	100	.000	✓	
	51-60 years	.261	56	.000	✓	
Provide information about local entertainment	21-30 years	.286	111	.000		Different
	31-40 years	.260	104	.000		
	41-50 years	.243	100	.000		
	51-60 years	.241	56	.000	✓	
Advise clients on how to use free time	21-30 years	.274	111	.000		
	31-40 years	.306	104	.000		
	41-50 years	.294	100	.000		
	51-60 years	.275	56	.000		
Tour guides are appropriately qualified	21-30 years	.281	111	.000		Different
	31-40 years	.313	104	.000		
	41-50 years	.271	100	.000		
	51-60 years	.301	56	.000		
Tour guides have working experience	21-30 years	.299	111	.000		Different
	31-40 years	.261	104	.000		
	41-50 years	.262	100	.000		
	51-60 years	.268	56	.000		
Tour guides communicate properly	21-30 years	.257	111	.000		

Age		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of boxplot
		Statistic	df	Sig.		
	31-40 years	.277	104	.000		Different
	41-50 years	.280	100	.000		
	51-60 years	.268	56	.000		
Tourists feel confident	21-30 years	.283	111	.000		Different
	31-40 years	.281	104	.000		
	41-50 years	.281	100	.000		
	51-60 years	.268	56	.000		
Provide service on time	21-30 years	.267	111	.000		Different
	31-40 years	.303	104	.000		
	41-50 years	.300	100	.000		
	51-60 years	.222	56	.000		
Provide service right first time	21-30 years	.301	111	.000		Different
	31-40 years	.252	104	.000		
	41-50 years	.265	100	.000		
	51-60 years	.267	56	.000		
Keep promises	21-30 years	.244	111	.000		Different
	31-40 years	.264	104	.000		
	41-50 years	.310	100	.000	✓	
	51-60 years	.277	56	.000		
Meet tour schedule	21-30 years	.246	111	.000		Different
	31-40 years	.259	104	.000		
	41-50 years	.314	100	.000	✓	
	51-60 years	.268	56	.000		
Tour guides are competent	21-30 years	.311	111	.000		
	31-40 years	.308	104	.000		
	41-50 years	.280	100	.000		
	51-60 years	.259	56	.000		
Tour guides are friendly	21-30 years	.325	111	.000		
	31-40 years	.339	104	.000		
	41-50 years	.283	100	.000		
	51-60 years	.257	56	.000		
Tour guides understand specific needs	21-30 years	.291	111	.000		Different
	31-40 years	.295	104	.000		
	41-50 years	.296	100	.000		
	51-60 years	.231	56	.000		

a. Lilliefors Significance Correction

2.4 Kruskal-Wallis H test of PSQ scores categorised by <u>age</u>

Perceived service quality	$\chi^2(4)$	p	Mean rank by age			
			21-30	21-30	21-30	21-30
Tangible:						
1.Provide modern vehicles	1.379	.710	190.11	186.51	188.22	172.93
2.Select appealing accommodation	10.053	.018	205.09	185.22	183.35	154.36
3.Provide high quality restaurants	1.462	.691	192.83	189.18	177.77	181.25
4.Neat in appearance	17.070	.001	206.69	197.80	169.68	152.21
Responsiveness:						
1.Sincerely try to solve problems	15.488	.001	207.68	196.86	160.81	167.85
2.Provide adequate information about services	9.095	.028	205.60	188.95	166.52	176.47
3.Prompt to respond to a request	13.669	.003	205.69	197.60	167.77	157.98
4.Willing to help tourists	9.321	.025	201.94	195.29	167.08	170.95
5.Provide information about local entertainment	9.479	.024	193.34	204.68	168.69	167.68

Perceived service quality	$\chi^2(4)$	p	Mean rank by age			
			21-30	21-30	21-30	21-30
6.Advise clients on how to use free time	6.278	.099	192.50	198.10	180.36	160.73
Assurance:						
1.Tour guides are appropriately qualified	6.103	.107	200.04	190.54	177.82	164.36
2.Tour guides have working experience	14.184	.003	205.86	197.84	165.86	160.63
3.Tour guides communicate properly	8.550	.036	196.61	197.85	178.24	156.82
4.Tourists feel confident	11.788	.008	207.33	192.02	167.02	166.43
Reliability:						
1.Provide service on time	10.055	.018	191.98	206.34	168.22	168.13
2.Provide service right first time	6.791	.079	190.56	201.94	177.01	163.41
3.Keep promises	12.792	.005	196.43	204.77	172.99	153.71
4.Meet tour schedule	8.011	.046	188.86	205.72	173.22	166.52
Empathy:						
1.Tour guides are competent	13.722	.003	201.43	202.01	162.07	168.40
2.Tour guides are friendly	9.975	.019	196.41	202.36	168.85	165.61
3.Tour guides understand specific needs	17.444	.001	202.94	204.35	166.80	152.63

- The pairwise comparison analysis of PSQ mean rank's differences across age group

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Question: This TO provided appeal accommodation facilities					
1. 21-30 years – 31-40 years	19.874	13.424	1.480	.139	.834
2. 21-30 years – 41-50 years	21.741	13.562	1.603	.109	.654
3. 21-30 years – 51-60 years	50.728	16.123	3.146	.022	.010
4. 31-40 years – 41-50 years	1.876	13.777	.136	.892	1.000
5. 31-40 years – 51-60 years	30.864	16.304	1.893	.058	.350
6. 41-50 years – 51-60 years	28.988	16.418	1.766	.077	.465
Question: Tour escorts were neat appearing					
1. 21-30 years – 31-40 years	8.896	12.902	.689	.491	1.000
2. 21-30 years – 41-50 years	37.014	13.034	2.840	.005	.027
3. 21-30 years – 51-60 years	54.479	15.496	3.516	.000	.003
4. 31-40 years – 41-50 years	28.118	13.241	2.124	.034	.202
5. 31-40 years – 51-60 years	45.584	15.670	2.909	.004	.022
6. 41-50 years – 51-60 years	17.466	15.779	1.107	.268	1.000
Question: Tour escorts sincere to solve problem					
1. 21-30 years – 31-40 years	10.829	13.267	.816	.414	1.000
2. 21-30 years – 41-50 years	46.880	13.403	3.408	.000	.003
3. 21-30 years – 51-60 years	39.836	15.935	2.500	.012	.075
4. 31-40 years – 41-50 years	36.051	13.616	2.648	.008	.049
5. 31-40 years – 51-60 years	29.008	16.113	1.800	.072	.431
6. 41-50 years – 51-60 years	-7.043	16.226	-.434	.664	1.000
Question: Tour escorts provided adequate information about service to be delivered					
1. 21-30 years – 31-40 years	16.652	13.316	1.250	.211	1.000
2. 21-30 years – 41-50 years	39.084	13.453	2.905	.004	.022
3. 21-30 years – 51-60 years	29.126	15.994	1.821	.069	.412
4. 31-40 years – 41-50 years	22.432	13.666	1.641	.101	.604
5. 31-40 years – 51-60 years	12.474	16.173	.771	.441	1.000
6. 41-50 years – 51-60 years	-9.958	16.286	-.611	.541	1.000
Question: Tour escorts were prompt to response a request					
1. 21-30 years – 31-40 years	8.088	13.523	.598	.550	1.000
2. 21-30 years – 41-50 years	37.919	13.662	2.776	.006	.033
3. 21-30 years – 51-60 years	47.707	16.242	2.937	.003	.020
4. 31-40 years – 41-50 years	29.831	13.878	2.149	.032	.190
5. 31-40 years – 51-60 years	39.619	16.424	2.412	.016	.095

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
6. 41-50 years – 51-60 years	9.788	16.539	.592	.554	1.000
Question: Tour escorts were willing to help tourists					
1. 21-30 years – 31-40 years	6.653	13.085	.508	.611	1.000
2. 21-30 years – 41-50 years	34.866	13.219	2.628	.008	.050
3. 21-30 years – 51-60 years	30.995	15.715	1.972	.049	.291
4. 31-40 years – 41-50 years	28.213	13.428	2.101	.036	.214
5. 31-40 years – 51-60 years	24.342	15.892	1.532	.126	.754
6. 41-50 years – 51-60 years	-3.817	16.002	-.242	.809	1.000
Question: Tour escorts provided information about local entertainment					
1. 21-30 years – 31-40 years	-11.340	13.373	-.848	.396	1.000
2. 21-30 years – 41-50 years	24.648	13.510	1.824	.068	.409
3. 21-30 years – 51-60 years	25.659	16.061	1.598	.110	.661
4. 31-40 years – 41-50 years	35.988	13.724	2.622	.009	.052
5. 31-40 years – 51-60 years	36.999	16.241	2.278	.023	.136
6. 41-50 years – 51-60 years	1.011	16.355	.062	.951	1.000
Question: Tour escorts have experiences					
1. 21-30 years – 31-40 years	8.024	13.314	.603	.547	1.000
2. 21-30 years – 41-50 years	40.005	13.450	2.974	.003	.018
3. 21-30 years – 51-60 years	45.235	15.990	2.829	.005	.028
4. 31-40 years – 41-50 years	31.982	13.663	2.341	.019	.115
5. 31-40 years – 51-60 years	37.212	16.170	2.301	.021	.128
6. 41-50 years – 51-60 years	5.230	16.283	.321	.748	1.000
Question: Tour escorts communicated properly					
1. 21-30 years – 31-40 years	-1.234	13.266	-.093	.926	1.000
2. 21-30 years – 41-50 years	18.373	13.402	1.371	.170	1.000
3. 21-30 years – 51-60 years	39.791	15.933	2.497	.013	.075
4. 31-40 years – 41-50 years	19.606	13.614	1.446	.150	.899
5. 31-40 years – 51-60 years	41.025	16.112	2.546	.011	.065
6. 41-50 years – 51-60 years	21.419	16.224	1.320	.187	1.000
Question: Customers felt confidence with tour operators					
1. 21-30 years – 31-40 years	15.305	13.287	1.152	.249	1.000
2. 21-30 years – 41-50 years	40.309	13.423	3.003	.003	.016
3. 21-30 years – 51-60 years	40.900	15.958	2.563	.010	.062
4. 31-40 years – 41-50 years	25.004	13.636	1.834	.067	.400
5. 31-40 years – 51-60 years	25.595	16.137	1.586	.113	.676
6. 41-50 years – 51-60 years	.591	16.250	.036	.971	1.000
Question: Tour operators provided service on time					
1. 21-30 years – 31-40 years	-14.364	13.369	-1.074	.283	1.000
2. 21-30 years – 41-50 years	23.757	13.507	1.759	.079	.472
3. 21-30 years – 51-60 years	23.852	16.057	1.485	.137	.885
4. 31-40 years – 41-50 years	38.121	13.720	2.778	.005	.033
5. 31-40 years – 51-60 years	38.216	16.238	2.354	.019	.112
6. 41-50 years – 51-60 years	.095	16.351	.006	.995	1.000
Question: Tour operators kept their promises					
1. 21-30 years – 31-40 years	-8.346	13.440	-.621	.535	1.000
2. 21-30 years – 41-50 years	23.443	13.758	1.727	.084	.506
3. 21-30 years – 51-60 years	42.723	16.142	2.647	.008	.049
4. 31-40 years – 41-50 years	31.789	13.793	2.305	.021	.127
5. 31-40 years – 51-60 years	51.069	16.324	3.129	.002	.011
6. 41-50 years – 51-60 years	19.280	16.437	1.178	.241	1.000
Question: Tour operators met tour schedules					
1. 21-30 years – 31-40 years	-16.856	13.548	-1.244	.213	1.000
2. 21-30 years – 41-50 years	15.645	13.687	1.143	.253	1.000
3. 21-30 years – 51-60 years	22.347	16.272	1.373	.170	1.000
4. 31-40 years – 41-50 years	32.501	13.904	2.338	.019	.116
5. 31-40 years – 51-60 years	39.203	16.454	2.383	.017	.103
6. 41-50 years – 51-60 years	6.602	16.569	.404	.686	1.000
Question: Tour operators are competence					
1. 21-30 years – 31-40 years	-.582	13.166	-.044	.965	1.000

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
2. 21-30 years – 41-50 years	39.362	13.301	2.959	.003	.019
3. 21-30 years – 51-60 years	33.031	15.813	2.089	.037	.220
4. 31-40 years – 41-50 years	39.944	13.512	2.956	.003	.019
5. 31-40 years – 51-60 years	33.613	15.991	2.102	.036	.213
6. 41-50 years – 51-60 years	-6.332	16.102	-.393	.694	1.000
Question: Tour operators are friendly.					
1. 21-30 years – 31-40 years	-5.946	13.148	-.452	.651	1.000
2. 21-30 years – 41-50 years	27.569	13.283	2.075	.038	.228
3. 21-30 years – 51-60 years	30.807	15.792	1.951	.051	.306
4. 31-40 years – 41-50 years	33.516	13.494	2.484	.013	.078
5. 31-40 years – 51-60 years	36.753	15.969	2.302	.021	.128
6. 41-50 years – 51-60 years	3.238	16.080	.201	.846	1.000
Question: Tour operators understand specific needs.					
1. 21-30 years – 31-40 years	14.175	16.288	.870	.384	1.000
2. 21-30 years – 41-50 years	36.141	13.455	2.686	.007	.043
3. 21-30 years – 51-60 years	50.316	15.996	3.145	.002	.010
4. 31-40 years – 41-50 years	87.551	13.668	2.747	.006	.036
5. 31-40 years – 51-60 years	51.726	16.175	3.198	.001	.008
6. 41-50 years – 51-60 years	14.175	16.288	.870	.384	1.000

3. The comparison of ESQ and PSQ factors across sector

3.1 Test of normality and outliers between <u>sector</u> with the level of all expected quality factors

Sector		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Private sector	.406	182	.000		
	Public sector	.426	189	.000		
Select appealing accommodation	Private sector	.284	182	.000		
	Public sector	.335	189	.000		
Provide high quality restaurants	Private sector	.403	182	.000		
	Public sector	.374	189	.000		
Neat in appearance	Private sector	.335	182	.000		
	Public sector	.310	189	.000		
Sincerely try to solve problems	Private sector	.482	182	.000		Different
	Public sector	.437	189	.000		
Provide adequate information about services	Private sector	.464	182	.000	✓	Different
	Public sector	.421	189	.000		
Prompt to respond to a request	Private sector	.410	182	.000		
	Public sector	.369	189	.000		
Willing to help tourists	Private sector	.434	182	.000		
	Public sector	.438	189	.000		
Provide information about local entertainment	Private sector	.477	182	.000	✓	Different
	Public sector	.429	189	.000		
Advise clients on how to use free time	Private sector	.298	182	.000		
	Public sector	.248	189	.000		
Tour guides are appropriately qualified	Private sector	.389	182	.000		
	Public sector	.324	189	.000		
Tour guides have working experience	Private sector	.440	182	.000		
	Public sector	.419	189	.000		
Tour guides communicate properly	Private sector	.426	182	.000		
	Public sector	.421	189	.000		

Sector		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Tourists feel confident	Private sector	.455	182	.000		
	Public sector	.394	189	.000		
Provide service on time	Private sector	.441	182	.000		
	Public sector	.409	189	.000		
Provide service right first time	Private sector	.379	182	.000		
	Public sector	.349	189	.000		
Keep promises	Private sector	.418	182	.000		
	Public sector	.374	189	.000		
Meet tour schedule	Private sector	.361	182	.000		
	Public sector	.331	189	.000		
Tour guides are competent	Private sector	.445	182	.000		
	Public sector	.446	189	.000		
Tour guides are friendly	Private sector	.456	182	.000		
	Public sector	.421	189	.000		
Tour guides understand specific needs	Private sector	.427	182	.000		
	Public sector	.387	189	.000		

a. Lilliefors Significance Correction

3.2   Mann Whitney U test of ESQ scores categorised by <u>sector</u>

Expected service quality	Z	*Sig (2-tailed)*	Mean rank by sector	
			Private	Public
Tangible:				
1.Provide modern vehicles	-.749	.454	182.54	189.33
2.Select appealing accommodation	-1.111	.267	191.57	180.63
3.Provide high quality restaurants	-1.028	.304	190.96	181.22
4.Neat in appearance	-.841	.400	190.24	181.92
Responsiveness:				
1.Sincerely try to solve problems	-1.867	.062	194.02	178.27
2.Provide adequate information about services	-1.451	.147	192.46	179.78
3.Prompt to respond to a request	-1.483	.138	193.15	179.11
4.Willing to help tourists	-.207	.836	185.06	186.90
5.Provide information about local entertainment	-1.860	.063	194.15	178.15
6.Advise clients on how to use free time	-1.933	.053	195.98	176.39
Assurance:				
1.Tour guides are appropriately qualified	-2.303	.021	197.35	175.07
2.Tour guides have working experience	-.735	.462	189.36	182.76
3.Tour guides communicate properly	-.036	.971	186.17	185.84
4.Tourists feel confident	-2.210	.027	196.12	176.25
Reliability:				
1.Provide service on time	-1.011	.312	190.63	181.54
2.Provide service right first time	-1.051	.293	191.19	181.00
3.Keep promises	-1.589	.112	193.61	178.67
4.Meet tour schedule	-1.359	.174	192.79	179.46
Empathy:				
1.Tour guides are competent	-.257	.797	184.86	187.10
2.Tour guides are friendly	-1.342	.180	192.03	180.19
3.Tour guides understand specific needs	-1.495	.135	193.07	179.19

3.3 Test of normality and outliers between <u>sector</u> with the level of all perceived quality factors

Sector		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Private sector	.284	182	.000		Different
	Public sector	.338	189	.000	✓	
Select appealing accommodation	Private sector	.269	182	.000		Different
	Public sector	.292	189	.000		
Provide high quality restaurants	Private sector	.249	182	.000		Different
	Public sector	.286	189	.000		
Neat in appearance	Private sector	.278	182	.000		Different
	Public sector	.323	189	.000	✓	
Sincerely try to solve problems	Private sector	.331	182	.000		Different
	Public sector	.271	189	.000		
Provide adequate information about services	Private sector	.282	182	.000		
	Public sector	.275	189	.000		
Prompt to respond to a request	Private sector	.244	182	.000		Different
	Public sector	.244	189	.000		
Willing to help tourists	Private sector	.294	182	.000		
	Public sector	.279	189	.000		
Provide information about local entertainment	Private sector	.284	182	.000		
	Public sector	.256	189	.000		
Advise clients on how to use free time	Private sector	.286	182	.000		Different
	Public sector	.290	189	.000		
Tour guides are appropriately qualified	Private sector	.289	182	.000		Different
	Public sector	.283	189	.000	✓	
Tour guides have working experience	Private sector	.284	182	.000		
	Public sector	.271	189	.000		
Tour guides communicate properly	Private sector	.273	182	.000		
	Public sector	.263	189	.000		
Tourists feel confident	Private sector	.272	182	.000		
	Public sector	.279	189	.000		
Provide service on time	Private sector	.258	182	.000		
	Public sector	.275	189	.000		
Provide service right first time	Private sector	.249	182	.000		
	Public sector	.275	189	.000		
Keep promises	Private sector	.258	182	.000		
	Public sector	.280	189	.000		
Meet tour schedule	Private sector	.278	182	.000		Different
	Public sector	.264	189	.000		
Tour guides are competent	Private sector	.316	182	.000		
	Public sector	.258	189	.000		
Tour guides are friendly	Private sector	.349	182	.000		Different
	Public sector	.248	189	.000		
Tour guides understand specific needs	Private sector	.292	182	.000		
	Public sector	.239	189	.000		

a. Lilliefors Significance Correction

3.4 Mann Whitney U test of PSQ scores categorised by <u>sector</u>

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Perceived service quality	Z	Sig (2-tailed)	Mean rank by sector	
			Private	Public
Tangible:				
1.Provide modern vehicles	-1.935	.053	195.54	176.81
2.Select appealing accommodation	-1.661	.097	194.64	177.68
3.Provide high quality restaurants	-.503	.615	188.63	183.47
4.Neat in appearance	-3.287	.001	202.44	170.17
Responsiveness:				
1.Sincerely try to solve problems	-4.158	.000	207.38	165.41
2.Provide adequate information about services	-3.275	.001	202.91	169.72
3.Prompt to respond to a request	-2.976	.003	201.60	170.97
4.Willing to help tourists	-3.354	.001	203.01	169.62
5.Provide information about local entertainment	-3.640	.000	204.87	167.83
6.Advise clients on how to use free time	-3.349	.001	203.15	169.48
Assurance:				
1.Tour guides are appropriately qualified	-4.005	.000	206.47	166.29
2.Tour guides have working experience	-3.519	.000	204.16	168.51
3.Tour guides communicate properly	-3.043	.002	201.65	170.93
4.Tourists feel confident	-4.017	.000	206.69	166.08
Reliability:				
1.Provide service on time	-2.321	.020	198.03	174.42
2.Provide service right first time	-2.896	.004	201.03	171.52
3.Keep promises	-2.705	.007	200.09	172.43
4.Meet tour schedule	-1.793	.073	195.42	176.93
Empathy:				
1.Tour guides are competent	-3.711	.000	204.94	167.76
2.Tour guides are friendly	-3.615	.000	204.43	168.25
3.Tour guides understand specific needs	-2.730	.006	200.10	172.43

4. The comparision of ESQ and PSQ across size of organisation
   4.1 Test of normality and outliers between size with the level of all expected quality factors

Size of organisation		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Small	.408	183	.000		
	Large	.424	188	.000		
Select appealing accommodation	Small	.330	183	.000		
	Large	.290	188	.000		
Provide high quality restaurants	Small	.394	183	.000		
	Large	.383	188	.000		
Neat in appearance	Small	.335	183	.000		
	Large	.309	188	.000		
Sincerely try to solve problems	Small	.459	183	.000		Different
	Large	.460	188	.000		
Provide adequate information about services	Small	.437	183	.000		
	Large	.446	188	.000		
Prompt to respond to a request	Small	.380	183	.000		
	Large	.399	188	.000		
Willing to help tourists	Small	.426	183	.000		Different
	Large	.446	188	.000		

Size of organisation		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide information about local entertainment	Small	.456	183	.000		
	Large	.449	188	.000		
Advise clients on how to use free time	Small	.291	183	.000		Different
	Large	.256	188	.000		
Tour guides are appropriately qualified	Small	.385	183	.000		
	Large	.332	188	.000		
Tour guides have working experience	Small	.443	183	.000		
	Large	.416	188	.000		
Tour guides communicate properly	Small	.429	183	.000		
	Large	.417	188	.000		
Tourists feel confident	Small	.452	183	.000		
	Large	.399	188	.000		
Provide service on time	Small	.430	183	.000		
	Large	.418	188	.000		
Provide service right first time	Small	.373	183	.000		
	Large	.357	188	.000		
Keep promises	Small	.371	183	.000		
	Large	.420	188	.000		
Meet tour schedule	Small	.334	183	.000		
	Large	.358	188	.000		
Tour guides are competent	Small	.430	183	.000		Different
	Large	.460	188	.000	✓	
Tour guides are friendly	Small	.436	183	.000		
	Large	.440	188	.000		
Tour guides understand specific needs	Small	.406	183	.000		
	Large	.407	188	.000		

a. Lilliefors Significance Correction

4.2 Mann Whitney U test of ESQ scores categorised by size

Expected service quality	Z	Sig (2-tailed)	Mean rank by size	
			Small	Large
Tangible:				
1.Provide modern vehicles	-.607	.544	183.21	188.72
2.Select appealing accommodation	-.983	.325	181.09	190.78
3.Provide high quality restaurants	-.453	.651	188.17	183.88
4.Neat in appearance	-.841	.400	190.21	181.90
Responsiveness:				
1.Sincerely try to solve problems	-.178	.859	185.24	186.74
2.Provide adequate information about services	-.133	.894	185.41	186.57
3.Prompt to respond to a request	-.710	.478	182.60	189.31
4.Willing to help tourists	-.959	.337	181.67	190.22
5.Provide information about local entertainment	-.083	.934	186.36	185.65
6.Advise clients on how to use free time	-1.328	.184	192.82	179.36
Assurance:				
1.Tour guides are appropriately qualified	-1.487	.137	193.29	178.90
2.Tour guides have working experience	-1.023	.306	190.66	181.47
3.Tour guides communicate properly	-.324	.746	187.49	184.55

Expected service quality	Z	Sig (2-tailed)	Mean rank by size	
			Small	Large
4.Tourists feel confident	-1.768	.077	194.05	178.16
Reliability:				
1.Provide service on time	-.295	.768	187.35	184.69
2.Provide service right first time	-.619	.536	189.04	183.04
3.Keep promises	-1.825	.068	177.31	194.46
4.Meet tour schedule	-.622	.534	182.91	189.01
Empathy:				
1.Tour guides are competent	-1.382	.167	179.91	191.93
2.Tour guides are friendly	-.211	.833	185.06	186.92
3.Tour guides understand specific needs	-.115	.908	185.46	186.53

4.3 Test of normality and outliers between size with the level of all perceived quality factors

Size of organisation		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Small	.320	183	.000		
	Large	.306	188	.000		
Select appealing accommodation	Small	.293	183	.000	✓	Different
	Large	.262	188	.000		
Provide high quality restaurants	Small	.267	183	.000	✓	Different
	Large	.262	188	.000		
Neat in appearance	Small	.312	183	.000		
	Large	.296	188	.000		
Sincerely try to solve problems	Small	.285	183	.000		
	Large	.258	188	.000		
Provide adequate information about services	Small	.265	183	.000		
	Large	.260	188	.000		
Prompt to respond to a request	Small	.258	183	.000		Different
	Large	.240	188	.000		
Willing to help tourists	Small	.339	183	.000		
	Large	.258	188	.000		
Provide information about local entertainment	Small	.308	183	.000		
	Large	.237	188	.000		
Advise clients on how to use free time	Small	.305	183	.000	✓	Different
	Large	.272	188	.000		
Tour guides are appropriately qualified	Small	.313	183	.000		
	Large	.259	188	.000		
Tour guides have working experience	Small	.278	183	.000		
	Large	.235	188	.000		
Tour guides communicate properly	Small	.333	183	.000		
	Large	.228	188	.000		
Tourists feel confident	Small	.294	183	.000		
	Large	.243	188	.000		
Provide service on time	Small	.279	183	.000		
	Large	.259	188	.000		
Provide service right first time	Small	.285	183	.000		Different
	Large	.245	188	.000		
Keep promises	Small	.281	183	.000		Different
	Large	.247	188	.000		
Meet tour schedule	Small	.291	183	.000		Different
	Large	.231	188	.000		
Tour guides are competent	Small	.302	183	.000		
	Large	.243	188	.000		
Tour guides are friendly	Small	.337	183	.000		
	Large	.258	188	.000		

Size of organisation		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Tour guides understand specific needs	Small	.299	183	.000		
	Large	.232	188	.000		

a. Lilliefors Significance Correction

4.4 Mann Whitney U test of PSQ scores categorised by size

Perceived service quality	Z	Sig (2-tailed)	Mean rank by size	
			Small	Large
Tangible:				
1.Provide modern vehicles	-.846	.397	190.15	181.96
2.Select appealing accommodation	-2.004	.045	196.37	175.90
3.Provide high quality restaurants	-1.579	.114	194.21	178.01
4.Neat in appearance	-.347	.729	187.72	184.32
Responsiveness:				
1.Sincerely try to solve problems	-1.388	.165	193.10	179.09
2.Provide adequate information about services	-2.064	.039	196.60	175.68
3.Prompt to respond to a request	-2.971	.003	201.49	170.92
4.Willing to help tourists	-2.121	.034	196.70	175.59
5.Provide information about local entertainment	-2.736	.006	200.11	172.27
6.Advise clients on how to use free time	-2.163	.031	197.02	175.27
Assurance:				
1.Tour guides are appropriately qualified	-2.619	.009	199.31	173.05
2.Tour guides have working experience	-2.070	.038	196.63	175.65
3.Tour guides communicate properly	-1.661	.097	194.50	177.73
4.Tourists feel confident	-2.658	.008	199.62	172.74
Reliability:				
1.Provide service on time	-2.850	.004	200.69	171.70
2.Provide service right first time	-2.836	.005	200.64	171.74
3.Keep promises	-3.680	.000	205.07	167.43
4.Meet tour schedule	-3.366	.001	203.58	168.89
Empathy:				
1.Tour guides are competent	-2.743	.006	199.93	172.44
2.Tour guides are friendly	-2.883	.004	200.62	171.77
3.Tour guides understand specific needs	-2.338	.019	198.01	174.31

5. The comparison of ESQ and PSQ across group of customer's experience with organisational trip

5.1 Test of normality and outliers between experience with organisational trip with the level of all ESQ factors

Numbers of time to join your organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Never	.385	36	.000		
	1-2 times	.403	124	.000		
	3-4 times	.430	108	.000		Different
	5-6 times	.477	44	.000	✓	
	> 6 times	.393	59	.000		
Select appealing accommodation	Never	.341	36	.000		
	1-2 times	.345	124	.000		
	3-4 times	.317	108	.000		
	5-6 times	.303	44	.000		
	> 6 times	.299	59	.000		
Provide high quality restaurants	Never	.350	36	.000		

Numbers of time to join your organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
	1-2 times	.383	124	.000		
	3-4 times	.412	108	.000		
	5-6 times	.412	44	.000		
	> 6 times	.363	59	.000		
Neat in appearance	Never	.267	36	.000		
	1-2 times	.314	124	.000		
	3-4 times	.351	108	.000		
	5-6 times	.395	44	.000		
	> 6 times	.314	59	.000		
Sincerely try to solve problems	Never	.399	36	.000		
	1-2 times	.452	124	.000		
	3-4 times	.486	108	.000	✓	Different
	5-6 times	.498	44	.000	✓	
	> 6 times	.424	59	.000		
Provide adequate information about services	Never	.350	36	.000		
	1-2 times	.424	124	.000	✓	
	3-4 times	.485	108	.000	✓	Different
	5-6 times	.516	44	.000		
	> 6 times	.397	59	.000		
Prompt to respond to a request	Never	.352	36	.000		
	1-2 times	.389	124	.000		
	3-4 times	.383	108	.000		Different
	5-6 times	.435	44	.000		
	> 6 times	.387	59	.000		
Willing to help tourists	Never	.438	36	.000		
	1-2 times	.415	124	.000		
	3-4 times	.451	108	.000		Different
	5-6 times	.499	44	.000	✓	
	> 6 times	.396	59	.000		
Provide information about local entertainment	Never	.465	36	.000		
	1-2 times	.428	124	.000		
	3-4 times	.489	108	.000	✓	Different
	5-6 times	.457	44	.000		
	> 6 times	.415	59	.000		
Advise clients on how to use free time	Never	.297	36	.000		
	1-2 times	.259	124	.000		
	3-4 times	.305	108	.000		
	5-6 times	.317	44	.000		
	> 6 times	.234	59	.000		
Tour guides are appropriately qualified	Never	.282	36	.000		
	1-2 times	.384	124	.000		
	3-4 times	.358	108	.000		Different
	5-6 times	.393	44	.000		
	> 6 times	.313	59	.000		
Tour guides have working experience	Never	.381	36	.000		
	1-2 times	.435	124	.000		
	3-4 times	.439	108	.000		Different
	5-6 times	.466	44	.000		
	> 6 times	.398	59	.000		
Tour guides communicate properly	Never	.395	36	.000		
	1-2 times	.418	124	.000		
	3-4 times	.448	108	.000		Different
	5-6 times	.466	44	.000		
	> 6 times	.363	59	.000		
Tourists feel confident	Never	.367	36	.000		Different

Numbers of time to join your organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
	1-2 times	.408	124	.000		
	3-4 times	.455	108	.000		
	5-6 times	.477	44	.000	✓	
	> 6 times	.399	59	.000		
Provide service on time	Never	.399	36	.000		
	1-2 times	.422	124	.000		
	3-4 times	.407	108	.000		Different
	5-6 times	.499	44	.000	✓	
	> 6 times	.408	59	.000		
Provide service right first time	Never	.305	36	.000		
	1-2 times	.319	124	.000		
	3-4 times	.415	108	.000		Different
	5-6 times	.435	44	.000		
	> 6 times	.340	59	.000		
Keep promises	Never	.313	36	.000		
	1-2 times	.388	124	.000		
	3-4 times	.416	108	.000		Different
	5-6 times	.479	44	.000	✓	
	> 6 times	.363	59	.000		
Meet tour schedule	Never	.267	36	.000		
	1-2 times	.351	124	.000		
	3-4 times	.373	108	.000		
	5-6 times	.400	44	.000		
	> 6 times	.292	59	.000		
Tour guides are competent	Never	.424	36	.000		
	1-2 times	.435	124	.000		
	3-4 times	.462	108	.000	✓	Different
	5-6 times	.498	44	.000	✓	
	> 6 times	.402	59	.000		
Tour guides are friendly	Never	.381	36	.000		
	1-2 times	.447	124	.000		
	3-4 times	.439	108	.000		Different
	5-6 times	.468	44	.000	✓	
	> 6 times	.424	59	.000		
Tour guides understand specific needs	Never	.342	36	.000		
	1-2 times	.402	124	.000		
	3-4 times	.423	108	.000		Different
	5-6 times	.457	44	.000		
	> 6 times	.380	59	.000		

a. Lilliefors Significance Correction

5.2 Kruskal-Wallis H test of ESQ scores categorised by <u>experience with organisational trip</u>

Expected service quality	$\chi^2(5)$	p	Mean rank by experience with org. trip				
			Never	1-2	3-4	5-6	> 6
Tangible:							
1.Provide modern vehicles	3.593	.464	174.17	184.33	189.21	204.98	176.69
2.Select appealing accommodation	10.856	.028	181.75	180.56	204.65	197.89	157.02
3.Provide high quality restaurants	2.658	.617	173.78	183.18	194.50	194.83	177.24
4.Neat in appearance	8.513	.074	166.58	183.43	196.16	211.14	165.92
Responsiveness:							
1.Sincerely try to solve problems	7.016	.135	166.10	182.94	197.04	200.23	173.76
2.Provide adequate information about services	14.944	.005	154.75	178.07	200.03	214.05	175.14
3.Prompt to respond to a request	2.259	.688	172.44	186.19	184.01	202.31	185.35

Expected service quality	χ²(5)	p	Mean rank by experience with org. trip				
			Never	1-2	3-4	5-6	> 6
4.Willing to help tourists	7.693	.103	186.78	177.71	192.54	212.43	171.27
5.Provide information about local entertainment	6.284	.179	190.63	176.90	200.35	189.48	173.44
6.Advise clients on how to use free time	4.161	.385	193.56	182.94	195.31	193.10	165.49
Assurance:							
1.Tour guides are appropriately qualified	6.015	.198	165.11	193.62	185.44	204.18	170.19
2.Tour guides have working experience	3.716	.446	168.17	188.29	190.15	198.50	175.15
3.Tour guides communicate properly	6.525	.163	175.72	184.86	195.95	201.00	165.27
4.Tourists feel confident	6.394	.172	163.78	179.55	196.21	202.98	181.75
Reliability:							
1.Provide service on time	5.589	.232	177.40	184.54	179.67	214.06	184.97
2.Provide service right first time	11.784	.019	167.51	171.05	203.26	210.86	178.55
3.Keep promises	10.193	.037	157.39	182.66	192.93	216.33	175.17
4.Meet tour schedule	7.149	.128	158.82	186.73	195.26	203.92	170.74
Empathy:							
1.Tour guides are competent	5.302	.258	177.50	182.58	192.86	205.00	171.64
2.Tour guides are friendly	3.511	.476	164.88	189.42	186.89	198.01	181.13
3.Tour guides understand specific needs	5.205	.267	164.46	184.54	191.96	205.13	177.05

- The pairwise comparison analysis of ESQ mean rank's differences across experience with organisational trip

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Question: ETO should select appeal accommodation.					
1. Never – 1-2 times	1.185	17.956	.066	.947	1.000
2. Never – 3-4 times	-22.898	18.253	-1.255	.210	1.000
3. Never – 5-6 times	-16.136	21.134	-.757	.449	1.000
4. Never – > 6 times	24.733	20.058	1.233	.218	1.000
5. 1-2 times – 3-4 times	-24.084	12.483	-1.929	.054	.537
6. 1-2 times – 5-6 times	-17.322	16.643	-1.041	.298	1.000
7. 1-2 times – > 6 times	23.548	15.000	1.570	.116	1.000
8. 3-4 times – 5-6 times	6.762	16.963	.399	.690	1.000
9. 3-4 times – > 6 times	47.631	15.354	3.102	.002	.019
10. 5-6 times - > 6 times	40.869	18.892	2.163	.031	.305
Question: Tour escorts of ETO should provide adequate information about service to be delivered					
1. Never – 1-2 times	-23.319	15.927	-1.464	.143	1.000
2. Never – 3-4 times	-45.278	16.191	-2.797	.005	.052
3. Never – 5-6 times	-59.295	18.907	-3.136	.002	.017
4. Never – > 6 times	-20.394	17.792	-1.146	.252	1.000
5. 1-2 times – 3-4 times	-21.959	11.073	-1.983	.047	.474
6. 1-2 times – 5-6 times	-35.977	14.763	-2.437	.015	.148
7. 1-2 times – > 6 times	2.924	13.306	.220	.826	1.000
8. 3-4 times – 5-6 times	-14.018	15.046	-.932	.352	1.000
9. 3-4 times – > 6 times	24.884	13.620	1.827	.068	.677
10. 5-6 times - > 6 times	38.901	16.758	2.321	.020	.203
Question: ETO should provide service right at first time.					
1. Never – 1-2 times	-3.539	17.672	-.200	.841	1.000
2. Never – 3-4 times	-35.750	17.964	-1.990	.047	.466
3. Never – 5-6 times	-43.350	20.977	-2.067	.039	.388
4. Never – > 6 times	-11.037	19.741	-.559	.576	1.000
5. 1-2 times – 3-4 times	-32.211	12.286	-2.622	.009	.087

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
6. 1-2 times – 5-6 times	-39.811	16.379	-2.431	.015	.151
7. 1-2 times – > 6 times	-7.498	14.763	-.508	.612	1.000
8. 3-4 times – 5-6 times	-7.600	16.694	-.455	.649	1.000
9. 3-4 times – > 6 times	24.713	15.111	1.635	.102	1.000
10. 5-6 times - > 6 times	32.313	18.593	1.738	.082	.822
Question: ETO should keep its promises.					
1. Never – 1-2 times	-25.272	17.128	-1.475	.140	1.000
2. Never – 3-4 times	-35.542	17.412	-2.041	.041	.412
3. Never – 5-6 times	-58.941	20.332	-2.899	.004	.037
4. Never – > 6 times	-17.781	19.134	-.929	.353	1.000
5. 1-2 times – 3-4 times	-10.269	11.908	-.862	.388	1.000
6. 1-2 times – 5-6 times	-33.668	15.876	-2.121	.034	.339
7. 1-2 times – > 6 times	7.492	14.309	.524	.601	1.000
8. 3-4 times – 5-6 times	-23.399	16.181	-1.446	.148	1.000
9. 3-4 times – > 6 times	17.761	14.647	1.213	.225	1.000
10. 5-6 times - > 6 times	41.160	18.021	2.284	.022	.224

5.3   Test of normality and outliers between <u>experience with organisational trip </u>with the level of all PSQ factors

Numbers of time to join your's organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Never	.268	36	.000		
	1-2 times	.342	124	.000		
	3-4 times	.361	108	.000		Different
	5-6 times	.315	44	.000		
	> 6 times	.241	59	.000		
Select appealing accommodation	Never	.223	36	.000		
	1-2 times	.303	124	.000		
	3-4 times	.276	108	.000		Different
	5-6 times	.266	44	.000		
	> 6 times	.286	59	.000		
Provide high quality restaurants	Never	.236	36	.000		
	1-2 times	.299	124	.000		
	3-4 times	.257	108	.000		Different
	5-6 times	.231	44	.000		
	> 6 times	.262	59	.000		
Neat in appearance	Never	.283	36	.000		
	1-2 times	.342	124	.000		
	3-4 times	.294	108	.000		Different
	5-6 times	.296	44	.000	✓	
	> 6 times	.317	59	.000	✓	
Sincerely try to solve problems	Never	.289	36	.000		
	1-2 times	.291	124	.000		
	3-4 times	.260	108	.000		
	5-6 times	.261	44	.000		
	> 6 times	.262	59	.000		
Provide adequate information about services	Never	.275	36	.000		
	1-2 times	.304	124	.000		
	3-4 times	.252	108	.000		Different
	5-6 times	.217	44	.000		
	> 6 times	.239	59	.000		
Prompt to respond to a request	Never	.303	36	.000		
	1-2 times	.243	124	.000		
	3-4 times	.248	108	.000		Different
	5-6 times	.243	44	.000		
	> 6 times	.260	59	.000		
Willing to help tourists	Never	.327	36	.000		

Numbers of time to join your's organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
	1-2 times	.297	124	.000		
	3-4 times	.314	108	.000		
	5-6 times	.247	44	.000		
	> 6 times	.295	59	.000		
Provide information about local entertainment	Never	.330	36	.000		
	1-2 times	.293	124	.000		
	3-4 times	.256	108	.000		Different
	5-6 times	.232	44	.000		
	> 6 times	.247	59	.000		
Advise clients on how to use free time	Never	.313	36	.000	✓	
	1-2 times	.303	124	.000	✓	
	3-4 times	.306	108	.000	✓	Different
	5-6 times	.238	44	.000		
	> 6 times	.253	59	.000		
Tour guides are appropriately qualified	Never	.354	36	.000		
	1-2 times	.312	124	.000		
	3-4 times	.277	108	.000		
	5-6 times	.252	44	.000		
	> 6 times	.241	59	.000		
Tour guides have working experience	Never	.295	36	.000		
	1-2 times	.274	124	.000		
	3-4 times	.280	108	.000		Different
	5-6 times	.231	44	.000		
	> 6 times	.255	59	.000		
Tour guides communicate properly	Never	.330	36	.000		
	1-2 times	.268	124	.000		
	3-4 times	.245	108	.000		
	5-6 times	.284	44	.000		
	> 6 times	.260	59	.000		
Tourists feel confident	Never	.323	36	.000		
	1-2 times	.250	124	.000		
	3-4 times	.281	108	.000		Different
	5-6 times	.222	44	.000		
	> 6 times	.281	59	.000		
Provide service on time	Never	.268	36	.000		
	1-2 times	.289	124	.000		
	3-4 times	.254	108	.000		Different
	5-6 times	.222	44	.000		
	> 6 times	.255	59	.000		
Provide service right first time	Never	.343	36	.000		
	1-2 times	.299	124	.000		
	3-4 times	.260	108	.000		Different
	5-6 times	.227	44	.000		
	> 6 times	.242	59	.000		
Keep promises	Never	.382	36	.000		
	1-2 times	.279	124	.000		
	3-4 times	.227	108	.000		Different
	5-6 times	.277	44	.000		
	> 6 times	.270	59	.000		
Meet tour schedule	Never	.302	36	.000	✓	
	1-2 times	.294	124	.000		
	3-4 times	.254	108	.000		Different
	5-6 times	.261	44	.000		
	> 6 times	.236	59	.000		
Tour guides are competent	Never	.327	36	.000		Different

Numbers of time to join your's organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
	1-2 times	.299	124	.000		
	3-4 times	.270	108	.000		
	5-6 times	.243	44	.000		
	> 6 times	.254	59	.000		
Tour guides are friendly	Never	.313	36	.000		
	1-2 times	.293	124	.000		
	3-4 times	.327	108	.000		Different
	5-6 times	.315	44	.000		
	> 6 times	.276	59	.000		
Tour guides understand specific needs	Never	.321	36	.000		
	1-2 times	.292	124	.000		
	3-4 times	.248	108	.000		Different
	5-6 times	.278	44	.000		
	> 6 times	.256	59	.000		

a. Lilliefors Significance Correction

5.4   Kruskal-Wallis H test of PSQ scores categorised by experience with organisational trip

Perceived service quality	$\chi^2(5)$	p	Mean rank by experience with org. trip				
			Never	1-2	3-4	5-6	> 6
Tangible:							
1.Provide modern vehicles	2.193	.700	196.63	178.49	192.84	178.36	188.47
2.Select appealing accommodation	4.332	.363	206.68	186.57	191.94	177.08	167.97
3.Provide high quality restaurants	2.054	.726	189.68	183.83	185.50	203.41	176.23
4.Neat in appearance	4.101	.393	175.69	190.27	196.16	166.48	179.29
Responsiveness:							
1.Sincerely try to solve problems	1.443	.837	175.86	193.16	186.60	178.72	181.47
2.Provide adequate information about services	3.933	.415	172.89	195.74	188.25	165.30	184.84
3.Prompt to respond to a request	.981	.913	200.72	186.42	183.30	184.78	181.98
4.Willing to help tourists	2.763	.598	182.13	189.92	194.41	174.50	173.31
5.Provide information about local entertainment	1.655	.799	181.17	181.06	193.36	176.94	192.60
6.Advise clients on how to use free time	4.923	.295	194.50	187.21	188.20	156.98	195.89
Assurance:							
1.Tour guides are appropriately qualified	1.642	.801	189.83	191.92	177.74	179.88	190.90
2.Tour guides have working experience	5.337	.254	182.63	188.83	199.00	161.90	176.29
3.Tour guides communicate properly	2.792	.593	178.64	192.13	189.63	165.58	186.19
4.Tourists feel confident	1.954	.744	183.67	194.52	180.82	174.11	187.86
Reliability:							
1.Provide service on time	3.936	.415	192.42	180.95	185.91	169.67	205.04
2.Provide service right first time	2.437	.656	185.50	193.13	183.96	166.90	189.31
3.Keep promises	1.501	.826	199.81	189.29	180.63	177.48	186.85
4.Meet tour schedule	1.153	.886	184.42	182.82	192.68	175.73	189.08
Empathy:							
1.Tour guides are competent	1.630	.803	174.08	191.90	188.49	175.48	184.16
2.Tour guides are friendly	3.688	.450	169.14	185.01	197.07	192.00	173.62
3.Tour guides understand specific needs	2.879	.578	164.19	193.19	189.67	181.02	181.20

6. The comparison of ESQ and PSQ across experience from one's own trip

    6.1 Test of normality and outliers between <u>experience from own trip</u> with the level of all ESQ factors

Numbers of time to use TO for your own trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Never	.382	77	.000		
	1-2 times	.390	149	.000		
	3-4 times	.473	80	.000	✓	Different
	5-6 times	.443	19	.000		
	> 6 times	.448	46	.000		
Select appealing accommodation	Never	.283	77	.000		
	1-2 times	.341	149	.000		
	3-4 times	.325	80	.000		
	5-6 times	.354	19	.000		
	> 6 times	.302	46	.000		
Provide high quality restaurants	Never	.394	77	.000		
	1-2 times	.347	149	.000		
	3-4 times	.420	80	.000		Different
	5-6 times	.403	19	.000		
	> 6 times	.442	46	.000		
Neat in appearance	Never	.346	77	.000		
	1-2 times	.292	149	.000		
	3-4 times	.356	80	.000		
	5-6 times	.383	19	.000		
	> 6 times	.339	46	.000		
Sincerely try to solve problems	Never	.468	77	.000	✓	
	1-2 times	.451	149	.000		
	3-4 times	.467	80	.000		Different
	5-6 times	.403	19	.000		
	> 6 times	.482	46	.000	✓	
Provide adequate information about services	Never	.437	77	.000		
	1-2 times	.434	149	.000		
	3-4 times	.467	80	.000		Different
	5-6 times	.482	19	.000	✓	
	> 6 times	.413	46	.000		
Prompt to respond to a request	Never	.387	77	.000		
	1-2 times	.393	149	.000		
	3-4 times	.388	80	.000		
	5-6 times	.332	19	.000		
	> 6 times	.400	46	.000		
Willing to help tourists	Never	.411	77	.000		
	1-2 times	.436	149	.000		
	3-4 times	.461	80	.000		Different
	5-6 times	.443	19	.000	✓	
	> 6 times	.428	46	.000		
Provide information about local entertainment	Never	.436	77	.000		
	1-2 times	.444	149	.000		
	3-4 times	.485	80	.000	✓	Different
	5-6 times	.388	19	.000		
	> 6 times	.471	46	.000	✓	
Advise clients on how to use free time	Never	.329	77	.000		
	1-2 times	.277	149	.000		
	3-4 times	.248	80	.000		
	5-6 times	.263	19	.001		
	> 6 times	.275	46	.000		
Tour guides are appropriately qualified	Never	.344	77	.000		
	1-2 times	.357	149	.000		Different
	3-4 times	.359	80	.000		

Numbers of time to use TO for your own trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
	5-6 times	.376	19	.000		
	> 6 times	.375	46	.000		
Tour guides have working experience	Never	.423	77	.000		Different
	1-2 times	.419	149	.000		
	3-4 times	.424	80	.000		
	5-6 times	.482	19	.000	✓	
	> 6 times	.461	46	.000		
Tour guides communicate properly	Never	.397	77	.000		Different
	1-2 times	.410	149	.000		
	3-4 times	.449	80	.000		
	5-6 times	.482	19	.000	✓	
	> 6 times	.431	46	.000		
Tourists feel confident	Never	.430	77	.000		Different
	1-2 times	.413	149	.000		
	3-4 times	.430	80	.000		
	5-6 times	.376	19	.000		
	> 6 times	.471	46	.000	✓	
Provide service on time	Never	.431	77	.000		Different
	1-2 times	.393	149	.000		
	3-4 times	.443	80	.000		
	5-6 times	.416	19	.000		
	> 6 times	.482	46	.000	✓	
Provide service right first time	Never	.360	77	.000		Different
	1-2 times	.336	149	.000		
	3-4 times	.381	80	.000		
	5-6 times	.354	19	.000		
	> 6 times	.439	46	.000		
Keep promises	Never	.377	77	.000		
	1-2 times	.396	149	.000		
	3-4 times	.401	80	.000		
	5-6 times	.383	19	.000		
	> 6 times	.420	46	.000		
Meet tour schedule	Never	.354	77	.000		Different
	1-2 times	.353	149	.000		
	3-4 times	.366	80	.000		
	5-6 times	.362	19	.000		
	> 6 times	.268	46	.000		
Tour guides are competent	Never	.436	77	.000		Different
	1-2 times	.443	149	.000		
	3-4 times	.458	80	.000		
	5-6 times	.430	19	.000		
	> 6 times	.450	46	.000		
Tour guides are friendly	Never	.430	77	.000		Different
	1-2 times	.427	149	.000		
	3-4 times	.455	80	.000		
	5-6 times	.430	19	.000		
	> 6 times	.461	46	.000		
Tour guides understand specific needs	Never	.418	77	.000		
	1-2 times	.386	149	.000		
	3-4 times	.420	80	.000		
	5-6 times	.388	19	.000		
	> 6 times	.431	46	.000		

a. Lilliefors Significance Correction

6.2   Kruskal-Wallis H test of ESQ scores categorised by experience with own trip

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Expected service quality	$\chi^2(4)$	p	Mean rank by experience with own trip				
			Never	1-2	3-4	5-6	> 6
Tangible:							
1.Provide modern vehicles	6.318	.177	176.42	177.36	203.13	195.39	196.35
2.Select appealing accommodation	7.097	.131	180.31	183.35	202.71	213.87	163.54
3.Provide high quality restaurants	6.986	.137	188.15	172.00	197.54	191.50	205.42
4.Neat in appearance	6.410	.171	194.77	171.13	197.93	204.74	191.02
Responsiveness:							
1.Sincerely try to solve problems	1.748	.782	188.34	184.01	187.75	166.08	193.72
2.Provide adequate information about services	1.548	.818	183.66	182.67	193.25	200.47	182.11
3.Prompt to respond to a request	.835	.934	185.32	187.48	185.76	168.47	189.99
4.Willing to help tourists	1.672	.796	177.74	185.81	194.70	191.58	183.00
5.Provide information about local entertainment	3.531	.473	179.31	183.76	197.51	166.24	192.62
6.Advise clients on how to use free time	5.486	.241	203.56	188.73	177.97	179.39	164.45
Assurance:							
1.Tour guides are appropriately qualified	.625	.960	179.96	187.66	184.25	191.71	191.40
2.Tour guides have working experience	2.002	.735	182.55	183.03	184.13	205.68	196.52
3.Tour guides communicate properly	3.668	.453	175.59	182.17	195.69	208.18	189.79
4.Tourists feel confident	2.371	.668	185.40	183.12	187.69	168.00	200.84
Reliability:							
1.Provide service on time	4.458	.348	187.15	176.41	192.34	184.13	204.87
2.Provide service right first time	5.272	.261	184.97	176.26	191.59	182.34	211.09
3.Keep promises	.871	.929	179.77	186.13	187.90	181.34	194.64
4.Meet tour schedule	2.894	.576	188.10	186.68	191.23	199.97	165.40
Empathy:							
1.Tour guides are competent	.633	.959	181.43	185.96	191.33	180.68	186.71
2.Tour guides are friendly	1.345	.854	181.57	182.64	193.08	183.18	193.15
3.Tour guides understand specific needs	1.941	.747	189.86	178.80	191.36	181.66	195.33

6.3 Test of normality and outliers between <u>experience with own trip</u> with the level of all PSQ factors

Numbers of time to join your organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	Never	.268	36	.000	✓	
	1-2 times	.342	124	.000		
	3-4 times	.361	108	.000		Different
	5-6 times	.315	44	.000	✓	
	> 6 times	.241	59	.000		
Select appealing accommodation	Never	.223	36	.000		
	1-2 times	.303	124	.000		
	3-4 times	.276	108	.000	✓	Different
	5-6 times	.266	44	.000		
	> 6 times	.286	59	.000		
Provide high quality restaurants	Never	.236	36	.000		
	1-2 times	.299	124	.000	✓	
	3-4 times	.257	108	.000		Different
	5-6 times	.231	44	.000	✓	
	> 6 times	.262	59	.000		
Neat in appearance	Never	.283	36	.000		
	1-2 times	.342	124	.000		
	3-4 times	.294	108	.000		Different
	5-6 times	.296	44	.000	✓	

Numbers of time to join your organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
	> 6 times	.317	59	.000	✓	
Sincerely try to solve problems	Never	.289	36	.000		
	1-2 times	.291	124	.000		
	3-4 times	.260	108	.000		
	5-6 times	.261	44	.000		
	> 6 times	.262	59	.000		
Provide adequate information about services	Never	.275	36	.000	✓	
	1-2 times	.304	124	.000		
	3-4 times	.252	108	.000		Different
	5-6 times	.217	44	.000		
	> 6 times	.239	59	.000		
Prompt to respond to a request	Never	.303	36	.000	✓	
	1-2 times	.243	124	.000		
	3-4 times	.248	108	.000		Different
	5-6 times	.243	44	.000		
	> 6 times	.260	59	.000		
Willing to help tourists	Never	.327	36	.000		
	1-2 times	.297	124	.000		
	3-4 times	.314	108	.000		Different
	5-6 times	.247	44	.000		
	> 6 times	.295	59	.000		
Provide information about local entertainment	Never	.330	36	.000		
	1-2 times	.293	124	.000		
	3-4 times	.256	108	.000		Different
	5-6 times	.232	44	.000		
	> 6 times	.247	59	.000		
Advise clients on how to use free time	Never	.313	36	.000		
	1-2 times	.303	124	.000		
	3-4 times	.306	108	.000		Different
	5-6 times	.238	44	.000		
	> 6 times	.253	59	.000		
Tour guides are appropriately qualified	Never	.354	36	.000		
	1-2 times	.312	124	.000		
	3-4 times	.277	108	.000		Different
	5-6 times	.252	44	.000		
	> 6 times	.241	59	.000		
Tour guides have working experience	Never	.295	36	.000		
	1-2 times	.274	124	.000		
	3-4 times	.280	108	.000		Different
	5-6 times	.231	44	.000		
	> 6 times	.255	59	.000		
Tour guides communicate properly	Never	.330	36	.000		
	1-2 times	.268	124	.000		
	3-4 times	.245	108	.000		Different
	5-6 times	.284	44	.000		
	> 6 times	.260	59	.000		
Tourists feel confident	Never	.323	36	.000		
	1-2 times	.250	124	.000		
	3-4 times	.281	108	.000		Different
	5-6 times	.222	44	.000		
	> 6 times	.281	59	.000		
Provide service on time	Never	.268	36	.000		
	1-2 times	.289	124	.000		
	3-4 times	.254	108	.000		
	5-6 times	.222	44	.000		

Numbers of time to join your organisation's trip		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
	> 6 times	.255	59	.000		
Provide service right first time	Never	.343	36	.000		
	1-2 times	.299	124	.000		
	3-4 times	.260	108	.000		Different
	5-6 times	.227	44	.000		
	> 6 times	.242	59	.000		
Keep promises	Never	.382	36	.000		
	1-2 times	.279	124	.000		
	3-4 times	.227	108	.000	✓	Different
	5-6 times	.277	44	.000		
	> 6 times	.270	59	.000		
Meet tour schedule	Never	.302	36	.000		
	1-2 times	.294	124	.000		
	3-4 times	.254	108	.000		Different
	5-6 times	.261	44	.000		
	> 6 times	.236	59	.000		
Tour guides are competent	Never	.327	36	.000		
	1-2 times	.299	124	.000		
	3-4 times	.270	108	.000		Different
	5-6 times	.243	44	.000		
	> 6 times	.254	59	.000		
Tour guides are friendly	Never	.313	36	.000		
	1-2 times	.293	124	.000		
	3-4 times	.327	108	.000		
	5-6 times	.315	44	.000		
	> 6 times	.276	59	.000		
Tour guides understand specific needs	Never	.321	36	.000		
	1-2 times	.292	124	.000		
	3-4 times	.248	108	.000		
	5-6 times	.278	44	.000		
	> 6 times	.256	59	.000		

a. Lilliefors Significance Correction

6.4   Kruskal-Wallis H test of PSQ scores categorised by <u>experience with own trip</u>

Perceived service quality	$\chi^2(4)$	p	Mean rank by experience with own trip				
			Never	1-2	3-4	5-6	> 6
Tangible:							
1.Provide modern vehicles	8.759	.067	164.53	200.68	184.95	165.13	184.84
2.Select appealing accommodation	4.707	.319	201.59	183.22	191.53	168.26	166.63
3.Provide high quality restaurants	2.556	.635	182.68	193.95	172.69	191.00	186.89
4.Neat in appearance	1.403	.844	193.83	186.69	183.93	167.26	182.00
Responsiveness:							
1.Sincerely try to solve problems	4.218	.377	190.32	194.14	170.73	163.45	188.27
2.Provide adequate information about services	8.901	.064	199.13	191.31	172.09	134.68	192.22
3.Prompt to respond to a request	7.623	.106	200.05	192.56	167.76	148.74	188.34
4.Willing to help tourists	4.291	.368	181.42	191.35	191.35	145.58	183.73
5.Provide information about local entertainment	10.284	.036	189.42	192.24	178.94	121.08	199.16
6.Advise clients on how to use free time	9.285	.054	192.20	196.16	179.33	128.82	177.93
Assurance:							
1.Tour guides are appropriately qualified	7.339	.119	189.71	191.55	173.71	140.66	201.92

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Perceived service quality	χ²(4)	p	Mean rank by experience with own trip				
			Never	1-2	3-4	5-6	> 6
2.Tour guides have working experience	8.715	.069	183.20	200.28	181.59	140.03	171.09
3.Tour guides communicate properly	13.717	.008	170.60	201.94	180.46	126.29	194.46
4.Tourists feel confident	12.048	.017	176.57	201.18	169.98	138.29	200.17
Reliability:							
1.Provide service on time	6.348	.175	190.32	193.21	178.70	136.18	188.68
2.Provide service right first time	12.200	.016	188.25	196.70	177.89	115.76	190.68
3.Keep promises	10.943	.027	195.51	196.11	172.39	125.68	185.90
4.Meet tour schedule	8.761	.067	196.03	194.13	181.32	129.45	174.37
Empathy:							
1.Tour guides are competent	5.686	.224	191.06	190.84	176.95	142.13	195.72
2.Tour guides are friendly	3.839	.428	183.16	194.34	176.23	157.79	192.39
3.Tour guides understand specific needs	6.329	.176	188.68	187.82	193.14	132.13	185.46

- The pairwise comparison analysis of PSQ mean rank's differences across experience with own trip

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
Question: Tour escorts were willing to help tourists					
1. Never – 1-2 times	-2.826	13.753	.205	.837	1.000
2. Never – 3-4 times	10.478	15.644	.670	.503	1.000
3. Never – 5-6 times	68.337	25.101	2.722	.006	.065
4. Never – > 6 times	-9.747	18.260	-.534	.593	1.000
5. 1-2 times – 3-4 times	13.304	13.582	.980	.327	1.000
6. 1-2 times – 5-6 times	71.163	23.870	2.981	.003	.029
7. 1-2 times – > 6 times	-6.921	16.528	-.419	.675	1.000
8. 3-4 times – 5-6 times	57.859	25.008	2.314	.021	.207
9. 3-4 times – > 6 times	-20.226	18.132	-1.115	.265	1.000
10. 5-6 times - > 6 times	-78.084	26.723	-2.922	.003	.035
Question: Tour escorts should communicate properly					
1. Never – 1-2 times	-31.342	13.643	-2.297	.022	.216
2. Never – 3-4 times	-9.859	15.519	-.635	.525	1.000
3. Never – 5-6 times	44.308	24.901	1.779	.075	.752
4. Never – > 6 times	-23.859	18.115	-1.317	.188	1.000
5. 1-2 times – 3-4 times	21.483	13.474	1.594	.111	1.000
6. 1-2 times – 5-6 times	75.650	23.680	3.195	.001	.014
7. 1-2 times – > 6 times	7.483	16.396	.456	.648	1.000
8. 3-4 times – 5-6 times	54.167	24.808	2.183	.029	.290
9. 3-4 times – > 6 times	-14.000	17.987	-.778	.436	1.000
10. 5-6 times - > 6 times	-68.167	26.510	-2.571	.010	.101
Question: Customers felt confidence with tour operators					
1. Never – 1-2 times	-24.610	13.665	-1.801	.072	.717
2. Never – 3-4 times	6.590	15.543	.424	.672	1.000
3. Never – 5-6 times	38.282	24.940	1.535	.125	1.000
4. Never – > 6 times	-23.602	18.143	-1.301	.193	1.000
5. 1-2 times – 3-4 times	31.200	13.495	2.312	.021	.208
6. 1-2 times – 5-6 times	62.892	23.718	2.652	.008	.080
7. 1-2 times – > 6 times	1.007	16.422	.061	.951	1.000
8. 3-4 times – 5-6 times	31.692	24.847	1.275	.202	1.000
9. 3-4 times – > 6 times	-30.193	18.016	-1.676	.094	.938
10. 5-6 times - > 6 times	-61.884	26.551	-2.331	.020	.198
Question: Tour operators should provide service right at first time					
1. Never – 1-2 times	-8.448	13.771	-.631	.540	1.000
2. Never – 3-4 times	10.366	15.665	.662	.508	1.000
3. Never – 5-6 times	72.490	25.135	2.884	.004	.039
4. Never – > 6 times	-2.432	18.285	-.133	.894	1.000
5. 1-2 times – 3-4 times	18.814	13.600	1.383	.167	1.000

Pairwise comparison	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
6. 1-2 times – 5-6 times	80.938	23.903	3.386	.001	.007
7. 1-2 times – > 6 times	6.017	16.550	.364	.716	1.000
8. 3-4 times – 5-6 times	62.124	25.041	2.481	.013	.131
9. 3-4 times – > 6 times	-12.797	18.156	-.705	.481	1.000
10. 5-6 times - > 6 times	-74.922	26.759	-2.800	.005	.051
Question: Tour operators kept their promises					
1. Never – 1-2 times	-.598	13.822	-.043	.966	1.000
2. Never – 3-4 times	23.119	15.723	1.470	.141	1.000
3. Never – 5-6 times	69.829	25.228	2.768	.006	.056
4. Never – > 6 times	9.611	18.352	.524	.600	1.000
5. 1-2 times – 3-4 times	23.717	13.650	1.737	.082	.823
6. 1-2 times – 5-6 times	70.427	23.991	2.936	.003	.033
7. 1-2 times – > 6 times	10.209	16.612	.615	.539	1.000
8. 3-4 times – 5-6 times	46.710	25.134	1.858	.063	.631
9. 3-4 times – > 6 times	-13.508	18.223	-.741	.459	1.000
10. 5-6 times - > 6 times	-60.218	26.857	-2.242	.025	.250

7. The comparison of ESQ, PSQ factors across Knowing this TO before a trip

7.1 Test of normality and outliers between knowing this TO before trip with the level of all expected quality factors

Do you know this TO before trip?		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	knew	.455	154	.000		
	Didn't know	.389	217	.000		
Select appealing accommodation	knew	.339	154	.000		
	Didn't know	.290	217	.000		
Provide high quality restaurants	knew	.411	154	.000		
	Didn't know	.372	217	.000		
Neat in appearance	knew	.334	154	.000		
	Didn't know	.313	217	.000		
Sincerely try to solve problems	knew	.469	154	.000	✓	Different
	Didn't know	.452	217	.000		
Provide adequate information about services	knew	.463	154	.000	✓	Different
	Didn't know	.426	217	.000		
Prompt to respond to a request	knew	.385	154	.000		
	Didn't know	.392	217	.000		
Willing to help tourists	knew	.435	154	.000		
	Didn't know	.437	217	.000		
Provide information about local entertainment	knew	.457	154	.000		
	Didn't know	.449	217	.000		
Advise clients on how to use free time	knew	.259	154	.000		
	Didn't know	.283	217	.000		
Tour guides are appropriately qualified	knew	.362	154	.000		
	Didn't know	.352	217	.000		
Tour guides have working experience	knew	.441	154	.000		
	Didn't know	.421	217	.000		
Tour guides communicate properly	knew	.447	154	.000		
	Didn't know	.405	217	.000		
Tourists feel confident	knew	.458	154	.000		
	Didn't know	.400	217	.000		
Provide service on time	knew	.433	154	.000		
	Didn't know	.417	217	.000		
Provide service right first time	knew	.423	154	.000		
	Didn't know	.322	217	.000		
Keep promises	knew	.382	154	.000		
	Didn't know	.405	217	.000		
Meet tour schedule	knew	.368	154	.000		

	Didn·t know	.331	217	.000		
Tour guides are competent	knew	.444	154	.000		
	Didn·t know	.445	217	.000		
Tour guides are friendly	knew	.458	154	.000		
	Didn·t know	.423	217	.000		
Tour guides understand specific needs	knew	.431	154	.000		
	Didn·t know	.389	217	.000		

a. Lilliefors Significance Correction

6.2   Mann Whitney U test of ESQ scores categorised by <u>knowing this TO before trip</u>

Expected service quality	Z	Sig (2-tailed)	Mean rank by knowing TO	
			knew	Did not know
Tangible:				
1.Provide modern vehicles	-2.222	.026	197.97	177.51
2.Select appealing accommodation	-.199	.842	184.84	186.82
3.Provide high quality restaurants	-1.467	.142	194.25	180.15
4.Neat in appearance	-.695	.487	190.08	183.11
Responsiveness:				
1.Sincerely try to solve problems	-.644	.520	189.22	183.71
2.Provide adequate information about services	-1.837	.066	195.52	179.24
3.Prompt to respond to a request	-.242	.809	184.64	186.96
4.Willing to help tourists	-.020	.984	186.10	185.93
5.Provide information about local entertainment	-.258	.796	187.32	185.06
6.Advise clients on how to use free time	-.324	.746	184.05	187.38
Assurance:				
1.Tour guides are appropriately qualified	-.410	.682	188.35	184.33
2.Tour guides have working experience	-.843	.399	190.49	182.81
3.Tour guides communicate properly	-1.724	.085	195.29	179.41
4.Tourists feel confident	-2.093	.036	197.17	178.07
Reliability:				
1.Provide service on time	-.443	.658	188.37	184.32
2.Provide service right first time	-3.428	.001	205.72	172.00
3.Keep promises	-.830	.407	181.37	189.28
4.Meet tour schedule	-1.130	.259	192.58	181.33
Empathy:				
1.Tour guides are competent	-.006	.995	185.97	186.02
2.Tour guides are friendly	-1.427	.153	193.47	180.70
3.Tour guides understand specific needs	-1.614	.107	194.89	179.69

6.3   Test of normality and outliers between <u>knowing this TO before trip</u> with the level of all perceived quality factors

Do you know this TO before trip?		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Provide modern vehicles	know	.289	154	.000		Different
	Do not know	.327	217	.000	✓	
Select appealing accommodation	know	.288	154	.000		Different
	Do not know	.280	217	.000		
Provide high quality restaurants	know	.276	154	.000		Different
	Do not know	.256	217	.000		
Neat in appearance	know	.332	154	.000		Different
	Do not know	.289	217	.000	✓	

Do you know this TO before trip?		Kolmogorov-Smirnov[a]			Extreme Outliers	Shape of Boxplot
		Statistic	df	Sig.		
Sincerely try to solve problems	know	.335	154	.000		
	Do not know	.246	217	.000		
Provide adequate information about services	know	.288	154	.000		
	Do not know	.257	217	.000		
Prompt to respond to a request	know	.275	154	.000		Different
	Do not know	.229	217	.000		
Willing to help tourists	know	.305	154	.000		
	Do not know	.285	217	.000		
Provide information about local entertainment	know	.306	154	.000		
	Do not know	.256	217	.000		
Advise clients on how to use free time	know	.290	154	.000		Different
	Do not know	.289	217	.000		
Tour guides are appropriately qualified	know	.275	154	.000		Different
	Do not know	.294	217	.000	✓	
Tour guides have working experience	know	.319	154	.000		Different
	Do not know	.290	217	.000		
Tour guides communicate properly	know	.305	154	.000		
	Do not know	.283	217	.000		
Tourists feel confident	know	.300	154	.000		Different
	Do not know	.293	217	.000	✓	
Provide service on time	know	.291	154	.000		
	Do not know	.277	217	.000		
Provide service right first time	know	.269	154	.000		Different
	Do not know	.289	217	.000	✓	
Keep promises	know	.261	154	.000		
	Do not know	.271	217	.000		
Meet tour schedule	know	.255	154	.000		Different
	Do not know	.272	217	.000		
Tour guides are competent	know	.354	154	.000		
	Do not know	.279	217	.000		
Tour guides are friendly	know	.366	154	.000		
	Do not know	.272	217	.000		
Tour guides understand specific needs	know	.292	154	.000		
	Do not know	.256	217	.000		

a. Lilliefors Significance Correction

6.4   Mann Whitney U test of PSQ scores categorised by <u>knowing this TO before trip</u>

Perceived service quality	Z	Sig (2-tailed)	Mean rank by knowing TO	
			know	Do not know
Tangible:				
1.Provide modern vehicles	-3.403	.001	205.54	172.13
2.Select appealing accommodation	-2.419	.016	200.67	175.59
3.Provide high quality restaurants	-2.606	.009	201.87	174.74
4.Neat in appearance	-3.246	.001	204.91	172.58
Responsiveness:				
1.Sincerely try to solve problems	-3.825	.000	208.92	169.74
2.Provide adequate information about services	-3.512	.000	207.12	171.01

Perceived service quality	Z	Sig (2-tailed)	Mean rank by knowing TO	
			know	Do not know
3.Prompt to respond to a request	-3.806	.000	209.24	169.51
4.Willing to help tourists	-4.034	.000	209.84	169.08
5.Provide information about local entertainment	-5.054	.000	216.52	164.34
6.Advise clients on how to use free time	-3.870	.000	209.09	169.62
Assurance:				
1.Tour guides are appropriately qualified	-3.929	.000	209.39	169.40
2.Tour guides have working experience	-4.124	.000	210.80	168.40
3.Tour guides communicate properly	-5.054	.000	216.28	164.51
4.Tourists feel confident	-4.584	.000	213.51	166.48
Reliability:				
1.Provide service on time	-4.066	.000	210.55	168.58
2.Provide service right first time	-4.476	.000	213.06	166.79
3.Keep promises	-3.205	.001	205.45	172.20
4.Meet tour schedule	-3.911	.000	209.93	169.02
Empathy:				
1.Tour guides are competent	-4.971	.000	215.56	165.02
2.Tour guides are friendly	-3.999	.000	209.75	169.15
3.Tour guides understand specific needs	-3.012	.003	204.11	173.15

SERVQUAL GAP Analysis

1. **Overall GAP analysis between PSQ and ESQ**

Service quality dimensions	Z	Sig (2-tailed)	Expected (E)	Perceived (P)	GAP (P-E)
Tangible:	-11.471	.000	4.4987	4.0310	-.4677
1.Provide modern vehicles	-10.748	.000	4.64	4.17	-.4744
2.Select appealing accommodation	-8.246	.000	4.32	3.89	-.4313
3.Provide high quality restaurants	-10.711	.000	4.58	3.94	**-.6469**
4.Neat in appearance	-7.452	.000	4.44	4.12	-.3181
Responsiveness:	-11.550	.000	4.6190	4.1698	-.4492
1.Sincerely try to solve problems	-9.993	.000	4.73	4.30	-.4259
2.Provide adequate information about services	-9.586	.000	4.70	4.22	-.4825
3.Prompt to respond to a request	-9.187	.000	4.58	4.10	-.4825
4.Willing to help tourists	-9.591	.000	4.68	4.26	-.4286
5.Provide information about local entertainment	-10.852	.000	4.72	4.18	-.5418
6.Advise clients on how to use free time	-6.609	.000	4.30	3.97	-.3342
Assurance:	-10.809	.000	4.6267	4.1846	-.4420
1.Tour guides are appropriately qualified	-8.271	.000	4.53	4.14	-.3827
2.Tour guides have working experience	-9.171	.000	4.67	4.23	-.4420
3.Tour guides communicate properly	-9.729	.000	4.65	4.19	-.4609
4.Tourists feel confident	-9.787	.000	4.66	4.18	-.4825
Reliability:	-9.936	.000	4.5633	4.0903	**-.4730**
1.Provide service on time	-9.565	.000	4.65	4.16	**-.4987**
2.Provide service right first time	-7.900	.000	4.52	4.11	-.4178
3.Keep promises	-9.450	.000	4.60	4.07	-.5256
4.Meet tour schedule	-7.904	.000	4.48	4.03	-.4501
Empathy:	-9.511	.000	4.6685	4.3055	-.3630

1.Tour guides are competent	-9.255	.000	4.70	4.31	-.3908
2.Tour guides are friendly	-7.709	.000	4.68	4.37	**-.3127**
3.Tour guides understand specific needs	-8.490	.000	4.62	4.24	-.3854
TOTAL	**-12.814**	.000	4.5940	4.1504	**-.4436**

2. **GAP analysis between PSQ and ESQ across sector**

Service quality dimensions	Private					Public					Maan Whitney U Test	
	Wilcoxon sign Rank T.		(E)	(P)	GAP (P-E)	Wilcoxon sign rank T.		(E)	(P)	GAP (P-E)		
	Z	Sig (2-tailed)				Z	Sig (2-tailed)				Z	Sig (2-tailed)
Tangible:	-7.251	.000	4.5137	4.0920	-.4217	-8.969	.000	4.4841	3.9722	-.5119	-1.412	.158
1. Modern vehicles.	-6.525	.000	4.62	4.23	-.3901	-8.583	.000	4.67	4.11	-.5556	-2.535	.011
2. Appeal accommodation facilities.	-5.110	.000	4.35	3.96	-.3956	-6.708	.000	4.30	3.83	-.4656	-.906	.365
3. High quality restaurants.	-7.612	.000	4.62	3.95	-.6648	-7.540	.000	4.56	3.93	-.6296	-.046	.964
4. Neat appearing	-3.921	.000	4.47	4.23	-.2363	-6.564	.000	4.42	4.02	-.3968	-1.919	.055
Responsiveness:	-7.396	.000	4.6603	4.3013	-.3590	-8.957	.000	4.5794	4.0432	-.5362	-2.138	.033
1. Sincere to solve problem	-6.030	.000	4.78	4.45	-.3297	-7.976	.000	4.68	4.16	-.5185	-2.662	.008
2. Provide adequate information about service to be delivered	-6.064	.000	4.74	4.34	-.4066	-7.435	.000	4.66	4.10	-.5556	-2.019	.044
3. Prompt to response a request	-5.815	.000	4.62	4.21	-.4066	-7.117	.000	4.54	3.98	-.5556	-1.730	.084
4. Provide information about local entertainment	-5.445	.000	4.68	4.38	-.3022	-7.916	.000	4.69	4.14	-.5503	-2.962	.003
5. Always willing to help tourists	-7.291	.000	4.77	4.32	-.4451	-8.088	.000	4.67	4.03	-.6349	-2.381	.017
6. Advise how to use free time	-4.091	.000	4.37	4.10	-.2637	-5.215	.000	4.24	3.84	-.4021	-1.213	.225
Assurance:	-6.607	.000	4.6690	4.3228	-.3462	-8.536	.000	4.5860	4.0516	-.5344	-2.787	.005
1. Be appropriately qualified	-4.919	.000	4.60	4.29	-.3077	-6.683	.000	4.46	4.00	-.4550	-1.740	.082
2. Have experiences	-5.521	.000	4.69	4.36	-.3297	-7.321	.000	4.65	4.10	-.5503	-2.752	.006
3. Communicate properly	-5.829	.000	4.66	4.31	-.3571	-7.802	.000	4.65	4.08	-.5608	-2.672	.008
4. Feel confidence with TO	-6.135	.000	4.72	4.33	-.3901	-7.635	.000	4.60	4.03	-.5714	-1.832	.067
Reliability:	-6.485	.000	4.6030	4.1909	-.4121	-7.529	.000	4.5251	3.9934	-.5317	-1.277	.202
1. Provide service on time	-6.455	.000	4.69	4.25	-.4451	-7.072	.000	4.62	4.07	-.5503	-1.261	.207
2. Provide service right at first time	-4.798	.000	4.55	4.22	-.3352	-6.292	.000	4.49	3.99	-.4974	-1.756	.079
3. Keep promises	-6.496	.000	4.64	4.18	-.4615	-6.900	.000	4.55	3.96	-.5873	-1.303	.192
4. Meet tour schedule	-5.232	.000	4.52	4.12	-.4066	-5.927	.000	4.44	3.95	-.4921	-.510	.610
Empathy:	-5.928	.000	4.6978	4.4359	-.2619	-7.444	.000	4.6402	4.1799	-.4603	-2.615	.009
1. Be competence	-5.414	.000	4.70	4.45	-.2582	-7.502	.000	4.69	4.17	-.5185	-3.456	.001
2. Be friendly.	-4.695	.000	4.73	4.51	-.2143	-6.107	.000	4.65	4.24	-.4074	-2.485	.013

Service quality dimensions	Private					Public					Maan Whitney U Test	
	Wilcoxon sign Rank T.		(E)	(P)	GAP (P-E)	Wilcoxon sign rank T.		(E)	(P)	GAP (P-E)		
	Z	Sig (2-tailed)				Z	Sig (2-tailed)				Z	Sig (2-tailed)
3. Understand specific needs.	-5.890	.000	4.66	4.35	-.3132	-6.247	.000	4.58	4.13	-.4550	-1.562	.118
TOTAL	-8.206	.000	4.6285	4.2637	-.3647	-9.843	.000	4.5608	4.0413	-.5195	-2.309	.021

3. **GAP analysis between PSQ and ESQ across knowing tour operator before trip**

Service quality dimensions	Know					Do not know					Maan Whitney U Test	
	Wilcoxon sign Rank T.		(E)	(P)	GAP (P-E)	Wilcoxon sign Rank T.		(E)	(P)	GAP (P-E)		
	Z	Sig (2-tailed)				Z	Sig (2-tailed)				Z	Sig (2-tailed)
Tangible:	-6.787	.000	4.5341	4.1477	-.3864	-9.247	.000	4.4735	3.9482	-.5253	-1.709	.087
1. Modern vehicles.	-6.733	.000	4.72	4.29	-.4286	-8.375	.000	4.59	4.08	-.5069	-1.074	.250
2. Appeal accommodation facilities.	-4.177	.000	4.32	3.98	-.3442	-7.239	.000	4.32	3.83	-.4931	-2.034	.283
3. High quality restaurants.	-6.467	.000	4.62	4.06	-.5584	-8.539	.000	4.56	3.85	-.7097	-1.149	.042
4. Neat appearing	-3.542	.000	4.47	4.25	-.2143	-6.593	.000	4.42	4.03	-.3917	-1.910	.056
Responsiveness:	-5.917	.000	4.6255	4.3496	-.2760	-9.864	.000	4.6144	4.0422	-.5722	-3.824	.000
1. Sincere to solve problem	-5.249	.000	4.75	4.47	-.2792	-8.480	.000	4.71	4.18	-.5300	-3.142	.002
2. Provide adequate information about service	-5.359	.000	4.75	4.38	-.3701	-7.937	.000	4.66	4.10	-.5622	-1.950	.051
3. Prompt to response a request	-4.035	.000	4.56	4.27	-.2922	-8.342	.000	4.59	3.97	-.6175	-3.386	.001
4. Provide information about local entertainment	-4.489	.000	4.68	4.42	-.2597	-8.504	.000	4.69	4.14	-.5484	-3.635	.000
5. Always willing to help tourists	-5.230	.000	4.73	4.41	-.3182	-9.466	.000	4.71	4.01	-.7005	-4.314	.000
6. Advise how to use free time	-1.895	.000	4.28	4.14	-.1364	-6.868	.000	4.32	3.85	-.4747	-3.358	.001
Assurance:	-5.638	.000	4.6623	4.3799	-.2825	-9.196	.000	4.6014	4.0461	-.5553	-3.481	.000
1. Be appropriate	-3.676	.000	4.53	4.31	-.2208	-7.423	.000	4.52	4.02	-.4977	-3.258	.001
2. Have experiences	-4.352	.000	4.69	4.42	-.2662	-8.077	.000	4.65	4.09	-.5668	-3.111	.002
3. Communicate properly	-4.723	.000	4.70	4.41	-.2922	-8.514	.000	4.62	4.04	-.5806	-3.465	.001
4. Feel confidence with TO	-5.494	.000	4.73	4.38	-.3506	-8.051	.000	4.61	4.03	-.5760	-2.796	.005

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Service quality dimensions	Know					Do not know					Maan Whitney U Test	
	Wilcoxon sign Rank T.		(E)	(P)	GAP (P-E)	Wilcoxon sign Rank T.		(E)	(P)	GAP (P-E)		
	Z	Sig (2-tailed)				Z	Sig (2-tailed)				Z	Sig (2-tailed)
Reliability:	-5.004	.000	4.6023	4.2857	-.3166	-8.635	.000	4.5357	3.9516	-.5841	-2.793	.005
1. Provide service on time	-4.877	.000	4.67	4.37	-.2987	-8.201	.000	4.65	4.00	-.6406	-3.346	.001
2. Provide service right at first time	-4.562	.000	4.64	4.31	-.3312	-6.438	.000	4.44	3.96	-.4793	-1.615	.106
3. Keep promises	-4.542	.000	4.57	4.23	-.3442	-8.324	.000	4.61	3.96	-.6544	-3.018	.003
4. Meet tour schedule	-3.753	.000	4.53	4.24	-.2922	-7.009	.000	4.44	3.88	-.5622	-2.293	.022
Empathy:	-4.669	.000	4.6970	4.4719	-.2251	-8.231	.000	4.6482	4.1874	-.4608	-2.813	.005
1. Be competence	-3.557	.000	4.69	4.51	-.1818	-8.617	.000	4.70	4.16	-.5392	-4.580	.000
2. Be friendly.	-3.624	.000	4.73	4.53	-.1948	-6.852	.000	4.65	4.26	-.3963	-2.675	.007
3. Understand specific needs.	-4.847	.000	4.67	4.37	-.2987	-6.946	.000	4.59	4.14	-.4470	-1.371	.170
TOTAL	-7.582	.000	4.6209	4.3222	-.2987	-10.317	.000	4.5749	4.0285	-.5464	-3.348	.001

Structural Equation Modelling (SEM)

1. Assessment of Multivariate outliers

1.1 Perceived Service Quality (PSQ)

Observations farthest from the centroid (Mahalanobis distance)

Observation number	Mahalanobis d-squared	p1	p2	Observation number	Mahalanobis d-squared	p1	p2
304	87.265	.000	.000	260	37.591	.014	.000
278	76.553	.000	.000	266	37.576	.014	.000
226	68.321	.000	.000	367	36.372	.020	.000
240	67.436	.000	.000	323	36.270	.020	.000
135	66.259	.000	.000	150	36.213	.021	.000
138	65.691	.000	.000	188	35.914	.022	.000
272	65.562	.000	.000	249	35.741	.023	.000
283	65.188	.000	.000	169	34.735	.030	.000
68	64.313	.000	.000	30	34.647	.031	.000
63	58.540	.000	.000	370	34.007	.036	.000
299	54.855	.000	.000	223	33.820	.038	.000
271	54.124	.000	.000	248	33.417	.042	.000
133	53.728	.000	.000	296	33.333	.043	.000
70	51.433	.000	.000	288	33.191	.044	.000
37	51.070	.000	.000	103	33.133	.045	.000
305	49.680	.000	.000	267	33.133	.045	.000
269	49.602	.000	.000	123	33.124	.045	.000
255	49.420	.000	.000	219	32.617	.051	.000
80	49.360	.000	.000	211	31.747	.062	.000
245	49.321	.000	.000	232	31.637	.064	.000
102	48.989	.001	.000	257	31.376	.068	.000
268	48.989	.001	.000	167	31.036	.073	.000
265	48.451	.001	.000	231	30.661	.079	.000
100	48.288	.001	.000	352	30.216	.088	.000
149	47.685	.001	.000	259	30.119	.090	.000
270	46.201	.001	.000	233	30.033	.091	.000
127	45.215	.002	.000	331	29.853	.095	.000
101	43.521	.003	.000	365	29.794	.096	.000
143	42.829	.003	.000	220	29.764	.097	.000
218	42.565	.004	.000	279	29.659	.099	.000
10	41.182	.005	.000	202	29.493	.103	.000
286	41.010	.006	.000	31	29.130	.111	.000
258	40.567	.006	.000	225	29.119	.111	.000
316	40.480	.006	.000	328	29.041	.113	.000
287	40.266	.007	.000	45	29.026	.113	.000
128	39.883	.008	.000	23	29.014	.114	.000
189	39.247	.009	.000	282	28.993	.114	.000
15	39.092	.010	.000	125	28.850	.118	.000
185	39.072	.010	.000	73	28.850	.118	.000
274	38.878	.010	.000	349	28.850	.118	.000
247	38.783	.010	.000	281	28.824	.118	.000

Observation number	Mahalanobis d-squared	p1	p2		Observation number	Mahalanobis d-squared	p1	p2
273	38.223	.012	.000		224	28.600	.124	.000

1.2 Experience Quality (EQ)

Observations farthest from the centroid (Mahalanobis distance)

Observation number	Mahalanobis d-squared	p1	p2	Observation number	Mahalanobis d-squared	p1	p2
304	90.620	.000	.000	127	24.494	.057	.000
70	62.591	.000	.000	274	24.425	.058	.000
29	60.067	.000	.000	71	24.366	.059	.000
272	57.650	.000	.000	110	24.103	.063	.000
35	54.996	.000	.000	243	24.081	.064	.000
37	45.966	.000	.000	102	24.070	.064	.000
122	45.073	.000	.000	268	24.070	.064	.000
245	40.942	.000	.000	15	23.483	.074	.000
232	40.412	.000	.000	151	23.157	.081	.000
283	40.181	.000	.000	66	23.049	.083	.000
349	39.191	.001	.000	333	23.031	.083	.000
123	38.219	.001	.000	157	22.821	.088	.000
162	37.556	.001	.000	47	22.806	.088	.000
135	36.786	.001	.000	277	22.678	.091	.000
229	36.574	.001	.000	365	22.246	.102	.000
248	35.410	.002	.000	81	22.238	.102	.000
9	34.547	.003	.000	341	22.238	.102	.000
216	33.916	.003	.000	246	22.187	.103	.000
259	32.728	.005	.000	320	22.171	.103	.000
370	32.628	.005	.000	226	22.096	.105	.000
361	32.620	.005	.000	164	21.957	.109	.000
185	32.285	.006	.000	105	21.923	.110	.000
279	32.083	.006	.000	252	21.854	.112	.000
184	31.155	.008	.000	273	21.836	.112	.000
224	30.751	.009	.000	101	21.764	.114	.000
143	30.517	.010	.000	266	21.764	.114	.000
61	30.465	.010	.000	281	21.644	.117	.000
10	29.581	.014	.000	239	21.291	.128	.000
267	29.294	.015	.000	24	21.287	.128	.000
150	29.059	.016	.000	31	21.174	.131	.000
270	28.843	.017	.000	357	21.072	.135	.000
121	28.769	.017	.000	314	20.737	.145	.000
307	28.608	.018	.000	327	20.661	.148	.000
215	28.055	.021	.000	76	20.451	.155	.001
318	27.822	.023	.000	346	20.451	.155	.001
103	27.592	.024	.000	96	20.416	.157	.001
261	26.724	.031	.000	262	20.416	.157	.000
136	26.194	.036	.000	54	20.378	.158	.000
233	26.106	.037	.000	278	20.320	.160	.000
315	25.931	.039	.000	339	20.306	.161	.000
138	25.743	.041	.000	340	20.306	.161	.000
228	25.676	.042	.000	126	20.286	.161	.000

Observation number	Mahalanobis d-squared	p1	p2	Observation number	Mahalanobis d-squared	p1	p2
210	25.520	.043	.000	352	20.207	.164	.000
160	25.327	.046	.000	142	20.163	.166	.000
73	25.190	.047	.000	63	20.135	.167	.000
254	25.095	.049	.000	280	20.030	.171	.000

1.3 Behavioural Intention (BI)
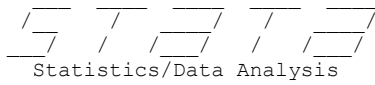
Observations farthest from the centroid (Mahalanobis distance)

Observation number	Mahalanobis d-squared	p1	p2	Observation number	Mahalanobis d-squared	p1	p2
291	76.575	.000	.000	315	7.760	.101	.061
232	43.757	.000	.000	15	7.649	.105	.080
233	43.757	.000	.000	246	7.649	.105	.059
272	24.506	.000	.000	247	7.649	.105	.043
259	19.682	.001	.000	271	7.649	.105	.030
105	17.066	.002	.000	310	7.649	.105	.021
304	16.892	.002	.000	95	7.355	.118	.086
283	16.602	.002	.000	250	7.355	.118	.064
136	15.045	.005	.000	63	7.203	.126	.109
147	13.669	.008	.001	65	7.203	.126	.084
120	12.151	.016	.043	84	7.203	.126	.063
142	11.849	.019	.046	155	7.203	.126	.047
299	11.849	.019	.023	160	7.203	.126	.034
242	11.341	.023	.051	166	7.203	.126	.024
128	10.620	.031	.187	325	7.203	.126	.017
252	10.355	.035	.227	18	7.180	.127	.014
260	10.246	.036	.201	218	7.180	.127	.010
248	9.473	.050	.596	269	7.180	.127	.007
173	9.358	.053	.585	293	7.180	.127	.004
23	9.128	.058	.663	352	7.180	.127	.003
327	9.128	.058	.577	363	7.180	.127	.002
368	9.128	.058	.488	367	7.180	.127	.001
17	8.851	.065	.621	10	6.976	.137	.005
207	8.851	.065	.537	25	6.976	.137	.003
258	8.840	.065	.462	43	6.976	.137	.002
245	8.802	.066	.412	149	6.976	.137	.001
22	8.520	.074	.573	168	6.976	.137	.001
177	8.520	.074	.494	176	6.976	.137	.001
238	8.520	.074	.416	205	6.976	.137	.000
243	8.479	.076	.376	326	6.976	.137	.000
275	8.479	.076	.305	332	6.976	.137	.000
239	8.348	.080	.345	359	6.976	.137	.000
240	8.348	.080	.279	360	6.976	.137	.000
206	8.243	.083	.300	106	6.951	.139	.000
251	8.243	.083	.240	115	6.951	.139	.000
98	8.107	.088	.288	179	6.951	.139	.000
264	8.107	.088	.230	256	6.951	.139	.000
355	7.950	.093	.300	257	6.951	.139	.000
371	7.950	.093	.243	288	6.951	.139	.000

Observation number	Mahalanobis d-squared	p1	p2		Observation number	Mahalanobis d-squared	p1	p2
164	7.943	.094	.197		328	6.951	.139	.000
102	7.788	.100	.266		14	6.767	.149	.000
152	7.788	.100	.214		41	6.767	.149	.000
244	7.788	.100	.169		50	6.767	.149	.000
268	7.788	.100	.130		59	6.767	.149	.000
163	7.760	.101	.112		165	6.767	.149	.000
217	7.760	.101	.084		11	6.583	.160	.000

2. Validating Perceived Service Quality model

```
      ___  ____  ___  ____  ____ (R)
     /__    /   ____/   /   ____/
    ___/   /   /___/   /   /___/    15.0    Copyright 1985-2017 StataCorp LLC
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Notes:
      1.  Unicode is supported; see help unicode_advice.
      2.  Maximum number of variables is set to 5000; see help set_maxvar.
      3.  New update available; type -update all-
```

2.1 PSQ first ordel constructs model
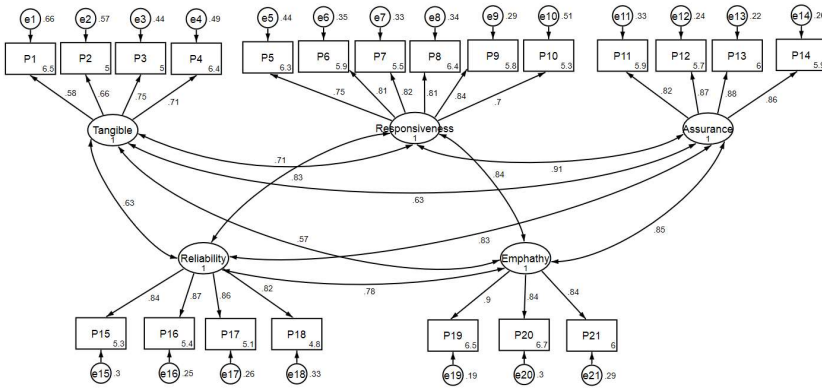

```
Endogenous variables

Measurement: P1 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11 P12 P13 P14 P15 P16 P17 P18 P19 P20 P21

Exogenous variables

Latent:  Tangible Responsiveness Assurance Reliability Emphathy

Fitting target model:

Iteration 0: log pseudolikelihood = -5664.0425
Iteration 1:   log pseudolikelihood = -5634.3791
Iteration 2:   log pseudolikelihood = -5631.6074
Iteration 3:   log pseudolikelihood =  -5631.596
Iteration 4:   log pseudolikelihood =  -5631.596

Structural equation model                    Number of obs    =         371
Estimation method    = ml
Log pseudolikelihood =  -5631.596

 ( 1)   [P1]Tangible = 1
 ( 2)   [P5]Responsiveness = 1
 ( 3)   [P11]Assurance = 1
 ( 4)   [P15]Reliability = 1
 ( 5)   [P19]Emphathy = 1
-------------------------------------------------------------------------------------
                              |            Satorra-Bentler
              Standardized |    Coef.   Std. Err.      z    P>|z|    [95% Conf. Interval]
```

```
--------------------------------+----------------------------------------------------------------
Measurement                     |
  P1                            |
                    Tangible |   .5846813   .0393029    14.88   0.000     .5076491    .6617135
                       _cons |   6.465733   .2860871    22.60   0.000     5.905012    7.026453
--------------------------------+----------------------------------------------------------------
  P2                            |
                    Tangible |   .6566569   .0416199    15.78   0.000     .5750835    .7382303
                       _cons |     4.9903   .1878394    26.57   0.000     4.622142    5.358458
--------------------------------+----------------------------------------------------------------
  P3                            |
                    Tangible |    .74509    .0305892    24.36   0.000     .6851363    .8050437
                       _cons |   5.006126   .2229021    22.46   0.000     4.569246    5.443006
--------------------------------+----------------------------------------------------------------
  P4                            |
                    Tangible |   .7135218   .0337617    21.13   0.000     .6473502    .7796935
                       _cons |   6.394792   .2192629    29.16   0.000     5.965045     6.82454
--------------------------------+----------------------------------------------------------------
  P5                            |
              Responsiveness |   .7495084   .0248754    30.13   0.000     .7007536    .7982632
                       _cons |   6.311316   .2333852    27.04   0.000      5.85389    6.768743
--------------------------------+----------------------------------------------------------------
  P6                            |
              Responsiveness |   .8050789   .0192112    41.91   0.000     .7674257    .8427321
                       _cons |   5.910267   .2319926    25.48   0.000      5.45557    6.364964
--------------------------------+----------------------------------------------------------------
  P7                            |
              Responsiveness |   .8160893   .0219345    37.21   0.000     .7730986    .8590801
                       _cons |   5.491481    .192215    28.57   0.000     5.114747    5.868216
--------------------------------+----------------------------------------------------------------
  P8                            |
              Responsiveness |   .8101285   .0210857    38.42   0.000     .7688012    .8514557
                       _cons |   6.388264   .2580625    24.75   0.000     5.882471    6.894057
--------------------------------+----------------------------------------------------------------
  P9                            |
              Responsiveness |    .843748    .017734    47.58   0.000      .80899    .8785059
                       _cons |   5.809694   .2226114    26.10   0.000     5.373384    6.246004
--------------------------------+----------------------------------------------------------------
  P10                           |
              Responsiveness |   .6975671   .0316943    22.01   0.000     .6354473    .7596869
                       _cons |   5.345454      .2194    24.36   0.000     4.915438     5.77547
--------------------------------+----------------------------------------------------------------
  P11                           |
                   Assurance |   .8170646   .0198968    41.07   0.000     .7780676    .8560616
                       _cons |   5.924259   .2390436    24.78   0.000     5.455743    6.392776
--------------------------------+----------------------------------------------------------------
  P12                           |
                   Assurance |   .8737585   .0156624    55.79   0.000     .8430608    .9044563
                       _cons |   5.685939   .2676334    21.25   0.000     5.161387     6.21049
--------------------------------+----------------------------------------------------------------
  P13                           |
                   Assurance |   .8848856   .0149003    59.39   0.000     .8556816    .9140896
                       _cons |   5.987628   .2433857    24.60   0.000     5.510601    6.464655
--------------------------------+----------------------------------------------------------------
  P14                           |
                   Assurance |   .8598703    .016631    51.70   0.000      .827274    .8924665
                       _cons |   5.871301   .2346167    25.03   0.000      5.41146    6.331141
--------------------------------+----------------------------------------------------------------
  P15                           |
                 Reliability |   .8390751   .0207975    40.34   0.000     .7983127    .8798375
                       _cons |   5.291071   .2512983    21.05   0.000     4.798535    5.783607
--------------------------------+----------------------------------------------------------------
  P16                           |
                 Reliability |   .8682349   .0211368    41.08   0.000     .8268075    .9096623
                       _cons |   5.419071   .2222513    24.38   0.000     4.983467    5.854675
--------------------------------+----------------------------------------------------------------
  P17                           |
                 Reliability |   .8579296   .0182897    46.91   0.000     .8220824    .8937767
                       _cons |   5.122914   .2375366    21.57   0.000      4.65735    5.588477
--------------------------------+----------------------------------------------------------------
  P18                           |
                 Reliability |   .8198339   .0248975    32.93   0.000     .7710357    .8686321
                       _cons |   4.752958   .2032805    23.38   0.000     4.354536    5.151381
--------------------------------+----------------------------------------------------------------
```

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```
P19                      |
            Emphathy |    .8984964    .0155775    57.68    0.000      .867965    .9290278
               _cons |    6.459321    .2767442    23.34    0.000     5.916912     7.00173
-----------------------------+----------------------------------------------------------------
P20                      |
            Emphathy |    .8379149    .0232361    36.06    0.000     .7923729    .8834569
               _cons |      6.7278    .2630444    25.58    0.000     6.212243    7.243358
-----------------------------+----------------------------------------------------------------
P21                      |
            Emphathy |    .8428982    .0228622    36.87    0.000     .7980891    .8877074
               _cons |     5.99834    .2382994    25.17    0.000     5.531282    6.465398
-----------------------------+----------------------------------------------------------------
            var(e.P1)|    .6581478    .0459593                       .5739617    .7546819
            var(e.P2)|    .5688017    .0546599                       .4711544    .6866865
            var(e.P3)|    .4448409    .0455834                       .3638992    .5437865
            var(e.P4)|    .4908866    .0481794                       .4049839    .5950105
            var(e.P5)|    .4382372    .0372886                       .3709219    .5177689
            var(e.P6)|    .3518479     .030933                       .2961562    .4180123
            var(e.P7)|    .3339982    .035801                        .2707102    .412082
            var(e.P8)|    .3436919    .0341643                       .2828503    .4176206
            var(e.P9)|    .2880894    .029926                         .235021    .3531408
           var(e.P10)|    .5134001    .0442179                       .4336547      .60781
           var(e.P11)|    .3324054    .0325139                       .2744154    .4026499
           var(e.P12)|     .236546    .0273703                       .1885492    .2967608
           var(e.P13)|    .2169775    .0263701                       .1709877    .2753369
           var(e.P14)|    .2606231    .0286011                       .2101847    .3231653
           var(e.P15)|     .295953    .0349014                       .2348776    .3729099
           var(e.P16)|    .2461682    .0367035                       .1837886      .32972
           var(e.P17)|    .2639569    .0313826                        .209089    .3332228
           var(e.P18)|    .3278724    .0408236                       .2568746    .4184933
           var(e.P19)|    .1927043    .0279927                       .1449585    .2561764
           var(e.P20)|    .2978986    .0389398                       .2305705     .384887
           var(e.P21)|    .2895225    .0385411                       .2230339    .3758321
          var(Tangible)|          1          .                             .           .
      var(Responsiveness)|        1          .                             .           .
         var(Assurance)|          1          .                             .           .
        var(Reliability)|         1          .                             .           .
          var(Emphathy)|          1          .                             .           .
-----------------------------+----------------------------------------------------------------
    cov(Tangible,Responsiveness)|    .705852    .041533    16.99    0.000     .6244489    .7872551
           cov(Tangible,Assurance)|    .6337759    .0447461    14.16    0.000     .546075    .7214767
          cov(Tangible,Reliability)|    .6301933    .0391783    16.09    0.000    .5534052    .7069814
           cov(Tangible,Emphathy)|    .5724502    .0466715    12.27    0.000    .4809757    .6639247
  cov(Responsiveness,Assurance)|    .9068851      .01597    56.79    0.000    .8755845    .9381857
 cov(Responsiveness,Reliability)|    .8338169    .0236602    35.24    0.000    .7874438      .88019
   cov(Responsiveness,Emphathy)|    .8427083    .0270025    31.21    0.000    .7897843    .8956322
        cov(Assurance,Reliability)|    .8302777    .0223915    37.08    0.000    .7863911    .8741642
         cov(Assurance,Emphathy)|    .8451283    .0260446    32.45    0.000    .7940819    .8961747
        cov(Reliability,Emphathy)|     .78156    .0281813    27.73    0.000    .7263257    .8367944
-----------------------------------------------------------------------------------------------
LR test of model vs. saturated: chi2(179) =     451.60, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:    chi2(179) =     329.92, Prob > chi2 = 0.0000
.


-------------------------------------------------------------------------------
Fit statistic          |      Value    Description
--------------------+----------------------------------------------------------
Likelihood ratio       |
        chi2_ms(179) |    451.602    model vs. saturated
           p > chi2 |      0.000
        chi2_bs(210) |   6206.339    baseline vs. saturated
           p > chi2 |      0.000
                       |
 Satorra-Bentler        |
      chi2sb_ms(179) |    329.924
           p > chi2 |      0.000
      chi2sb_bs(210) |   4581.752
           p > chi2 |      0.000
--------------------+----------------------------------------------------------
Population error       |
               RMSEA |      0.064    Root mean squared error of approximation
  90% CI, lower bound |     0.057
         upper bound |      0.071
              pclose |      0.001    Probability RMSEA <= 0.05
```

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```
                         |
 Satorra-Bentler        |
           RMSEA_SB |         0.048    Root mean squared error of approximation
--------------------+------------------------------------------------------------
Information criteria |
                AIC |    11409.192    Akaike's information criterion
                BIC |    11695.075    Bayesian information criterion
--------------------+------------------------------------------------------------
Baseline comparison  |
                CFI |         0.955    Comparative fit index
                TLI |         0.947    Tucker-Lewis index
                     |
 Satorra-Bentler     |
             CFI_SB |         0.965    Comparative fit index
             TLI_SB |         0.959    Tucker-Lewis index
--------------------+------------------------------------------------------------
Size of residuals    |
               SRMR |         0.044    Standardized root mean squared residual
                 CD |         0.999    Coefficient of determination
--------------------------------------------------------------------------------
```

2.2 PSQ first order constructs after deleting P1


```
Endogenous variables

Measurement: P2 P3 P4 P5 P6 P7 P8 P9 P10 P11 P12 P13 P14 P15 P16 P17 P18 P19 P20 P21

Exogenous variables

Latent:  Tangible Responsiveness Assurance Reliability Emphathy

Fitting target model:

Iteration 0:    log pseudolikelihood = -5357.8704
Iteration 1:    log pseudolikelihood = -5329.1098
Iteration 2:    log pseudolikelihood = -5326.5577
Iteration 3:    log pseudolikelihood =  -5326.548
Iteration 4:    log pseudolikelihood =  -5326.548

Structural equation model                    Number of obs     =          371
Estimation method    = ml
Log pseudolikelihood =  -5326.548

 ( 1)   [P2]Tangible = 1
 ( 2)   [P5]Responsiveness = 1
 ( 3)   [P11]Assurance = 1
 ( 4)   [P15]Reliability = 1
 ( 5)   [P19]Emphathy = 1
--------------------------------------------------------------------------------
                            |             Satorra-Bentler
              Standardized |    Coef.   Std. Err.       z    P>|z|     [95% Conf. Interval]
----------------------------+---------------------------------------------------
```

```
Measurement               |
  P2                      |
            Tangible |    .6572123   .0421203    15.60   0.000     .5746581    .7397665
               _cons |       4.9903   .1859103    26.84   0.000     4.625923    5.354677
----------------------------+----------------------------------------------------------------
  P3                      |
            Tangible |    .7625407   .0311712    24.46   0.000     .7014464    .8236351
               _cons |     5.006126   .2243425    22.31   0.000     4.566423    5.445829
----------------------------+----------------------------------------------------------------
  P4                      |
            Tangible |    .7138815   .0364039    19.61   0.000     .6425311    .7852318
               _cons |     6.394792   .2187453    29.23   0.000     5.966059    6.823525
----------------------------+----------------------------------------------------------------
  P5                      |
      Responsiveness |    .7489737   .0247655    30.24   0.000     .7004343    .7975131
               _cons |     6.311316   .2305698    27.37   0.000     5.859408    6.763225
----------------------------+----------------------------------------------------------------
  P6                      |
      Responsiveness |    .8061066   .0194104    41.53   0.000      .768063    .8441503
               _cons |     5.910267   .2321612    25.46   0.000     5.455239    6.365294
----------------------------+----------------------------------------------------------------
  P7                      |
      Responsiveness |    .8166767   .0222743    36.66   0.000     .7730199    .8603335
               _cons |     5.491481   .1914327    28.69   0.000      5.11628    5.866683
----------------------------+----------------------------------------------------------------
  P8                      |
      Responsiveness |    .8084748   .0214071    37.77   0.000     .7665177    .8504319
               _cons |     6.388264   .2597073    24.60   0.000     5.879247    6.897281
----------------------------+----------------------------------------------------------------
  P9                      |
      Responsiveness |    .8440583   .0177519    47.55   0.000     .8092653    .8788514
               _cons |     5.809694   .2220737    26.16   0.000     5.374438    6.244951
----------------------------+----------------------------------------------------------------
  P10                     |
      Responsiveness |    .6980268   .0312899    22.31   0.000     .6366997     .759354
               _cons |     5.345454   .2182793    24.49   0.000     4.917635    5.773274
----------------------------+----------------------------------------------------------------
  P11                     |
           Assurance |    .8172691   .0199634    40.94   0.000     .7781415    .8563966
               _cons |     5.924259     .23973    24.71   0.000     5.454397    6.394122
----------------------------+----------------------------------------------------------------
  P12                     |
           Assurance |    .8737094   .0155132    56.32   0.000     .8433041    .9041146
               _cons |     5.685939   .2661051    21.37   0.000     5.164382    6.207495
----------------------------+----------------------------------------------------------------
  P13                     |
           Assurance |      .88493   .0147227    60.11   0.000      .856074     .913786
               _cons |     5.987628   .2431144    24.63   0.000     5.511132    6.464123
----------------------------+----------------------------------------------------------------
  P14                     |
           Assurance |    .8596837   .0165173    52.05   0.000     .8273104    .8920569
               _cons |     5.871301   .2344279    25.05   0.000      5.41183    6.330771
----------------------------+----------------------------------------------------------------
  P15                     |
         Reliability |    .8395934   .0208751    40.22   0.000     .7986789    .8805078
               _cons |     5.291071   .2490142    21.25   0.000     4.803012     5.77913
----------------------------+----------------------------------------------------------------
  P16                     |
         Reliability |    .8680825   .0212267    40.90   0.000      .826479     .909686
               _cons |     5.419071   .2234598    24.25   0.000     4.981098    5.857044
----------------------------+----------------------------------------------------------------
  P17                     |
         Reliability |    .8575922   .0183055    46.85   0.000     .8217141    .8934703
               _cons |     5.122914   .2366064    21.65   0.000     4.659174    5.586654
----------------------------+----------------------------------------------------------------
  P18                     |
         Reliability |    .8197931   .0246168    33.30   0.000     .7715451    .8680412
               _cons |     4.752958   .2019708    23.53   0.000     4.357103    5.148814
----------------------------+----------------------------------------------------------------
  P19                     |
           Emphathy |    .8985111   .0155588    57.75   0.000     .8680164    .9290058
               _cons |     6.459321   .2727163    23.69   0.000     5.924807    6.993835
----------------------------+----------------------------------------------------------------
  P20                     |
```

```
            Emphathy |   .8379375   .0231802    36.15   0.000     .792505    .8833699
               _cons |     6.7278   .2593374    25.94   0.000    6.219509    7.236092
  -------------------+----------------------------------------------------------------
  P21                |
            Emphathy |   .8428615   .0231951    36.34   0.000       .7974     .888323
               _cons |    5.99834   .2390598    25.09   0.000    5.529791    6.466889
  -------------------+----------------------------------------------------------------
            var(e.P2)|    .568072   .0553639                      .469295    .6876396
            var(e.P3)|   .4185316   .0475386                     .3350004    .5228911
            var(e.P4)|   .4903733   .0519762                     .3983871    .6035987
            var(e.P5)|   .4390384   .0370974                     .3720306    .5181153
            var(e.P6)|   .3501921   .0312937                     .2939285    .4172256
            var(e.P7)|   .3330391   .0363818                     .2688491    .4125551
            var(e.P8)|   .3463686   .0346142                     .2847568     .421311
            var(e.P9)|   .2875656   .0299672                     .2344407    .3527286
           var(e.P10)|   .5127585   .0436824                     .4339085    .6059372
           var(e.P11)|   .3320713   .0326309                     .2738975    .4026007
           var(e.P12)|   .2366319    .027108                     .1890435    .2961999
           var(e.P13)|   .2168989   .0260572                      .171395    .2744836
           var(e.P14)|    .260944   .0283992                     .2108185    .3229876
           var(e.P15)|    .295083   .0350532                     .2337917    .3724425
           var(e.P16)|   .2464328    .036853                     .1838251    .3303636
           var(e.P17)|   .2645357   .0313973                     .2096315    .3338197
           var(e.P18)|   .3279392   .0403614                     .2576506     .417403
           var(e.P19)|   .1926778   .0279595                     .1449818    .2560646
           var(e.P20)|   .2978608   .0388472                     .2306743    .3846162
           var(e.P21)|   .2895845   .0391005                      .222251    .3773174
        var(Tangible)|          1          .                           .           .
  var(Responsiveness)|          1          .                           .           .
        var(Assurance)|         1          .                           .           .
      var(Reliability)|         1          .                           .           .
        var(Emphathy)|          1          .                           .           .
  -------------------+----------------------------------------------------------------
    cov(Tangible,Responsiveness)|   .6893594   .0452189    15.24   0.000     .600732    .7779869
         cov(Tangible,Assurance)|   .6034392   .0486623    12.40   0.000    .5080627    .6988156
       cov(Tangible,Reliability)|   .6049776   .0426445    14.19   0.000    .5213959    .6885593
         cov(Tangible,Emphathy)|   .5504466   .0491589    11.20   0.000    .4540968    .6467963
  cov(Responsiveness,Assurance)|   .9067591   .0161121    56.28   0.000      .87518    .9383381
 cov(Responsiveness,Reliability)|   .8338805    .023746    35.12   0.000    .7873391    .8804219
   cov(Responsiveness,Emphathy)|   .8424072    .026914    31.30   0.000    .7896566    .8951577
        cov(Assurance,Reliability)|  .8303812   .0224584    36.97   0.000    .7863634    .8743989
         cov(Assurance,Emphathy)|   .8451497   .0257975    32.76   0.000    .7945874     .895712
       cov(Reliability,Emphathy)|   .7816049   .0279869    27.93   0.000    .7267516    .8364582
  --------------------------------------------------------------------------------------
  LR test of model vs. saturated: chi2(160) =    418.94, Prob > chi2 = 0.0000
  Satorra-Bentler scaled test:    chi2(160) =    302.51, Prob > chi2 = 0.0000
  .
```

```
  ------------------------------------------------------------------------------
  Fit statistic          |      Value   Description
  -----------------------+------------------------------------------------------
  Likelihood ratio       |
          chi2_ms(160)   |    418.937   model vs. saturated
             p > chi2    |      0.000
          chi2_bs(190)   |   6056.393   baseline vs. saturated
             p > chi2    |      0.000
                         |
  Satorra-Bentler        |
        chi2sb_ms(160)   |    302.506
             p > chi2    |      0.000
        chi2sb_bs(190)   |   4429.407
             p > chi2    |      0.000
  -----------------------+------------------------------------------------------
  Population error       |
                 RMSEA   |      0.066   Root mean squared error of approximation
  90% CI, lower bound    |      0.058
           upper bound   |      0.074
                pclose   |      0.000   Probability RMSEA <= 0.05
                         |
  Satorra-Bentler        |
              RMSEA_SB   |      0.049   Root mean squared error of approximation
  -----------------------+------------------------------------------------------
  Information criteria   |
                   AIC   |  10793.096   Akaike's information criterion
```

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```
           BIC |   11067.230   Bayesian information criterion
--------------------+------------------------------------------------------
Baseline comparison |
            CFI |       0.956   Comparative fit index
            TLI |       0.948   Tucker-Lewis index
                |
  Satorra-Bentler   |
          CFI_SB |    0.966   Comparative fit index
          TLI_SB |    0.960   Tucker-Lewis index
--------------------+------------------------------------------------------
Size of residuals   |
           SRMR |       0.044   Standardized root mean squared residual
             CD |       0.999   Coefficient of determination
--------------------------------------------------------------------------
```

2.3 PSQ second order constructs model

Endogenous variables

Measurement: P2 P3 P4 P5 P6 P7 P8 P9 P10 P11 P12 P13 P14 P15 P16 P17 P18 P19 P20 P21
Latent: Tangible Responsiveness Assurance Reliability Emphathy

Exogenous variables

Latent: PSQ

Fitting target model:

```
Iteration 0:   log pseudolikelihood = -6126.4184   (not concave)
Iteration 1:   log pseudolikelihood = -5599.4671   (not concave)
Iteration 2:   log pseudolikelihood = -5524.8961   (not concave)
Iteration 3:   log pseudolikelihood = -5479.0859
Iteration 4:   log pseudolikelihood = -5372.9001
Iteration 5:   log pseudolikelihood = -5340.5941
Iteration 6:   log pseudolikelihood = -5332.4657
Iteration 7:   log pseudolikelihood = -5332.0616
Iteration 8:   log pseudolikelihood = -5332.0486
Iteration 9:   log pseudolikelihood = -5332.0486
```

```
Structural equation model                         Number of obs      =          371
Estimation method    = ml
Log pseudolikelihood = -5332.0486

 ( 1)   [P2]Tangible = 1
 ( 2)   [P5]Responsiveness = 1
 ( 3)   [P11]Assurance = 1
 ( 4)   [P15]Reliability = 1
 ( 5)   [P19]Emphathy = 1
 ( 6)   [Tangible]PSQ = 1
--------------------------------------------------------------------------------
```

```
                     |             Satorra-Bentler
         Standardized |     Coef.    Std. Err.       z     P>|z|     [95% Conf. Interval]
--------------------+----------------------------------------------------------------------
Structural          |
  Tangible          |
            PSQ |   .6742111    .0432191    15.60    0.000     .5895032    .7589189
--------------------+----------------------------------------------------------------------
  Responsiveness    |
            PSQ |   .9593737    .0117313    81.78    0.000     .9363809    .9823666
--------------------+----------------------------------------------------------------------
  Assurance         |
            PSQ |   .9458445    .0118614    79.74    0.000     .9225966    .9690924
--------------------+----------------------------------------------------------------------
  Reliability       |
            PSQ |   .8764195    .0181003    48.42    0.000     .8409435    .9118955
--------------------+----------------------------------------------------------------------
  Emphathy          |
            PSQ |   .8839226    .0214397    41.23    0.000     .8419015    .9259437
--------------------+----------------------------------------------------------------------
Measurement         |
  P2                |
        Tangible |   .656591     .0421266    15.59    0.000     .5740244    .7391575
           _cons |   4.990299    .1850885    26.96    0.000     4.627532    5.353066
--------------------+----------------------------------------------------------------------
  P3                |
        Tangible |   .7587667    .0320389    23.68    0.000     .6959716    .8215619
           _cons |   5.006126    .2166713    23.10    0.000     4.581458    5.430794
--------------------+----------------------------------------------------------------------
  P4                |
        Tangible |   .7171513    .0367434    19.52    0.000     .6451356    .7891671
           _cons |   6.394792    .2151365    29.72    0.000     5.973133    6.816452
--------------------+----------------------------------------------------------------------
  P5                |
    Responsiveness |   .7484627    .0247873    30.20    0.000     .6998806    .7970449
           _cons |   6.311318    .2283576    27.64    0.000     5.863745    6.758891
--------------------+----------------------------------------------------------------------
  P6                |
    Responsiveness |   .8032291    .0196181    40.94    0.000     .7647784    .8416798
           _cons |   5.910269    .2308352    25.60    0.000      5.45784    6.362697
--------------------+----------------------------------------------------------------------
  P7                |
    Responsiveness |   .8146912    .0224273    36.33    0.000     .7707344     .858648
           _cons |   5.491483    .1904685    28.83    0.000     5.118172    5.864795
--------------------+----------------------------------------------------------------------
  P8                |
    Responsiveness |   .8108217    .0213201    38.03    0.000      .769035    .8526084
           _cons |   6.388266    .2577362    24.79    0.000     5.883112     6.89342
--------------------+----------------------------------------------------------------------
  P9                |
    Responsiveness |   .846269     .0175172    48.31    0.000     .8119358    .8806021
           _cons |   5.809696    .2227282    26.08    0.000     5.373157    6.246235
--------------------+----------------------------------------------------------------------
  P10               |
    Responsiveness |   .6977504    .0312845    22.30    0.000     .6364339    .7590669
           _cons |   5.345455    .2202039    24.28    0.000     4.913864    5.777047
--------------------+----------------------------------------------------------------------
  P11               |
        Assurance |   .8162186     .020138    40.53    0.000     .7767489    .8556883
           _cons |   5.924262    .2392216    24.76    0.000     5.455396    6.393127
--------------------+----------------------------------------------------------------------
  P12               |
        Assurance |   .8736721    .0154487    56.55    0.000     .8433933     .903951
           _cons |   5.685941    .2661446    21.36    0.000     5.164307    6.207575
--------------------+----------------------------------------------------------------------
  P13               |
        Assurance |   .8847969    .0147037    60.18    0.000     .8559782    .9136156
           _cons |   5.98763      .242743    24.67    0.000     5.511863    6.463398
--------------------+----------------------------------------------------------------------
  P14               |
        Assurance |   .8608282    .0164058    52.47    0.000     .8286735    .8929829
           _cons |   5.871303    .2347077    25.02    0.000     5.411284    6.331321
--------------------+----------------------------------------------------------------------
  P15               |
      Reliability |   .8396964    .0209286    40.12    0.000      .798677    .8807157
```

```
            _cons |   5.291072    .2471831    21.41    0.000     4.806602    5.775542
-------------------+----------------------------------------------------------------
P16                |
       Reliability |   .8681854    .0212897    40.78    0.000     .8264583    .9099125
             _cons |   5.419073    .2219156    24.42    0.000     4.984126    5.854019
-------------------+----------------------------------------------------------------
P17                |
       Reliability |   .8574923    .0182255    47.05    0.000      .821771    .8932136
             _cons |   5.122915    .2353135    21.77    0.000     4.661709    5.584121
-------------------+----------------------------------------------------------------
P18                |
       Reliability |   .8196486    .0245354    33.41    0.000     .7715601    .8677371
             _cons |    4.75296    .2005088    23.70    0.000      4.35997     5.14595
-------------------+----------------------------------------------------------------
P19                |
          Emphathy |   .8987161    .0155379    57.84    0.000     .8682624    .9291697
             _cons |   6.459323    .2737136    23.60    0.000     5.922854    6.995792
-------------------+----------------------------------------------------------------
P20                |
          Emphathy |   .8376487    .0231721    36.15    0.000     .7922323    .8830651
             _cons |   6.727802    .2596194    25.91    0.000     6.218958    7.236647
-------------------+----------------------------------------------------------------
P21                |
          Emphathy |   .8429082    .0231781    36.37    0.000      .79748    .8883364
             _cons |   5.998342     .238742    25.12    0.000     5.530416    6.466267
-------------------+----------------------------------------------------------------
          var(e.P2)|   .5688883    .0553198                       .4701695    .6883345
          var(e.P3)|   .4242731    .0486202                       .3389229    .5311168
          var(e.P4)|    .485694    .0527012                       .3926462    .6007918
          var(e.P5)|   .4398036    .0371047                       .3727742    .5188856
          var(e.P6)|    .354823    .0315156                       .2981312    .4222951
          var(e.P7)|   .3362783    .0365427                       .2717693    .4160996
          var(e.P8)|   .3425682    .0345737                       .2810863    .4174981
          var(e.P9)|   .2838288    .0296486                       .2312813    .3483152
         var(e.P10)|   .5131444    .0436576                       .4343308    .6062595
         var(e.P11)|   .3337872     .032874                       .2751926    .4048579
         var(e.P12)|    .236697    .0269941                       .1892855    .2959839
         var(e.P13)|   .2171344    .0260195                       .1716833    .2746183
         var(e.P14)|   .2589748    .0282451                       .2091323    .3206963
         var(e.P15)|     .29491    .0351474                       .2334766    .3725082
         var(e.P16)|   .2462541    .0369668                       .1834865    .3304935
         var(e.P17)|   .2647069    .0312564                       .2100178    .3336373
         var(e.P18)|   .3281762    .0402208                       .2580982    .4172815
         var(e.P19)|   .1923094    .0279282                       .1446719    .2556329
         var(e.P20)|   .2983446    .0388201                       .2311858    .3850127
         var(e.P21)|   .2895058     .039074                       .2222145    .3771744
    var(e.Tangible)|   .5454395    .0582776                       .4423844    .6725016
var(e.Responsiveness)|   .079602    .0225093                       .0457327    .1385547
   var(e.Assurance)|   .1053782     .022438                       .0694234    .1599543
 var(e.Reliability)|   .2318889     .031727                       .1773449    .3032083
    var(e.Emphathy)|   .2186808    .0379021                       .1556965    .3071442
          var(PSQ)|          1           .                              .           .
-------------------+----------------------------------------------------------------
LR test of model vs. saturated: chi2(165) =    429.94, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:    chi2(165) =    310.28, Prob > chi2 = 0.0000
.


--------------------------------------------------------------------------------
Fit statistic        |      Value   Description
---------------------+----------------------------------------------------------
Likelihood ratio     |
        chi2_ms(165) |    429.938   model vs. saturated
           p > chi2  |      0.000
        chi2_bs(190) |   6056.393   baseline vs. saturated
           p > chi2  |      0.000
                     |
Satorra-Bentler      |
      chi2sb_ms(165) |    310.279
           p > chi2  |      0.000
      chi2sb_bs(190) |   4429.407
           p > chi2  |      0.000
---------------------+----------------------------------------------------------
Population error     |
               RMSEA |      0.066   Root mean squared error of approximation
```

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```
 90% CI, lower bound |     0.058
        upper bound |     0.073
             pclose |     0.000   Probability RMSEA <= 0.05
                    |
   Satorra-Bentler  |
           RMSEA_SB |     0.049   Root mean squared error of approximation
--------------------+------------------------------------------------------
Information criteria |
                AIC | 10794.097   Akaike's information criterion
                BIC | 11048.650   Bayesian information criterion
--------------------+------------------------------------------------------
Baseline comparison |
                CFI |     0.955   Comparative fit index
                TLI |     0.948   Tucker-Lewis index
                    |
   Satorra-Bentler  |
             CFI_SB |     0.966   Comparative fit index
             TLI_SB |     0.961   Tucker-Lewis index
--------------------+------------------------------------------------------
Size of residuals   |
               SRMR |     0.045   Standardized root mean squared residual
                 CD |     0.965   Coefficient of determination
--------------------------------------------------------------------------
```

3. Validating Experience Quality model

3.1 EQ original model of first order constructs


```
Endogenous variables

Measurement:  X1 X2 X3 X4 X5 X6 X7 X8 X9 X10 X11 X12 X13 X14 X15

Exogenous variables

Latent:  Recog Peace Hedonics Involve

Fitting target model:

Iteration 0:   log pseudolikelihood = -4783.4494
Iteration 1:   log pseudolikelihood = -4731.4715
Iteration 2:   log pseudolikelihood = -4700.6166
Iteration 3:   log pseudolikelihood = -4696.4408
Iteration 4:   log pseudolikelihood = -4696.1062
Iteration 5:   log pseudolikelihood = -4696.0964
Iteration 6:   log pseudolikelihood = -4696.0964

Structural equation model                   Number of obs     =        371
Estimation method    = ml
Log pseudolikelihood = -4696.0964
```

```
( 1)  [X1]Recog = 1
( 2)  [X5]Peace = 1
( 3)  [X9]Hedonics = 1
( 4)  [X13]Involve = 1
```

```
-------------------------------------------------------------------------------
               |              Satorra-Bentler
  Standardized |    Coef.   Std. Err.     z     P>|z|    [95% Conf. Interval]
---------------+---------------------------------------------------------------
Measurement    |
  X1           |
         Recog |  .4807018   .0402646   11.94   0.000    .4017847    .5596189
         _cons |  3.459628   .1372034   25.22   0.000    3.190714    3.728542
---------------+---------------------------------------------------------------
  X2           |
         Recog |  .6224465   .0326688   19.05   0.000    .5584168    .6864762
         _cons |   4.60234   .1496851   30.75   0.000    4.308963    4.895718
---------------+---------------------------------------------------------------
  X3           |
         Recog |  .8500902   .0252512   33.67   0.000    .8005987    .8995816
         _cons |  4.903845   .1504792   32.59   0.000    4.608911    5.198779
---------------+---------------------------------------------------------------
  X4           |
         Recog |  .8214588   .0261791   31.38   0.000    .7701486    .8727689
         _cons |  5.196192    .194667   26.69   0.000    4.814651    5.577732
---------------+---------------------------------------------------------------
  X5           |
         Peace |  .8191991   .0221661   36.96   0.000    .7757542    .8626439
         _cons |  5.303673   .2687301   19.74   0.000    4.776971    5.830374
---------------+---------------------------------------------------------------
  X6           |
         Peace |  .8840624    .015614   56.62   0.000    .8534595    .9146652
         _cons |  5.542154   .2551831   21.72   0.000    5.042004    6.042304
---------------+---------------------------------------------------------------
  X7           |
         Peace |  .7626624   .0300501   25.38   0.000    .7037653    .8215595
         _cons |  5.782891   .2357903   24.53   0.000     5.32075    6.245032
---------------+---------------------------------------------------------------
  X8           |
         Peace |  .8286148   .0217655   38.07   0.000    .7859551    .8712744
         _cons |  5.485599   .2333614   23.51   0.000    5.028219    5.942979
---------------+---------------------------------------------------------------
  X9           |
      Hedonics |   .655389   .0310926   21.08   0.000    .5944487    .7163294
         _cons |  5.469693   .2036432   26.86   0.000    5.070559    5.868826
---------------+---------------------------------------------------------------
  X10          |
      Hedonics |  .8606314    .017856   48.20   0.000    .8256342    .8956286
         _cons |  5.779779   .2066135   27.97   0.000    5.374824    6.184734
---------------+---------------------------------------------------------------
  X11          |
      Hedonics |  .8321276    .023018   36.15   0.000    .7870132    .8772421
         _cons |  5.413225   .2215346   24.44   0.000    4.979025    5.847425
---------------+---------------------------------------------------------------
  X12          |
      Hedonics |  .7437136   .0280027   26.56   0.000    .6888293     .798598
         _cons |  5.409372   .2393595   22.60   0.000    4.940235    5.878508
---------------+---------------------------------------------------------------
  X13          |
       Involve |   .708338   .0334573   21.17   0.000    .6427628    .7739132
         _cons |  6.106239   .2543473   24.01   0.000    5.607727     6.60475
---------------+---------------------------------------------------------------
  X14          |
       Involve |  .8377797   .0277225   30.22   0.000    .7834447    .8921147
         _cons |  5.251315   .2241193   23.43   0.000    4.812049    5.690581
---------------+---------------------------------------------------------------
  X15          |
       Involve |  .8848862   .0185139   47.80   0.000    .8485997    .9211728
         _cons |  4.939698   .1934419   25.54   0.000    4.560559    5.318837
---------------+---------------------------------------------------------------
      var(e.X1)|  .7689258   .0387105              .6966776    .8486664
      var(e.X2)|  .6125604   .0406692              .5378186    .6976891
      var(e.X3)|  .2773467   .0429316               .204768    .3756504
      var(e.X4)|  .3252055   .0430101                .250947     .421438
      var(e.X5)|  .3289129   .0363169              .2649082    .4083818
```

```
              var(e.X6)|    .2184337   .0276075                                    .1705052    .2798347
              var(e.X7)|    .4183461   .0458362                                    .3374999    .5185585
              var(e.X8)|    .3133976   .0360705                                    .2501075    .3927034
              var(e.X9)|    .5704652   .0407555                                    .4959263    .6562075
             var(e.X10)|    .2593136   .0307349                                    .2055594    .3271247
             var(e.X11)|    .3075636   .0383078                                    .2409438    .3926035
             var(e.X12)|     .44689    .041652                                     .3722761    .5364586
             var(e.X13)|    .4982573   .0473982                                    .4135048    .6003808
             var(e.X14)|    .2981252   .0464506                                    .2196715    .4045979
             var(e.X15)|    .2169763   .0327654                                    .1613888    .2917101
             var(Recog)|          1          .                                           .           .
             var(Peace)|          1          .                                           .           .
          var(Hedonics)|          1          .                                           .           .
           var(Involve)|          1          .                                           .           .
-----------------------+-------------------------------------------------------------------------------
      cov(Recog,Peace)|     .648669   .0382825   16.94   0.000        .5736367    .7237013
   cov(Recog,Hedonics)|     .628074   .0431511   14.56   0.000        .5434994    .7126485
    cov(Recog,Involve)|    .6005265   .0415072   14.47   0.000        .5191739    .6818792
   cov(Peace,Hedonics)|    .7308218    .037571   19.45   0.000         .657184    .8044595
    cov(Peace,Involve)|    .6939916   .0383138   18.11   0.000        .6188979    .7690852
 cov(Hedonics,Involve)|    .8465473   .0266412   31.78   0.000        .7943316    .8987631
-----------------------+-------------------------------------------------------------------------------
LR test of model vs. saturated: chi2(84)  =     361.46, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:   chi2(84)  =     266.81, Prob > chi2 = 0.0000
.
. estat gof, stats(all)


-------------------------------------------------------------------------------
Fit statistic          |      Value   Description
-----------------------+-------------------------------------------------------
Likelihood ratio       |
          chi2_ms(84)  |    361.463   model vs. saturated
             p > chi2  |      0.000
          chi2_bs(105) |   3580.955   baseline vs. saturated
             p > chi2  |      0.000
                       |
       Satorra-Bentler |
        chi2sb_ms(84)  |    266.809
             p > chi2  |      0.000
        chi2sb_bs(105) |   2731.294
             p > chi2  |      0.000
-----------------------+-------------------------------------------------------
Population error       |
                 RMSEA |      0.094   Root mean squared error of approximation
   90% CI, lower bound |      0.084
           upper bound |      0.104
                pclose |      0.000   Probability RMSEA <= 0.05
                       |
       Satorra-Bentler |
              RMSEA_SB |      0.077   Root mean squared error of approximation
-----------------------+-------------------------------------------------------
Information criteria   |
                   AIC |   9494.193   Akaike's information criterion
                   BIC |   9693.919   Bayesian information criterion
-----------------------+-------------------------------------------------------
Baseline comparison    |
                   CFI |      0.920   Comparative fit index
                   TLI |      0.900   Tucker-Lewis index
                       |
       Satorra-Bentler |
                CFI_SB |      0.930   Comparative fit index
                TLI_SB |      0.913   Tucker-Lewis index
-----------------------+-------------------------------------------------------
Size of residuals      |
                  SRMR |      0.055   Standardized root mean squared residual
                    CD |      0.998   Coefficient of determination
-------------------------------------------------------------------------------
```

3.2 EQ model of first order constructs after deleting X1
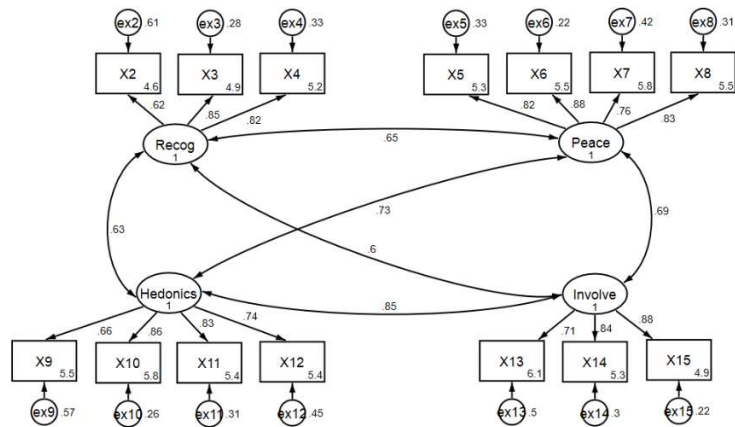
Endogenous variables

Measurement: X2 X3 X4 X5 X6 X7 X8 X9 X10 X11 X12 X13 X14 X15

Exogenous variables

Latent: Recog Peace Hedonics Involve

Fitting target model:

Iteration 0: log pseudolikelihood = -4236.9622
Iteration 1:   log pseudolikelihood = -4206.5911
Iteration 2:   log pseudolikelihood = -4197.5843
Iteration 3:   log pseudolikelihood = -4197.4476
Iteration 4:   log pseudolikelihood = -4197.4475

Structural equation model   Number of obs   =   371
Estimation method   = ml
Log pseudolikelihood = -4197.4475

 (1) [X2]Recog = 1
 (2) [X5]Peace = 1
 (3) [X9]Hedonics = 1
 (4) [X13]Involve = 1

	Satorra-Bentler				
Standardized	Coef.	Std. Err.	z	P>|z|	[95% Conf. Interval]
Measurement					
X2					
Recog	.5860716	.0390898	14.99	0.000	.509457 .6626862
_cons	4.60234	.1754176	26.24	0.000	4.258527 4.946152
X3					
Recog	.8462801	.0271586	31.16	0.000	.7930503 .8995099
_cons	4.903842	.1504933	32.59	0.000	4.60888 5.198803
X4					
Recog	.8392271	.0261468	32.10	0.000	.7879802 .8904739
_cons	5.196189	.1951394	26.63	0.000	4.813723 5.578655
X5					
Peace	.8178305	.0222694	36.72	0.000	.7741834 .8614777
_cons	5.303672	.2680438	19.79	0.000	4.778316 5.829029
X6					
Peace	.8829877	.0157253	56.15	0.000	.8521666 .9138087
_cons	5.542154	.2547291	21.76	0.000	5.042894 6.041414
X7					
Peace	.7641523	.0300994	25.39	0.000	.7051586 .8231461
_cons	5.782891	.239383	24.16	0.000	5.313709 6.252073

```
X8              |
          Peace |   .8299783    .0217609    38.14    0.000     .7873278    .8726288
          _cons |   5.485599    .2349813    23.34    0.000     5.025044    5.946154
----------------+----------------------------------------------------------------
X9              |
       Hedonics |   .6549601    .0312991    20.93    0.000      .593615    .7163053
          _cons |   5.469696    .2028466    26.96    0.000     5.072124    5.867268
----------------+----------------------------------------------------------------
X10             |
       Hedonics |   .8604611    .0179762    47.87    0.000     .8252284    .8956937
          _cons |   5.779781    .2075806    27.84    0.000      5.37293    6.186632
----------------+----------------------------------------------------------------
X11             |
       Hedonics |   .8319779    .0238471    34.89    0.000     .7852385    .8787173
          _cons |   5.413227    .2225827    24.32    0.000     4.976973    5.849481
----------------+----------------------------------------------------------------
X12             |
       Hedonics |   .7444925    .0284988    26.12    0.000     .6886358    .8003491
          _cons |   5.409373    .2457127    22.02    0.000     4.927785    5.890961
----------------+----------------------------------------------------------------
X13             |
        Involve |   .7088076    .0332322    21.33    0.000     .6436737    .7739414
          _cons |   6.106236    .2571731    23.74    0.000     5.602186    6.610286
----------------+----------------------------------------------------------------
X14             |
        Involve |   .8379266    .0280578    29.86    0.000     .7829343    .8929189
          _cons |   5.251316    .2209152    23.77    0.000      4.81833    5.684302
----------------+----------------------------------------------------------------
X15             |
        Involve |   .8844644    .0187245    47.24    0.000     .8477651    .9211637
          _cons |   4.939699    .1967646    25.10    0.000     4.554047     5.32535
----------------+----------------------------------------------------------------
       var(e.X2)|   .6565201    .0458188                        .572588    .7527552
       var(e.X3)|     .28381    .0459675                       .2066152    .3898461
       var(e.X4)|    .295698    .0438862                       .2210633    .3955306
       var(e.X5)|   .3311532    .0364251                       .2669324    .4108248
       var(e.X6)|   .2203328    .0277705                       .1721054    .2820744
       var(e.X7)|   .4160712    .0460011                       .3350104    .5167458
       var(e.X8)|   .3111361    .0361221                       .2478153    .3906363
       var(e.X9)|   .5710272    .0409994                       .4960679    .6573134
      var(e.X10)|   .2596068    .0309356                       .2055341     .327905
      var(e.X11)|   .3078127    .0396805                       .2390877    .3962925
      var(e.X12)|    .445731    .0424343                       .3698597    .5371661
      var(e.X13)|   .4975918    .0471104                       .4133178     .599049
      var(e.X14)|    .297879    .0470208                        .218613    .4058857
      var(e.X15)|   .2177227    .0331223                       .1615883    .2933578
      var(Recog)|          1           .                             .           .
      var(Peace)|          1           .                             .           .
   var(Hedonics)|          1           .                             .           .
    var(Involve)|          1           .                             .           .
----------------+----------------------------------------------------------------
    cov(Recog,Peace)|    .657336    .0389686    16.87    0.000     .580959     .733713
 cov(Recog,Hedonics)|   .6340097    .0433415    14.63    0.000    .5490618    .7189575
  cov(Recog,Involve)|   .6156739    .0415982    14.80    0.000     .534143    .6972048
 cov(Peace,Hedonics)|   .7310472    .0381284    19.17    0.000    .6563169    .8057776
  cov(Peace,Involve)|   .6942831     .038568    18.00    0.000    .6186911     .769875
cov(Hedonics,Involve)|   .8466101    .0266138    31.81    0.000    .7944481    .8987722
--------------------+------------------------------------------------------------
LR test of model vs. saturated: chi2(71) =     264.10, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:    chi2(71) =     188.52, Prob > chi2 = 0.0000
.
. estat gof, stats(all)


-------------------------------------------------------------------------------
Fit statistic         |      Value   Description
----------------------+--------------------------------------------------------
Likelihood ratio      |
        chi2_ms(71) |    264.103   model vs. saturated
           p > chi2 |      0.000
        chi2_bs(91) |   3403.321   baseline vs. saturated
           p > chi2 |      0.000
                      |
 Satorra-Bentler      |
     chi2sb_ms(71) |    188.520
```

```
        p > chi2 |      0.000
    chi2sb_bs(91) |   2530.417
        p > chi2 |      0.000
--------------------+----------------------------------------------------------
Population error    |
           RMSEA |      0.086    Root mean squared error of approximation
 90% CI, lower bound |    0.075
        upper bound |    0.097
           pclose |      0.000    Probability RMSEA <= 0.05
                    |
  Satorra-Bentler   |
         RMSEA_SB |      0.067    Root mean squared error of approximation
--------------------+----------------------------------------------------------
Information criteria |
             AIC |   8490.895    Akaike's information criterion
             BIC |   8678.873    Bayesian information criterion
--------------------+----------------------------------------------------------
Baseline comparison |
             CFI |      0.942    Comparative fit index
             TLI |      0.925    Tucker-Lewis index
                    |
  Satorra-Bentler   |
          CFI_SB |      0.952    Comparative fit index
          TLI_SB |      0.938    Tucker-Lewis index
--------------------+----------------------------------------------------------
Size of residuals   |
            SRMR |      0.044    Standardized root mean squared residual
              CD |      0.998    Coefficient of determination
-------------------------------------------------------------------------------
```

Modification indices

```
----------------------------------------------------------------
                 |                                    Standard
                 |     MI     df    P>MI       EPC         EPC
-----------------+----------------------------------------------
Measurement      |
  X9             |
         Recog |   14.020    1   0.00    .3607112    .2396742
         Peace |   23.826    1   0.00    .4169186    .3545424
       Involve |   12.577    1   0.00    .5847821    .3899172
  ---------------+----------------------------------------------
  X11            |
         Peace |   15.924    1   0.00   -.3026781   -.2547364
  ---------------+----------------------------------------------
  X12            |
         Peace |    3.950    1   0.05    .1636434    .1345734
  ---------------+----------------------------------------------
  X14            |
         Peace |    4.428    1   0.04   -.1581217    -.13026
       Hedonics |   4.878    1   0.03   -.4097328   -.2599671
  ---------------+----------------------------------------------
  cov(e.X2,e.X9)|  11.441    1   0.00    .0675465    .1892725
  cov(e.X3,e.X7)|   6.875    1   0.01   -.0335792   -.1807436
 cov(e.X3,e.X10)|   7.778    1   0.01   -.0306989   -.2140187
  cov(e.X4,e.X5)|   7.527    1   0.01   -.0333785   -.1928727
  cov(e.X4,e.X7)|  19.109    1   0.00    .0545753    .2968456
  cov(e.X4,e.X8)|   4.839    1   0.03    .0256454    .1564188
  cov(e.X5,e.X6)|  64.754    1   0.00    .1059991    .7297602
  cov(e.X5,e.X7)|  22.175    1   0.00   -.061989    -.3169979
  cov(e.X5,e.X8)|  11.572    1   0.00   -.0447811   -.2567928
 cov(e.X5,e.X14)|   4.025    1   0.04   -.0228499   -.1318398
  cov(e.X6,e.X7)|  11.404    1   0.00   -.0418249    -.271046
  cov(e.X6,e.X8)|  16.321    1   0.00   -.0523748   -.3806063
  cov(e.X7,e.X8)|  54.860    1   0.00    .0944716    .5099399
 cov(e.X7,e.X13)|   4.349    1   0.04    .0264588    .1220095
  cov(e.X8,e.X9)|  11.033    1   0.00    .0439553    .1995897
 cov(e.X8,e.X10)|   3.842    1   0.05   -.0191505   -.1338857
 cov(e.X9,e.X11)|   9.567    1   0.00   -.0441221   -.2025938
 cov(e.X9,e.X12)|   8.158    1   0.00   -.0456318   -.1701356
cov(e.X10,e.X11)|   6.747    1   0.01    .0349078    .2467852
cov(e.X10,e.X13)|  10.336    1   0.00    -.03507    -.2094572
cov(e.X11,e.X13)|   6.297    1   0.01    .029995     .156841
cov(e.X12,e.X13)|  14.853    1   0.00    .0532538     .22611
```

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```
cov(e.X12,e.X14)|     14.274      1    0.00   -.0485653   -.2428646
cov(e.X13,e.X15)|      6.793      1    0.01   -.0392948   -.2258866
cov(e.X14,e.X15)|      3.948      1    0.05    .0409794    .2774536
-----------------------------------------------------------------
EPC = expected parameter change
```

3.4 EQ Model of first order con structs afeter deleting X1 and corelating (ex5 and ex6)
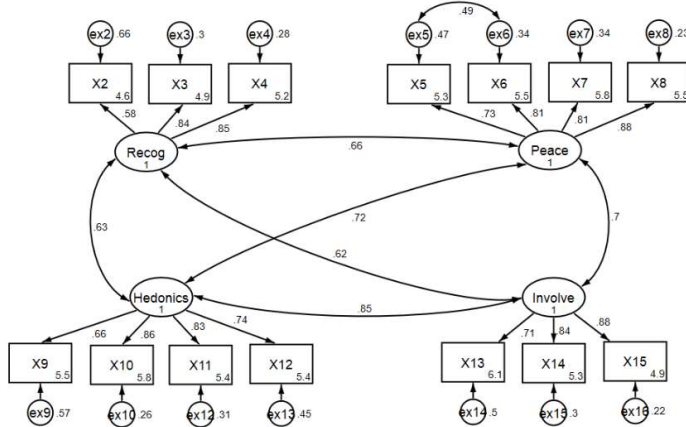

```
Endogenous variables

Measurement: X2 X3 X4 X5 X6 X7 X8 X9 X10 X11 X12 X13 X14 X15

Exogenous variables

Latent:  Recog Peace Hedonics Involve

Fitting target model:

Iteration 0: log pseudolikelihood = -4236.9622
Iteration 1:   log pseudolikelihood = -4194.6146
Iteration 2:   log pseudolikelihood = -4168.9957
Iteration 3:   log pseudolikelihood =  -4167.572
Iteration 4:   log pseudolikelihood = -4167.5618
Iteration 5:   log pseudolikelihood = -4167.5618

Structural equation model                    Number of obs      =          371
Estimation method    = ml
Log pseudolikelihood = -4167.5618

 ( 1)   [X2]Recog = 1
 ( 2)   [X5]Peace = 1
 ( 3)   [X9]Hedonics = 1
 ( 4)   [X13]Involve = 1
```

Standardized	Coef.	Satorra-Bentler Std. Err.	z	P>|z|	[95% Conf. Interval]	
Measurement						
X2						
Recog	.5833547	.0397114	14.69	0.000	.5055219	.6611876
_cons	4.602339	.1748585	26.32	0.000	4.259622	4.945055
X3						
Recog	.8394606	.02737	30.67	0.000	.7858164	.8931049
_cons	4.903841	.14745	33.26	0.000	4.614844	5.192838
X4						
Recog	.8470917	.0254269	33.31	0.000	.797256	.8969275
_cons	5.196188	.194051	26.78	0.000	4.815855	5.576521
X5						

```
          Peace |   .7278997   .0283827   25.65   0.000     .6722707    .7835287
           _cons |   5.303673   .2702751   19.62   0.000     4.773943    5.833402
-----------------+----------------------------------------------------------------
X6               |
          Peace |   .8097405   .0249642   32.44   0.000     .7608117    .8586694
           _cons |   5.542154   .2539445   21.82   0.000     5.044432    6.039876
-----------------+----------------------------------------------------------------
X7               |
          Peace |   .8130712   .0275579   29.50   0.000     .7590588    .8670836
           _cons |   5.782891   .2411442   23.98   0.000     5.310257    6.255525
-----------------+----------------------------------------------------------------
X8               |
          Peace |   .8793128   .0205471   42.79   0.000     .8390411    .9195844
           _cons |   5.485599   .2369714   23.15   0.000     5.021144    5.950055
-----------------+----------------------------------------------------------------
X9               |
       Hedonics |   .6559178   .0305866   21.44   0.000     .5959691    .7158664
           _cons |   5.469693   .2068614   26.44   0.000     5.064252    5.875134
-----------------+----------------------------------------------------------------
X10              |
       Hedonics |   .8596475   .0181154   47.45   0.000      .824142     .895153
           _cons |   5.779779   .2066267   27.97   0.000     5.374798     6.18476
-----------------+----------------------------------------------------------------
X11              |
       Hedonics |   .8324659   .0237969   34.98   0.000     .7858249    .8791069
           _cons |   5.413225   .2245681   24.11   0.000      4.97308    5.853371
-----------------+----------------------------------------------------------------
X12              |
       Hedonics |    .744103    .028324   26.27   0.000     .6885889     .799617
           _cons |   5.409371   .2471777   21.88   0.000     4.924912    5.893831
-----------------+----------------------------------------------------------------
X13              |
        Involve |   .7103528   .0325181   21.84   0.000     .6466185    .7740872
           _cons |   6.106238     .25805   23.66   0.000      5.60047    6.612007
-----------------+----------------------------------------------------------------
X14              |
        Involve |   .8392557   .0282275   29.73   0.000     .7839308    .8945805
           _cons |   5.251315   .2202842   23.84   0.000     4.819566    5.683064
-----------------+----------------------------------------------------------------
X15              |
        Involve |   .8823448   .0189004   46.68   0.000     .8453006     .919389
           _cons |   4.939698    .193368   25.55   0.000     4.560704    5.318692
-----------------+----------------------------------------------------------------
      var(e.X2)|   .6596972   .0463316                      .5748617    .7570524
      var(e.X3)|   .2953058   .0459521                      .2176796    .4006142
      var(e.X4)|   .2824356   .0430778                      .2094556    .3808438
      var(e.X5)|    .470162   .0413195                      .3957683    .5585398
      var(e.X6)|   .3443203    .040429                      .2735377    .4334191
      var(e.X7)|   .3389152    .044813                      .2615417    .4391784
      var(e.X8)|    .226809   .0361347                      .1659774    .3099359
      var(e.X9)|   .5697719   .0401246                      .4963151    .6541005
     var(e.X10)|   .2610062   .0311457                      .2065749    .3297798
     var(e.X11)|   .3070005   .0396202                      .2383892     .395359
     var(e.X12)|   .4463108    .042152                      .3708902    .5370681
     var(e.X13)|   .4953989   .0461987                      .4126442    .5947497
     var(e.X14)|    .29565   .0473802                      .2159565    .4047524
     var(e.X15)|   .2214676   .0333534                      .1648609    .2975108
     var(Recog)|          1          .                             .           .
     var(Peace)|          1          .                             .           .
  var(Hedonics)|          1          .                             .           .
   var(Involve)|          1          .                             .           .
-----------------+----------------------------------------------------------------
   cov(e.X5,e.X6)|   .4904406   .0533686    9.19   0.000     .3858401    .5950412
    cov(Recog,Peace)|   .6649976    .038812   17.13   0.000     .5889274    .7410678
 cov(Recog,Hedonics)|   .6338134   .0434906   14.57   0.000     .5485733    .7190535
  cov(Recog,Involve)|   .6153193   .0418585   14.70   0.000     .5332782    .6973604
  cov(Peace,Hedonics)|   .7247389   .0380859   19.03   0.000      .650092    .7993858
   cov(Peace,Involve)|   .6957148   .0390094   17.83   0.000     .6192579    .7721718
cov(Hedonics,Involve)|   .8470347   .0265322   31.92   0.000     .7950325    .8990368
-----------------------------------------------------------------------------------
LR test of model vs. saturated: chi2(70)  =     204.33, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:    chi2(70)  =     145.52, Prob > chi2 = 0.0000
.
```

```
----------------------------------------------------------------------------
Fit statistic            |    Value    Description
--------------------------+-------------------------------------------------
Likelihood ratio         |
         chi2_ms(70)     |   204.332   model vs. saturated
            p > chi2     |     0.000
         chi2_bs(91)     |  3403.321   baseline vs. saturated
            p > chi2     |     0.000
                         |
Satorra-Bentler          |
       chi2sb_ms(70)     |   145.519
            p > chi2     |     0.000
       chi2sb_bs(91)     |  2530.417
            p > chi2     |     0.000
--------------------------+-------------------------------------------------
Population error         |
               RMSEA     |     0.072   Root mean squared error of approximation
 90% CI, lower bound     |     0.061
         upper bound     |     0.083
              pclose     |     0.001   Probability RMSEA <= 0.05
                         |
Satorra-Bentler          |
            RMSEA_SB     |     0.054   Root mean squared error of approximation
--------------------------+-------------------------------------------------
Information criteria     |
                 AIC     |  8433.124   Akaike's information criterion
                 BIC     |  8625.018   Bayesian information criterion
--------------------------+-------------------------------------------------
Baseline comparison      |
                 CFI     |     0.959   Comparative fit index
                 TLI     |     0.947   Tucker-Lewis index
                         |
Satorra-Bentler          |
              CFI_SB     |     0.969   Comparative fit index
              TLI_SB     |     0.960   Tucker-Lewis index
--------------------------+-------------------------------------------------
Size of residuals        |
                SRMR     |     0.045   Standardized root mean squared residual
                  CD     |     0.998   Coefficient of determination
----------------------------------------------------------------------------
```

3.5 Final EQ model of second order constructs
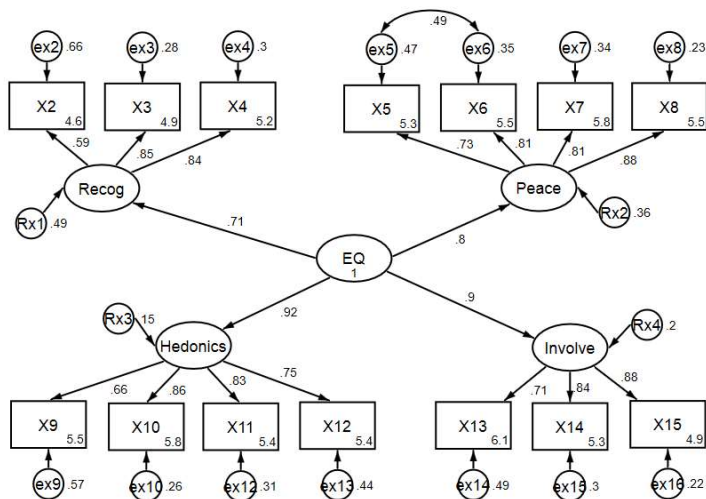

```
Measurement:  X2 X3 X4 X5 X6 X7 X8 X9 X10 X11 X12 X13 X14 X15
Latent:  Recog Peace Hedonics Involve

Exogenous variables

Latent:  EQ
```

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```
Fitting target model:

Iteration 0:   log pseudolikelihood = -4712.1692  (not concave)
Iteration 1:   log pseudolikelihood = -4544.8075  (not concave)
Iteration 2:   log pseudolikelihood = -4489.5547  (not concave)
Iteration 3:   log pseudolikelihood = -4288.9041
Iteration 4:   log pseudolikelihood = -4258.1849
Iteration 5:   log pseudolikelihood = -4221.6667
Iteration 6:   log pseudolikelihood = -4181.1092
Iteration 7:   log pseudolikelihood = -4175.9822
Iteration 8:   log pseudolikelihood = -4174.6013
Iteration 9:   log pseudolikelihood = -4174.5922
Iteration 10:  log pseudolikelihood = -4174.5921

Structural equation model                   Number of obs     =         371
Estimation method   = ml
Log pseudolikelihood = -4174.5921


 ( 1)   [X2]Recog = 1
 ( 2)   [X5]Peace = 1
 ( 3)   [X9]Hedonics = 1
 ( 4)   [X13]Involve = 1
 ( 5)   [Recog]EQ = 1
```

		Satorra-Bentler				
Standardized	Coef.	Std. Err.	z	P>|z|	[95% Conf. Interval]	
Structural						
Recog						
EQ	.7143526	.038267	18.67	0.000	.6393508	.7893545
Peace						
EQ	.7988541	.0304102	26.27	0.000	.7392512	.858457
Hedonics						
EQ	.9244715	.0237229	38.97	0.000	.8779755	.9709675
Involve						
EQ	.8968652	.0235604	38.07	0.000	.8506878	.9430427
Measurement						
X2						
Recog	.5850176	.0395959	14.77	0.000	.5074111	.6626241
_cons	4.602339	.1759776	26.15	0.000	4.257429	4.947249
X3						
Recog	.8501597	.0276127	30.79	0.000	.7960398	.9042797
_cons	4.903841	.1471545	33.32	0.000	4.615424	5.192259
X4						
Recog	.8359788	.0262407	31.86	0.000	.7845479	.8874097
_cons	5.196188	.1915887	27.12	0.000	4.820682	5.571695
X5						
Peace	.7280575	.0288481	25.24	0.000	.6715162	.7845987
_cons	5.303673	.2722183	19.48	0.000	4.770135	5.837211
X6						
Peace	.809226	.0251605	32.16	0.000	.7599123	.8585396
_cons	5.542154	.2549089	21.74	0.000	5.042542	6.041766
X7						
Peace	.8125636	.0277308	29.30	0.000	.7582122	.8669151
_cons	5.782891	.2398502	24.11	0.000	5.312793	6.252989
X8						
Peace	.8801137	.0207396	42.44	0.000	.8394648	.9207626
_cons	5.485599	.2364486	23.20	0.000	5.022169	5.94903
X9						
Hedonics	.658075	.0304029	21.65	0.000	.5984863	.7176636
_cons	5.469693	.2066064	26.47	0.000	5.064752	5.874634

```
 X10          |
     Hedonics |   .8588214   .0182153    47.15   0.000        .82312    .8945228
        _cons |    5.77978   .2064547    28.00   0.000      5.375136    6.184423
 -------------+----------------------------------------------------------------
 X11          |
     Hedonics |   .8307519   .0238025    34.90   0.000     .7840998    .8774039
        _cons |   5.413226   .2244883    24.11   0.000      4.973237    5.853215
 -------------+----------------------------------------------------------------
 X12          |
     Hedonics |   .7454034   .0281906    26.44   0.000     .6901509    .8006559
        _cons |   5.409372   .2486758    21.75   0.000      4.921976    5.896768
 -------------+----------------------------------------------------------------
 X13          |
      Involve |   .7113117   .0326919    21.76   0.000     .6472368    .7753865
        _cons |   6.106239   .2578357    23.68   0.000       5.60089    6.611587
 -------------+----------------------------------------------------------------
 X14          |
      Involve |   .8395412   .0281297    29.85   0.000      .784408    .8946743
        _cons |   5.251315   .2238993    23.45   0.000      4.812481     5.69015
 -------------+----------------------------------------------------------------
 X15          |
      Involve |   .8814783   .0189534    46.51   0.000     .8443302    .9186263
        _cons |   4.939698   .1939272    25.47   0.000      4.559608    5.319789
 -------------+----------------------------------------------------------------
      var(e.X2)|   .6577544   .0463286                     .5729409     .755123
      var(e.X3)|   .2772284   .0469505                     .1989212     .386362
      var(e.X4)|   .3011394   .0438734                     .2263366     .400664
      var(e.X5)|   .4699323   .0420062                     .3944104    .5599152
      var(e.X6)|   .3451533    .040721                     .2738973    .4349471
      var(e.X7)|   .3397403   .0450661                     .2619608    .4406136
      var(e.X8)|      .2254   .0365064                     .1640932    .3096114
      var(e.X9)|   .5669373   .0400148                     .4936927    .6510487
     var(e.X10)|   .2624259   .0312874                     .2077414    .3315051
     var(e.X11)|   .3098513    .039548                     .2412737    .3979209
     var(e.X12)|   .4443738   .0420267                     .3691866    .5348732
     var(e.X13)|   .4940357   .0465082                     .4107966    .5941415
     var(e.X14)|   .2951706    .047232                     .2157085    .4039048
     var(e.X15)|   .2229961   .0334141                     .1662462    .2991181
    var(e.Recog)|  .4897003   .0546722                     .3934583    .6094837
    var(e.Peace)|  .3618322   .0485866                     .2781046    .4707671
 var(e.Hedonics)|  .1453524   .0438623                     .0804562    .2625943
  var(e.Involve)|  .1956328   .0422609                     .1281043     .298758
         var(EQ)|         1          .                            .           .
 -------------+----------------------------------------------------------------
  cov(e.X5,e.X6)|  .4905812    .053407     9.19   0.000     .3859054    .5952569
 ------------------------------------------------------------------------------
 LR test of model vs. saturated: chi2(72)  =      218.39, Prob > chi2 = 0.0000
 Satorra-Bentler scaled test:    chi2(72)  =      156.87, Prob > chi2 = 0.0000
 .


 ------------------------------------------------------------------------------
 Fit statistic       |      Value   Description
 --------------------+---------------------------------------------------------
 Likelihood ratio    |
        chi2_ms(72)  |    218.392   model vs. saturated
           p > chi2  |      0.000
        chi2_bs(91)  |   3403.321   baseline vs. saturated
           p > chi2  |      0.000
                     |
  Satorra-Bentler    |
      chi2sb_ms(72)  |    156.873
           p > chi2  |      0.000
      chi2sb_bs(91)  |   2530.417
           p > chi2  |      0.000
 --------------------+---------------------------------------------------------
 Population error    |
               RMSEA  |     0.074   Root mean squared error of approximation
  90% CI, lower bound |     0.063
          upper bound |     0.085
               pclose |     0.000   Probability RMSEA <= 0.05
                     |
  Satorra-Bentler    |
          RMSEA_SB   |     0.056   Root mean squared error of approximation
 --------------------+---------------------------------------------------------
```

```
Information criteria |
               AIC |    8443.184    Akaike's information criterion
               BIC |    8627.246    Bayesian information criterion
--------------------+-----------------------------------------------------
Baseline comparison |
               CFI |       0.956    Comparative fit index
               TLI |       0.944    Tucker-Lewis index
                    |
   Satorra-Bentler  |
            CFI_SB  |       0.965    Comparative fit index
            TLI_SB  |       0.956    Tucker-Lewis index
--------------------+-----------------------------------------------------
Size of residuals   |
              SRMR  |       0.049    Standardized root mean squared residual
                CD  |       0.928    Coefficient of determination
```

4. Validating Behavioural Intention model

Endogenous variables

Measurement: BI1 BI2 BI3 BI4

Exogenous variables

Latent: Intention

Fitting target model:

```
Iteration 0: log pseudolikelihood = -1147.1817
Iteration 1:   log pseudolikelihood = -1146.6509
Iteration 2:   log pseudolikelihood = -1146.6456
Iteration 3:   log pseudolikelihood = -1146.6456

Structural equation model                      Number of obs      =        371
Estimation method   = ml
Log pseudolikelihood = -1146.6456

 ( 1)  [BI1]Intention = 1
-------------------------------------------------------------------------------
                 |          Satorra-Bentler
    Standardized |     Coef.   Std. Err.      z    P>|z|     [95% Conf. Interval]
-----------------+-------------------------------------------------------------
Measurement      |
  BI1            |
     Intention   |  .8174753   .0409506    19.96   0.000    .7372136    .8977371
         _cons   |  5.508697   .2500997    22.03   0.000    5.018511    5.998884
-----------------+-------------------------------------------------------------
  BI2            |
     Intention   |  .9156411   .0141436    64.74   0.000    .8879201     .943362
         _cons   |  4.453265   .2020285    22.04   0.000    4.057297    4.849234
-----------------+-------------------------------------------------------------
  BI3            |
     Intention   |  .9302804   .0171764    54.16   0.000    .8966153    .9639455
         _cons   |  4.438298    .195674    22.68   0.000    4.054784    4.821812
-----------------+-------------------------------------------------------------
  BI4            |
```

```
    Intention |   .9190543    .0140457    65.43   0.000     .8915252    .9465835
        _cons |   4.249176    .201973     21.04   0.000     3.853317    4.645036
--------------+-------------------------------------------------------------
    var(e.BI1)|   .3317341    .0669523                       .2233553    .4927016
    var(e.BI2)|   .1616014    .0259009                       .1180369    .2212446
    var(e.BI3)|   .1345784    .0319577                       .0844976    .2143415
    var(e.BI4)|   .1553391    .0258176                       .1121527    .2151552
var(Intention)|         1          .                              .           .
-------------------------------------------------------------------------------
LR test of model vs. saturated: chi2(2)   =       6.14, Prob > chi2 = 0.0465
Satorra-Bentler scaled test:    chi2(2)   =       5.28, Prob > chi2 = 0.0715

.
. estat gof, stats(all)


-------------------------------------------------------------------------------
Fit statistic          |      Value   Description
-----------------------+-------------------------------------------------------
Likelihood ratio       |
           chi2_ms(2) |      6.136   model vs. saturated
             p > chi2 |      0.047
           chi2_bs(6) |   1413.910   baseline vs. saturated
             p > chi2 |      0.000
                      |
  Satorra-Bentler      |
        chi2sb_ms(2) |      5.277
             p > chi2 |      0.071
        chi2sb_bs(6) |   1138.646
             p > chi2 |      0.000
-----------------------+-------------------------------------------------------
Population error       |
                RMSEA |      0.075   Root mean squared error of approximation
 90% CI, lower bound |      0.008
          upper bound |      0.145
               pclose |      0.203   Probability RMSEA <= 0.05
                      |
  Satorra-Bentler      |
             RMSEA_SB |      0.066   Root mean squared error of approximation
-----------------------+-------------------------------------------------------
Information criteria |
                  AIC |   2317.291   Akaike's information criterion
                  BIC |   2364.286   Bayesian information criterion
-----------------------+-------------------------------------------------------
Baseline comparison  |
                  CFI |      0.997   Comparative fit index
                  TLI |      0.991   Tucker-Lewis index
                      |
  Satorra-Bentler      |
               CFI_SB |      0.997   Comparative fit index
               TLI_SB |      0.991   Tucker-Lewis index
-----------------------+-------------------------------------------------------
Size of residuals    |
                 SRMR |      0.009   Standardized root mean squared residual
                   CD |      0.950   Coefficient of determination
-------------------------------------------------------------------------------
```

5. Structural Equation Model of Perceived Service Quality, Customer Satisfaction, and Behavioural Intention.
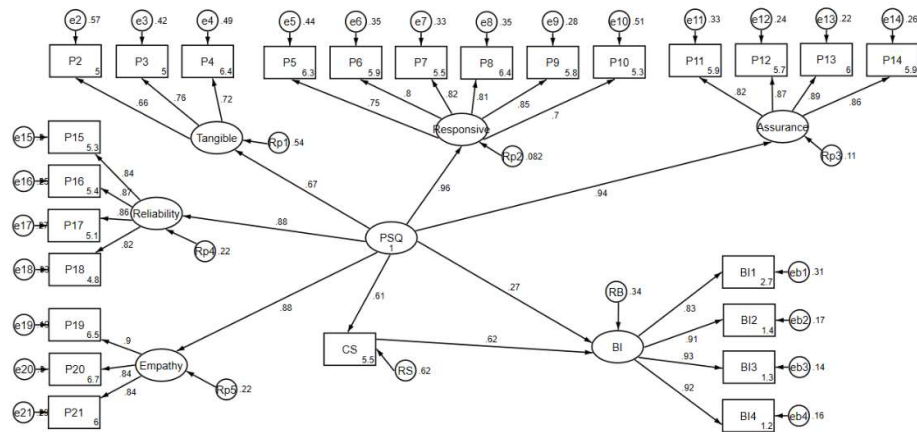
Endogenous variables

Observed: CS
Measurement:BI1 BI2 BI3 BI4 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11 P12 P13 P14 P15 P16 P17 P18 P19 P20 P21
Latent: BI Tangible Responsive Assurance Reliability Empathy

Exogenous variables

Latent: PSQ

Fitting target model:

```
Iteration 0:   log pseudolikelihood = -7684.2629  (not concave)
Iteration 1:   log pseudolikelihood = -7061.7294  (not concave)
Iteration 2:   log pseudolikelihood = -6904.7177  (not concave)
Iteration 3:   log pseudolikelihood = -6872.7189  (not concave)
Iteration 4:   log pseudolikelihood = -6760.2978  (not concave)
Iteration 5:   log pseudolikelihood = -6678.2791  (not concave)
Iteration 6:   log pseudolikelihood = -6637.8782
Iteration 7:   log pseudolikelihood =  -6634.329  (not concave)
Iteration 8:   log pseudolikelihood = -6630.6371
Iteration 9:   log pseudolikelihood = -6630.0137
Iteration 10:  log pseudolikelihood = -6629.9894
Iteration 11:  log pseudolikelihood = -6629.9893
```

```
Structural equation model                    Number of obs     =         371
Estimation method   = ml
Log pseudolikelihood = -6629.9893
```

```
 ( 1)   [BI1]BI = 1
 ( 2)   [P2]Tangible = 1
 ( 3)   [P5]Responsive = 1
 ( 4)   [P11]Assurance = 1
 ( 5)   [P15]Reliability = 1
 ( 6)   [P19]Empathy = 1
 ( 7)   [CS]PSQ = 1
```

	Satorra-Bentler					
Standardized	Coef.	Std. Err.	z	P>|z|	[95% Conf. Interval]	
Structural						
CS						
PSQ	.6133075	.0422305	14.52	0.000	.5305373	.6960777
_cons	5.45458	.2183774	24.98	0.000	5.026568	5.882592
BI						
CS	.617112	.0463267	13.32	0.000	.5263134	.7079107
PSQ	.2679059	.0494941	5.41	0.000	.1708993	.3649125
Tangible						
PSQ	.67479	.0411801	16.39	0.000	.5940785	.7555015

```
Responsive      |
          PSQ |  .9581225   .0112344    85.28   0.000     .9361035    .9801415
----------------+----------------------------------------------------------------
Assurance       |
          PSQ |  .9418211    .011917    79.03   0.000     .9184642    .9651779
----------------+----------------------------------------------------------------
Reliability     |
          PSQ |  .8834998   .0172557    51.20   0.000     .8496793    .9173204
----------------+----------------------------------------------------------------
Empathy         |
          PSQ |  .8839325   .0203314    43.48   0.000     .8440838    .9237812
----------------+----------------------------------------------------------------
Measurement     |
  BI1           |
           BI |  .8294538   .0416007    19.94   0.000     .7479179    .9109897
         _cons |  2.716684   .2784234     9.76   0.000     2.170984    3.262384
----------------+----------------------------------------------------------------
  BI2           |
           BI |  .9133618   .0121792    74.99   0.000      .889491    .9372325
         _cons |   1.37881    .269511     5.12   0.000      .850578    1.907042
----------------+----------------------------------------------------------------
  BI3           |
           BI |  .9274895   .0118853    78.04   0.000     .9041946    .9507843
         _cons |  1.316288   .2634378     5.00   0.000     .7999593    1.832617
----------------+----------------------------------------------------------------
  BI4           |
           BI |  .9174796   .0102775    89.27   0.000     .8973361    .9376231
         _cons |   1.16086   .2638273     4.40   0.000     .6437682    1.677952
----------------+----------------------------------------------------------------
  P2            |
      Tangible |  .6569676   .0412684    15.92   0.000      .576083    .7378521
         _cons |    4.9903   .1815441    27.49   0.000      4.63448     5.34612
----------------+----------------------------------------------------------------
  P3            |
      Tangible |  .7607751   .0312791    24.32   0.000     .6994692    .8220809
         _cons |  5.006126   .2111811    23.71   0.000     4.592219    5.420034
----------------+----------------------------------------------------------------
  P4            |
      Tangible |  .7153887   .0353388    20.24   0.000     .6461259    .7846516
         _cons |  6.394792   .2146607    29.79   0.000     5.974065     6.81552
----------------+----------------------------------------------------------------
  P5            |
     Responsive |  .7482356   .0244777    30.57   0.000     .7002601    .7962111
         _cons |  6.311316   .2275529    27.74   0.000     5.865321    6.757312
----------------+----------------------------------------------------------------
  P6            |
     Responsive |  .8038427   .0190529    42.19   0.000     .7664998    .8411857
         _cons |  5.910267   .2242176    26.36   0.000     5.470808    6.349725
----------------+----------------------------------------------------------------
  P7            |
     Responsive |  .8155586   .0215879    37.78   0.000      .773247    .8578701
         _cons |  5.491481   .1883064    29.16   0.000     5.122408    5.860555
----------------+----------------------------------------------------------------
  P8            |
     Responsive |   .808951   .0211533    38.24   0.000     .7674913    .8504107
         _cons |  6.388264   .2500951    25.54   0.000     5.898086    6.878441
----------------+----------------------------------------------------------------
  P9            |
     Responsive |  .8463044   .0175439    48.24   0.000     .8119189    .8806898
         _cons |  5.809694   .2165578    26.83   0.000     5.385249     6.23414
----------------+----------------------------------------------------------------
  P10           |
     Responsive |  .6988393   .0310126    22.53   0.000     .6380556    .7596229
         _cons |  5.345454   .2169806    24.64   0.000      4.92018    5.770728
----------------+----------------------------------------------------------------
  P11           |
     Assurance |  .8157568   .0199224    40.95   0.000     .7767095    .8548041
         _cons |  5.924259   .2285139    25.93   0.000     5.476381    6.372138
----------------+----------------------------------------------------------------
  P12           |
     Assurance |  .8727345   .0154196    56.60   0.000     .8425127    .9029564
         _cons |  5.685939   .2594784    21.91   0.000      5.17737    6.194507
----------------+----------------------------------------------------------------
  P13           |
     Assurance |   .885075   .0143008    61.89   0.000     .857046     .9131041
         _cons |  5.987628   .2424668    24.69   0.000     5.512402    6.462854
----------------+----------------------------------------------------------------
  P14           |
     Assurance |  .8618953   .0160685    53.64   0.000     .8304016    .8933891
         _cons |  5.871301   .2330806    25.19   0.000     5.414471     6.32813
```

```
----------------+----------------------------------------------------------------
P15             |
    Reliability |   .839502    .0198654    42.26   0.000     .8005665    .8784376
           _cons |  5.291071    .2489583    21.25   0.000     4.803122     5.77902
----------------+----------------------------------------------------------------
P16             |
    Reliability |  .8683657      .02145    40.48   0.000     .8263245    .9104069
           _cons |  5.419071    .2201017    24.62   0.000      4.98768    5.850462
----------------+----------------------------------------------------------------
P17             |
    Reliability |   .857058     .017974    47.68   0.000     .8218296    .8922863
           _cons |  5.122914    .2340186    21.89   0.000     4.664246    5.581582
----------------+----------------------------------------------------------------
P18             |
    Reliability |  .8201453    .0244907    33.49   0.000     .7721444    .8681461
           _cons |  4.752958    .1997749    23.79   0.000     4.361407     5.14451
----------------+----------------------------------------------------------------
P19             |
        Empathy |  .8979421    .0151233    59.37   0.000     .8683009    .9275832
           _cons |  6.459321    .2718382    23.76   0.000     5.926528    6.992114
----------------+----------------------------------------------------------------
P20             |
        Empathy |  .8388702     .021604    38.83   0.000     .7965272    .8812132
           _cons |    6.7278    .2550756    26.38   0.000     6.227862    7.227739
----------------+----------------------------------------------------------------
P21             |
        Empathy |  .8426038    .0225796    37.32   0.000     .7983485    .8868591
           _cons |   5.99834    .2331583    25.73   0.000     5.541358    6.455322
----------------+----------------------------------------------------------------
        var(e.CS)|  .6238539    .0518005                      .5301576    .7341094
       var(e.BI1)|  .3120064    .0690118                      .2022501    .4813247
       var(e.BI2)|  .1657703     .022248                      .1274287    .2156484
       var(e.BI3)|  .1397633    .0220471                      .1025935    .1903998
       var(e.BI4)|  .1582311    .0188587                      .1252684    .1998675
        var(e.P2)|  .5683936     .054224                       .471461    .6852557
        var(e.P3)|  .4212213    .0475927                      .3375478    .5256362
        var(e.P4)|   .488219     .050562                      .3985297    .5980929
        var(e.P5)|  .4401435    .0366302                      .3738991    .5181245
        var(e.P6)|  .3538369    .0306311                       .298618    .4192665
        var(e.P7)|  .3348642    .0352124                      .2724967    .4115061
        var(e.P8)|  .3455983     .034224                      .2846288    .4196281
        var(e.P9)|  .2837689     .029695                      .2311484    .3483684
       var(e.P10)|  .5116237    .0433457                      .4333465    .6040404
       var(e.P11)|  .3345408    .0325037                       .276533    .4047168
       var(e.P12)|  .2383344    .0269144                      .1910131    .2973792
       var(e.P13)|  .2166422    .0253145                      .1722981    .2723991
       var(e.P14)|  .2571364    .0276987                      .2081959    .3175814
       var(e.P15)|  .2952363    .0333542                      .2365951     .368412
       var(e.P16)|   .245941    .0372529                      .1827675    .3309505
       var(e.P17)|  .2654516    .0308095                       .211442    .3332573
       var(e.P18)|  .3273618    .0401718                      .2573793    .4163726
       var(e.P19)|     .1937    .0271597                      .1471561    .2549654
       var(e.P20)|  .2962968    .0362458                      .2331309    .3765772
       var(e.P21)|  .2900189    .0380514                       .224257     .375065
        var(e.BI)|  .3446055    .0317771                      .2876274    .4128707
   var(e.Tangible)|  .5446585    .0555758                      .4459328    .6652411
 var(e.Responsive)|  .0820013    .0215278                      .0490179    .1371788
   var(e.Assurance)|   .112973    .0224473                      .0765322    .1667652
var(e.Reliability)|   .219428    .0304908                      .1671139    .2881187
    var(e.Empathy)|  .2186634    .0359431                      .1584377    .3017821
         var(PSQ)|         1          .                              .           .
----------------+----------------------------------------------------------------
LR test of model vs. saturated: chi2(268) =    639.62, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:    chi2(268) =    496.04, Prob > chi2 = 0.0000
.


----------------------------------------------------------------------------
Fit statistic       |     Value   Description
--------------------+-------------------------------------------------------
Likelihood ratio    |
       chi2_ms(268) |   639.622   model vs. saturated
          p > chi2 |     0.000
       chi2_bs(300) |  8190.967   baseline vs. saturated
          p > chi2 |     0.000
                    |
 Satorra-Bentler    |
     chi2sb_ms(268) |   496.035
          p > chi2 |     0.000
     chi2sb_bs(300) |  6372.400
          p > chi2 |     0.000
```

```
--------------------+-----------------------------------------------------
Population error    |
            RMSEA | |     0.061    Root mean squared error of approximation
 90% CI, lower bound | |   0.055
        upper bound | |   0.067
              pclose | |   0.001   Probability RMSEA <= 0.05
                    |
  Satorra-Bentler   |
           RMSEA_SB | |     0.048   Root mean squared error of approximation
--------------------+-----------------------------------------------------
Information criteria |
               AIC | |  13423.979   Akaike's information criterion
               BIC | |  13745.107   Bayesian information criterion
--------------------+-----------------------------------------------------
Baseline comparison |
               CFI | |     0.953   Comparative fit index
               TLI | |     0.947   Tucker-Lewis index
                    |
  Satorra-Bentler   |
            CFI_SB | |     0.962   Comparative fit index
            TLI_SB | |     0.958   Tucker-Lewis index
--------------------+-----------------------------------------------------
Size of residuals   |
              SRMR | |     0.041   Standardized root mean squared residual
                CD | |     0.965   Coefficient of determination
--------------------+-----------------------------------------------------
```

Direct effects

```
-----------------------------------------------------------------------------
             |             Satorra-Bentler
             |    Coef.    Std. Err.     z     P>|z|          Std. Coef.
-------------+---------------------------------------------------------------
Structural   |
  Empathy    |
         PSQ | 1.181588   .1014622   11.65   0.000            .8839325
-------------+---------------------------------------------------------------
Measurement  |
  BI1        |
          CS |       0   (no path)                                   0
          BI |       1   (constrained)                         .8294538
         PSQ |       0   (no path)                                   0
  -----------+---------------------------------------------------------------
  BI2        |
          CS |       0   (no path)                                   0
          BI | 1.309994    .060967   21.49   0.000            .9133618
         PSQ |       0   (no path)                                   0
  -----------+---------------------------------------------------------------
  BI3        |
          CS |       0   (no path)                                   0
          BI | 1.347792   .0629699   21.40   0.000            .9274895
         PSQ |       0   (no path)                                   0
  -----------+---------------------------------------------------------------
  BI4        |
          CS |       0   (no path)                                   0
          BI | 1.376214   .0674418   20.41   0.000            .9174796
         PSQ |       0   (no path)                                   0
  -----------+---------------------------------------------------------------
  P2         |
    Tangible |       1   (constrained)                        .6569676
         PSQ |       0   (no path)                                   0
  -----------+---------------------------------------------------------------
  P3         |
    Tangible | 1.167939   .1025413   11.39   0.000            .7607751
         PSQ |       0   (no path)                                   0
  -----------+---------------------------------------------------------------
  P4         |
    Tangible | .9003733   .0816957   11.02   0.000            .7153887
         PSQ |       0   (no path)                                   0
  -----------+---------------------------------------------------------------
  P5         |
  Responsive |       1   (constrained)                        .7482356
         PSQ |       0   (no path)                                   0
  -----------+---------------------------------------------------------------
  P6         |
  Responsive | 1.123511   .0656461   17.11   0.000            .8038427
         PSQ |       0   (no path)                                   0
```

```
------------+-------------------------------------------------------------------
P7          |
 Responsive |  1.192301   .0662325   18.00   0.000                      .8155586
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P8          |
 Responsive |  1.056083   .0714567   14.78   0.000                       .808951
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P9          |
 Responsive |  1.191795   .0798045   14.93   0.000                      .8463044
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P10         |
 Responsive |   1.01712   .0932449   10.91   0.000                      .6988393
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P11         |
  Assurance |         1   (constrained)                                 .8157568
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P12         |
  Assurance |   1.13717   .0588963   19.31   0.000                      .8727345
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P13         |
  Assurance |  1.086762   .0585691   18.56   0.000                       .885075
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P14         |
  Assurance |  1.074413   .0595762   18.03   0.000                      .8618953
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P15         |
Reliability |         1   (constrained)                                  .839502
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P16         |
Reliability |  .9975052    .056624   17.62   0.000                      .8683657
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P17         |
Reliability |  1.032542   .0536005   19.26   0.000                       .857058
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P18         |
Reliability |    1.0544   .0543355   19.41   0.000                      .8201453
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P19         |
    Empathy |         1   (constrained)                                 .8979421
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P20         |
    Empathy |  .9104043   .0495357   18.38   0.000                      .8388702
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
P21         |
    Empathy |  .9940464   .0445185   22.33   0.000                      .8426038
        PSQ |         0   (no path)                                             0
------------+-------------------------------------------------------------------
Structural  |
 CS         |
        PSQ |         1   (constrained)                                 .6133075
------------+-------------------------------------------------------------------
BI          |
         CS |  .5106095   .0425343   12.00   0.000                       .617112
        PSQ |  .3614338   .0716196    5.05   0.000                      .2679059
------------+-------------------------------------------------------------------
Tangible    |
        PSQ |  .7719012   .1040942    7.42   0.000                        .67479
------------+-------------------------------------------------------------------
Responsive  |
        PSQ |  1.091574   .0977525   11.17   0.000                      .9581225
```

```
             ------------+-----------------------------------------------------------------
             Assurance   |
                     PSQ |   1.199437   .1084637   11.06   0.000                  .9418211
             ------------+-----------------------------------------------------------------
             Reliability |
                     PSQ |   1.300701   .1114026   11.68   0.000                  .8834998
             -----------------------------------------------------------------------------
```

Indirect effects

```
             -----------------------------------------------------------------------------
                         |               Satorra-Bentler
                         |    Coef.    Std. Err.      z    P>|z|                Std. Coef.
             ------------+-----------------------------------------------------------------
             Structural  |
               Empathy   |
                     PSQ |        0   (no path)                                          0
             ------------+-----------------------------------------------------------------
             Measurement |
               BI1       |
                      CS |  .5106095   .0425343   12.00   0.000                  .5118659
                      BI |        0   (no path)                                          0
                     PSQ |  .8720433   .0625827   13.93   0.000                  .5361468
             ------------+-----------------------------------------------------------------
               BI2       |
                      CS |  .6688954   .0517498   12.93   0.000                  .5636465
                      BI |        0   (no path)                                          0
                     PSQ |  1.142372   .0754125   15.15   0.000                  .5903836
             ------------+-----------------------------------------------------------------
               BI3       |
                      CS |  .6881953   .0523964   13.13   0.000                  .5723649
                      BI |        0   (no path)                                          0
                     PSQ |  1.175333   .0796137   14.76   0.000                  .5995156
             ------------+-----------------------------------------------------------------
               BI4       |
                      CS |  .7027078    .053789   13.06   0.000                  .5661877
                      BI |        0   (no path)                                          0
                     PSQ |  1.200118   .0807611   14.86   0.000                  .5930453
             ------------+-----------------------------------------------------------------
               P2        |
                Tangible |        0   (no path)                                          0
                     PSQ |  .7719012   .1040942    7.42   0.000                  .4433151
             ------------+-----------------------------------------------------------------
               P3        |
                Tangible |        0   (no path)                                          0
                     PSQ |  .9015337   .1114103    8.09   0.000                  .5133634
             ------------+-----------------------------------------------------------------
               P4        |
                Tangible |        0   (no path)                                          0
                     PSQ |  .6949992   .0801449    8.67   0.000                  .4827372
             ------------+-----------------------------------------------------------------
               P5        |
              Responsive |        0   (no path)                                          0
                     PSQ |  1.091574   .0977525   11.17   0.000                  .7169014
             ------------+-----------------------------------------------------------------
               P6        |
              Responsive |        0   (no path)                                          0
                     PSQ |  1.226395   .1015679   12.07   0.000                  .7701798
             ------------+-----------------------------------------------------------------
               P7        |
              Responsive |        0   (no path)                                          0
                     PSQ |  1.301484   .1067205   12.20   0.000                   .781405
             ------------+-----------------------------------------------------------------
               P8        |
              Responsive |        0   (no path)                                          0
                     PSQ |  1.152792   .1120502   10.29   0.000                  .7750741
             ------------+-----------------------------------------------------------------
               P9        |
              Responsive |        0   (no path)                                          0
                     PSQ |  1.300931   .1061808   12.25   0.000                  .8108632
             ------------+-----------------------------------------------------------------
               P10       |
              Responsive |        0   (no path)                                          0
                     PSQ |  1.110261   .1174528    9.45   0.000                  .6695736
```

```
------------+----------------------------------------------------------------
P11         |
  Assurance |          0  (no path)                                          0
        PSQ |   1.199437   .1084637   11.06   0.000                   .768297
------------+----------------------------------------------------------------
P12         |
  Assurance |          0  (no path)                                          0
        PSQ |   1.363965   .1166356   11.69   0.000                  .8219598
------------+----------------------------------------------------------------
P13         |
  Assurance |          0  (no path)                                          0
        PSQ |   1.303503   .1076673   12.11   0.000                  .8335823
------------+----------------------------------------------------------------
P14         |
  Assurance |          0  (no path)                                          0
        PSQ |   1.288691   .1089314   11.83   0.000                  .8117512
------------+----------------------------------------------------------------
P15         |
 Reliability|          0  (no path)                                          0
        PSQ |   1.300701   .1114026   11.68   0.000                  .7416999
------------+----------------------------------------------------------------
P16         |
 Reliability|          0  (no path)                                          0
        PSQ |   1.297456   .1066452   12.17   0.000                  .7672009
------------+----------------------------------------------------------------
P17         |
 Reliability|          0  (no path)                                          0
        PSQ |   1.343028   .1119884   11.99   0.000                  .7572106
------------+----------------------------------------------------------------
P18         |
 Reliability|          0  (no path)                                          0
        PSQ |    1.37146   .1118926   12.26   0.000                  .7245982
------------+----------------------------------------------------------------
P19         |
    Empathy |          0  (no path)                                          0
        PSQ |   1.181588   .1014622   11.65   0.000                  .7937202
------------+----------------------------------------------------------------
P20         |
    Empathy |          0  (no path)                                          0
        PSQ |   1.075722     .09964   10.80   0.000                  .7415046
------------+----------------------------------------------------------------
P21         |
    Empathy |          0  (no path)                                          0
        PSQ |   1.174553   .0996087   11.79   0.000                  .7448049
------------+----------------------------------------------------------------
Structural  |
  CS        |
        PSQ |          0  (no path)                                          0
------------+----------------------------------------------------------------
  BI        |
         CS |          0  (no path)                                          0
        PSQ |   .5106095   .0425343   12.00   0.000                  .3784794
------------+----------------------------------------------------------------
  Tangible  |
        PSQ |          0  (no path)                                          0
------------+----------------------------------------------------------------
 Responsive |
        PSQ |          0  (no path)                                          0
------------+----------------------------------------------------------------
  Assurance |
        PSQ |          0  (no path)                                          0
------------+----------------------------------------------------------------
 Reliability|
        PSQ |          0  (no path)                                          0
------------------------------------------------------------------------------


Total effects
------------------------------------------------------------------------------
            |              Satorra-Bentler
            |    Coef.    Std. Err.      z    P>|z|             Std. Coef.
------------+----------------------------------------------------------------
Structural  |
  Empathy   |
        PSQ |   1.181588   .1014622   11.65   0.000                  .8839325
```

```
--------------+----------------------------------------------------------------
Measurement   |
  BI1         |
          CS |     .5106095    .0425343    12.00    0.000              .5118659
          BI |            1  (constrained)                             .8294538
         PSQ |     .8720433    .0625827    13.93    0.000              .5361468
  ------------+----------------------------------------------------------------
  BI2         |
          CS |     .6688954    .0517498    12.93    0.000              .5636465
          BI |     1.309994     .060967    21.49    0.000              .9133618
         PSQ |     1.142372    .0754125    15.15    0.000              .5903836
  ------------+----------------------------------------------------------------
  BI3         |
          CS |     .6881953    .0523964    13.13    0.000              .5723649
          BI |     1.347792    .0629699    21.40    0.000              .9274895
         PSQ |     1.175333    .0796137    14.76    0.000              .5995156
  ------------+----------------------------------------------------------------
  BI4         |
          CS |     .7027078     .053789    13.06    0.000              .5661877
          BI |     1.376214    .0674418    20.41    0.000              .9174796
         PSQ |     1.200118    .0807611    14.86    0.000              .5930453
  ------------+----------------------------------------------------------------
  P2          |
    Tangible |            1  (constrained)                             .6569676
         PSQ |     .7719012    .1040942     7.42    0.000              .4433151
  ------------+----------------------------------------------------------------
  P3          |
    Tangible |     1.167939    .1025413    11.39    0.000              .7607751
         PSQ |     .9015337    .1114103     8.09    0.000              .5133634
  ------------+----------------------------------------------------------------
  P4          |
    Tangible |     .9003733    .0816957    11.02    0.000              .7153887
         PSQ |     .6949992    .0801449     8.67    0.000              .4827372
  ------------+----------------------------------------------------------------
  P5          |
  Responsive |            1  (constrained)                             .7482356
         PSQ |     1.091574    .0977525    11.17    0.000              .7169014
  ------------+----------------------------------------------------------------
  P6          |
  Responsive |     1.123511    .0656461    17.11    0.000              .8038427
         PSQ |     1.226395    .1015679    12.07    0.000              .7701798
  ------------+----------------------------------------------------------------
  P7          |
  Responsive |     1.192301    .0662325    18.00    0.000              .8155586
         PSQ |     1.301484    .1067205    12.20    0.000               .781405
  ------------+----------------------------------------------------------------
  P8          |
  Responsive |     1.056083    .0714567    14.78    0.000               .808951
         PSQ |     1.152792    .1120502    10.29    0.000              .7750741
  ------------+----------------------------------------------------------------
  P9          |
  Responsive |     1.191795    .0798045    14.93    0.000              .8463044
         PSQ |     1.300931    .1061808    12.25    0.000              .8108632
  ------------+----------------------------------------------------------------
  P10         |
  Responsive |      1.01712    .0932449    10.91    0.000              .6988393
         PSQ |     1.110261    .1174528     9.45    0.000              .6695736
  ------------+----------------------------------------------------------------
  P11         |
   Assurance |            1  (constrained)                             .8157568
         PSQ |     1.199437    .1084637    11.06    0.000               .768297
  ------------+----------------------------------------------------------------
  P12         |
   Assurance |      1.13717    .0588963    19.31    0.000              .8727345
         PSQ |     1.363965    .1166356    11.69    0.000              .8219598
  ------------+----------------------------------------------------------------
  P13         |
   Assurance |     1.086762    .0585691    18.56    0.000               .885075
         PSQ |     1.303503    .1076673    12.11    0.000              .8335823
  ------------+----------------------------------------------------------------
  P14         |
   Assurance |     1.074413    .0595762    18.03    0.000              .8618953
         PSQ |     1.288691    .1089314    11.83    0.000              .8117512
  ------------+----------------------------------------------------------------
  P15         |
 Reliability |            1  (constrained)                              .839502
         PSQ |     1.300701    .1114026    11.68    0.000              .7416999
  ------------+----------------------------------------------------------------
  P16         |
 Reliability |     .9975052     .056624    17.62    0.000              .8683657
```

```
      PSQ |   1.297456    .1066452    12.17   0.000                    .7672009
-----------+----------------------------------------------------------------------
P17        |
Reliability |  1.032542    .0536005    19.26   0.000                     .857058
       PSQ |  1.343028    .1119884    11.99   0.000                    .7572106
-----------+----------------------------------------------------------------------
P18        |
Reliability |    1.0544    .0543355    19.41   0.000                    .8201453
       PSQ |   1.37146    .1118926    12.26   0.000                    .7245982
-----------+----------------------------------------------------------------------
P19        |
    Empathy |        1  (constrained)                                   .8979421
        PSQ |  1.181588   .1014622    11.65   0.000                    .7937202
-----------+----------------------------------------------------------------------
P20        |
    Empathy |  .9104043   .0495357    18.38   0.000                    .8388702
        PSQ |  1.075722     .09964    10.80   0.000                    .7415046
-----------+----------------------------------------------------------------------
P21        |
    Empathy |  .9940464   .0445185    22.33   0.000                    .8426038
        PSQ |  1.174553   .0996087    11.79   0.000                    .7448049
-----------+----------------------------------------------------------------------
Structural |
  CS       |
        PSQ |        1  (constrained)                                   .6133075
-----------+----------------------------------------------------------------------
BI         |
         CS |  .5106095   .0425343    12.00   0.000                     .617112
        PSQ |  .8720433   .0625827    13.93   0.000                    .6463853
-----------+----------------------------------------------------------------------
Tangible   |
        PSQ |  .7719012   .1040942     7.42   0.000                      .67479
-----------+----------------------------------------------------------------------
Responsive |
        PSQ |  1.091574   .0977525    11.17   0.000                    .9581225
-----------+----------------------------------------------------------------------
Assurance  |
        PSQ |  1.199437   .1084637    11.06   0.000                    .9418211
-----------+----------------------------------------------------------------------
Reliability |
        PSQ |  1.300701   .1114026    11.68   0.000                    .8834998
----------------------------------------------------------------------------------
```

6. Structural Equation Model of Experience Quality, Customer Satisfaction, and Behavioural Intention.
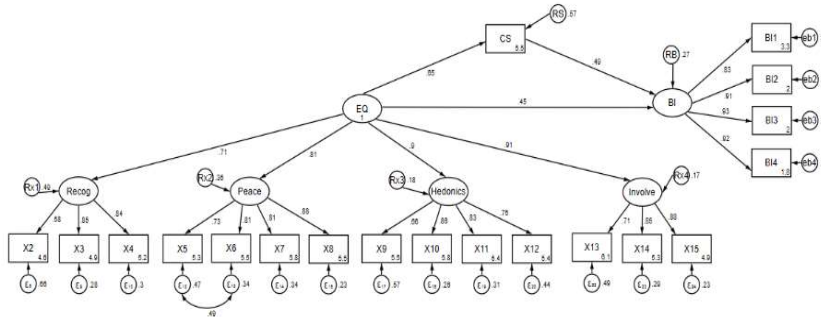

```
Endogenous variables

Observed: CS
Measurement: BI1 BI2 BI3 BI4 X2 X3 X4 X5 X6 X7 X8 X9 X10 X11 X12 X13 X14 X15
Latent:  BI Recog Peace Hedonics Involve

Exogenous variables

Latent:  EQ

Fitting target model:

Iteration 0:   log pseudolikelihood = -6244.9543  (not concave)
Iteration 1:   log pseudolikelihood = -5650.8758  (not concave)
Iteration 2:   log pseudolikelihood = -5555.5041
```

```
Iteration 3:    log pseudolikelihood = -5504.6186
Iteration 4:    log pseudolikelihood = -5468.2657
Iteration 5:    log pseudolikelihood = -5449.0579   (not concave)
Iteration 6:    log pseudolikelihood = -5441.2458
Iteration 7:    log pseudolikelihood = -5440.2523
Iteration 8:    log pseudolikelihood =  -5440.221
Iteration 9:    log pseudolikelihood = -5440.2209

Structural equation model                    Number of obs     =        371
Estimation method   = ml
Log pseudolikelihood = -5440.2209

 ( 1)   [BI1]BI = 1
 ( 2)   [X2]Recog = 1
 ( 3)   [X5]Peace = 1
 ( 4)   [X9]Hedonics = 1
 ( 5)   [X13]Involve = 1
 ( 6)   [CS]EQ = 1
-----------------------------------------------------------------------------
                |            Satorra-Bentler
  Standardized  |    Coef.   Std. Err.     z    P>|z|    [95% Conf. Interval]
----------------+------------------------------------------------------------
Structural      |
  CS            |
           EQ   |  .6536533   .031511    20.74   0.000    .5918929    .7154137
        _cons   |   5.45458  .2296854    23.75   0.000    5.004405    5.904755
----------------+
  BI            |
           CS   |  .4874988  .0475391    10.25   0.000    .3943239    .5806736
           EQ   |  .4498611  .0486891     9.24   0.000    .3544323    .5452899
----------------+
  Recog         |
           EQ   |  .7116275  .0373613    19.05   0.000    .6384006    .7848544
----------------+
  Peace         |
           EQ   |  .8057273  .0288259    27.95   0.000    .7492295     .862225
----------------+
  Hedonics      |
           EQ   |  .9049237  .0225713    40.09   0.000    .8606849    .9491626
----------------+
  Involve       |
           EQ   |   .911676  .0217393    41.94   0.000    .8690677    .9542843
----------------+
Measurement     |
  BI1           |
           BI   |   .830023  .0421777    19.68   0.000    .7473562    .9126899
        _cons   |  3.301583  .2997855    11.01   0.000    2.714014    3.889152
----------------+
  BI2           |
           BI   |  .912603   .0132133    69.07   0.000    .8867054    .9385005
        _cons   |  2.026562  .2989927     6.78   0.000    1.440547    2.612577
----------------+
  BI3           |
           BI   |  .9268875  .0143014    64.81   0.000    .8988573    .9549178
        _cons   |  1.973611  .2951059     6.69   0.000    1.395214    2.552008
----------------+
  BI4           |
           BI   |  .918477   .011095     82.78   0.000    .8967313    .9402228
        _cons   |  1.806853  .2964208     6.10   0.000    1.225879    2.387827
----------------+
  X2            |
        Recog   |  .5846373  .0399279    14.64   0.000    .5063801    .6628944
        _cons   |  4.602339  .1756722    26.20   0.000    4.258027     4.94665
----------------+
  X3            |
        Recog   |  .8502042  .0278766    30.50   0.000     .795567    .9048413
        _cons   |  4.903841  .1466231    33.45   0.000    4.616465    5.191217
----------------+
  X4            |
        Recog   |  .8361244  .025927     32.25   0.000    .7853084    .8869405
        _cons   |  5.196188  .1904865    27.28   0.000    4.822841    5.569535
----------------+
  X5            |
        Peace   |  .7294083  .029246     24.94   0.000    .6720871    .7867294
        _cons   |  5.303672  .2661759    19.93   0.000    4.781977    5.825368
----------------+
  X6            |
        Peace   |  .8102678  .0250119    32.40   0.000    .7612453    .8592902
        _cons   |  5.542154   .25022     22.15   0.000    5.051732    6.032576
----------------+
```

```
X7           |
      Peace |  .8118768     .02666    30.45   0.000     .7596242    .8641294
      _cons |  5.782891    .2349758   24.61   0.000     5.322347    6.243435
-------------+----------------------------------------------------------------
X8           |
      Peace |  .8794795    .0204367   43.03   0.000     .8394243    .9195346
      _cons |  5.485599    .2353121   23.31   0.000     5.024396    5.946802
-------------+----------------------------------------------------------------
X9           |
   Hedonics |  .6560531    .0300899   21.80   0.000      .597078    .7150281
      _cons |  5.469693    .2092624   26.14   0.000     5.059546     5.87984
-------------+----------------------------------------------------------------
X10          |
   Hedonics |  .8612538    .0178843   48.16   0.000     .8262012    .8963064
      _cons |  5.779779    .2065149   27.99   0.000     5.375017    6.184541
-------------+----------------------------------------------------------------
X11          |
   Hedonics |  .8294629    .0236918   35.01   0.000     .7830279    .8758978
      _cons |  5.413225     .225076   24.05   0.000     4.972084    5.854366
-------------+----------------------------------------------------------------
X12          |
   Hedonics |  .7456295    .0273075   27.30   0.000     .6921078    .7991512
      _cons |  5.409371    .2392126   22.61   0.000     4.940523     5.87822
-------------+----------------------------------------------------------------
X13          |
    Involve |  .7116764    .0320407   22.21   0.000     .6488777    .7744751
      _cons |  6.106238    .2607764   23.42   0.000     5.595126    6.617351
-------------+----------------------------------------------------------------
X14          |
    Involve |  .8453736    .0233066   36.27   0.000     .7996934    .8910537
      _cons |  5.251315    .2199356   23.88   0.000     4.820249    5.682381
-------------+----------------------------------------------------------------
X15          |
    Involve |  .8761537    .0188274   46.54   0.000     .8392527    .9130548
      _cons |  4.939698    .1944137   25.41   0.000     4.558654    5.320742
-------------+----------------------------------------------------------------
   var(e.BI1)|  .3110618     .070017                     .2001011    .4835527
   var(e.BI2)|  .1671558    .0241169                     .1259829    .2217846
   var(e.BI3)|  .1408795    .0265116                     .0974234    .2037194
   var(e.BI4)|  .1563999     .020381                     .1211473    .2019107
    var(e.CS)|  .5727374    .0411945                     .4974303    .6594453
    var(e.X2)|  .6581993    .0466866                     .5727709    .7563692
    var(e.X3)|  .2771528    .0474016                     .1982156     .387526
    var(e.X4)|  .3008959    .0433565                      .226864    .3990864
    var(e.X5)|  .4679636    .0426646                     .3913879    .5595214
    var(e.X6)|  .3434662    .0405327                     .2725417    .4328475
    var(e.X7)|  .3408561    .0432892                     .2657462    .4371948
    var(e.X8)|  .2265159    .0359473                     .1659648    .3091586
    var(e.X9)|  .5695944    .0394811                      .497239    .6524785
   var(e.X10)|  .2582419    .0308059                     .2044025    .3262625
   var(e.X11)|  .3119914    .0393029                     .2437323    .3993668
   var(e.X12)|  .4440366    .0407225                     .3709841    .5314744
   var(e.X13)|  .4935167    .0456053                     .4117592    .5915076
   var(e.X14)|  .2853435    .0394056                     .2176798    .3740399
   var(e.X15)|  .2323546    .0329914                     .1759104    .3069101
    var(e.BI)|  .2732688    .0289139                     .2220886    .3362433
  var(e.Recog)|  .4935863    .0531747                     .3996336     .609627
  var(e.Peace)|  .3508036    .0464517                     .2706152    .4547533
var(e.Hedonics)|   .181113    .0408506                     .1164015    .2817998
 var(e.Involve)|  .1688469    .0396385                     .1065774    .2674982
       var(EQ)|         1          .                            .           .
-------------+----------------------------------------------------------------
 cov(e.X5,e.X6)|  .4881961    .0529053    9.23   0.000     .3845036    .5918886
------------------------------------------------------------------------------
LR test of model vs. saturated: chi2(145) =    338.49, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:    chi2(145) =    264.62, Prob > chi2 = 0.0000
.


------------------------------------------------------------------------------
Fit statistic       |      Value   Description
--------------------+---------------------------------------------------------
Likelihood ratio    |
      chi2_ms(145)  |    338.494   model vs. saturated
          p > chi2  |      0.000
      chi2_bs(171)  |   5512.936   baseline vs. saturated
          p > chi2  |      0.000


                    |
  Satorra-Bentler   |
    chi2sb_ms(145)  |    264.616
```

```
      p > chi2 |      0.000
  chi2sb_bs(171) |   4343.663
      p > chi2 |      0.000
--------------------+------------------------------------------------------------
Population error    |
          RMSEA |      0.060   Root mean squared error of approximation
 90% CI, lower bound |    0.052
      upper bound |    0.068
          pclose |      0.025   Probability RMSEA <= 0.05
                    |
  Satorra-Bentler   |
          RMSEA_SB |    0.047   Root mean squared error of approximation
--------------------+------------------------------------------------------------
Information criteria |
          AIC |  11008.442   Akaike's information criterion
          BIC |  11259.079   Bayesian information criterion
--------------------+------------------------------------------------------------
Baseline comparison |
          CFI |      0.964   Comparative fit index
          TLI |      0.957   Tucker-Lewis index
                    |
  Satorra-Bentler   |
          CFI_SB |    0.971   Comparative fit index
          TLI_SB |    0.966   Tucker-Lewis index
--------------------+------------------------------------------------------------
Size of residuals   |
          SRMR |      0.043   Standardized root mean squared residual
          CD |       0.932   Coefficient of determination
--------------------------------------------------------------------------------
```

Direct effects

```
--------------------------------------------------------------------------------
          |          Satorra-Bentler
          |     Coef.   Std. Err.     z    P>|z|           Std. Coef.
-------------+------------------------------------------------------------------
Structural  |
  Involve   |
       EQ |  .9166681   .0796941   11.50   0.000            .911676
-------------+------------------------------------------------------------------
Measurement |
  BI1       |
       CS |        0  (no path)                                  0
       BI |        1  (constrained)                        .830023
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
  BI2       |
       CS |        0  (no path)                                  0
       BI |  1.308008   .0603852   21.66   0.000           .912603
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
  BI3       |
       CS |        0  (no path)                                  0
       BI |  1.345994   .0670365   20.08   0.000          .9268875
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
  BI4       |
       CS |        0  (no path)                                  0
       BI |  1.376765   .0666828   20.65   0.000           .918477
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
  X2        |
     Recog |        1  (constrained)                      .5846373
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
  X3        |
     Recog |  1.368764   .1129039   12.12   0.000         .8502042
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
  X4        |
     Recog |  1.305043   .1092922   11.94   0.000         .8361244
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
  X5        |
     Peace |        1  (constrained)                      .7294083
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
  X6        |
     Peace |   1.07465   .0537795   19.98   0.000         .8102678
       EQ |        0  (no path)                                  0
  ----------+------------------------------------------------------------------
```

```
X7          |
    Peace |   1.054922   .0778773   13.55   0.000              .8118768
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
X8          |
    Peace |    1.17847   .0775477   15.20   0.000              .8794795
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
X9          |
  Hedonics |          1   (constrained)                         .6560531
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
X10         |
  Hedonics |    1.26455   .0906804   13.95   0.000              .8612538
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
X11         |
  Hedonics |   1.277512   .0985751   12.96   0.000              .8294629
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
X12         |
  Hedonics |   1.175277   .1023703   11.48   0.000              .7456295
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
X13         |
   Involve |          1   (constrained)                         .7116764
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
X14         |
   Involve |   1.303508   .0943246   13.82   0.000              .8453736
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
X15         |
   Involve |   1.430218   .1018863   14.04   0.000              .8761537
       EQ |          0   (no path)                                    0
-----------+-------------------------------------------------------------
Structural  |
  CS        |
       EQ |          1   (constrained)                         .6536533
-----------+-------------------------------------------------------------
  BI        |
       CS |   .4036419   .0430589    9.37   0.000              .4874988
       EQ |   .5698411    .074899    7.61   0.000              .4498611
-----------+-------------------------------------------------------------
  Recog     |
       EQ |   .7084179   .0793082    8.93   0.000              .7116275
-----------+-------------------------------------------------------------
  Peace     |
       EQ |   .9178075   .0837001   10.97   0.000              .8057273
-----------+-------------------------------------------------------------
  Hedonics  |
       EQ |   .8916419   .0820938   10.86   0.000              .9049237
-------------------------------------------------------------------------
```

Indirect effects

```
-------------------------------------------------------------------------
            |          Satorra-Bentler
            |    Coef.   Std. Err.      z   P>|z|           Std. Coef.
------------+------------------------------------------------------------
Structural  |
  Involve   |
       EQ |          0   (no path)                                    0
------------+------------------------------------------------------------
Measurement |
  BI1       |
       CS |   .4036419   .0430589    9.37   0.000              .4046352
       BI |          0   (no path)                                    0
       EQ |   .9734831   .0645934   15.07   0.000              .6378862
-----------+-------------------------------------------------------------
  BI2       |
       CS |   .5279669   .0550592    9.59   0.000              .4448928
       BI |          0   (no path)                                    0
       EQ |   1.273324   .0731123   17.42   0.000              .7013502
-----------+-------------------------------------------------------------
  BI3       |
       CS |   .5432994   .0558904    9.72   0.000              .4518565
       BI |          0   (no path)                                    0
       EQ |   1.310302   .0803525   16.31   0.000              .7123282
-----------+-------------------------------------------------------------
```

```
 BI4          |
          CS |   .5557202   .0575555    9.66   0.000             .4477564
          BI |          0   (no path)                                   0
          EQ |   1.340258   .0803867   16.67   0.000             .7058646
 ------------+------------------------------------------------------------------
 X2           |
        Recog |          0   (no path)                                   0
           EQ |   .7084179   .0793082    8.93   0.000             .4160439
 ------------+------------------------------------------------------------------
 X3           |
        Recog |          0   (no path)                                   0
           EQ |   .9696572   .0856478   11.32   0.000             .6050287
 ------------+------------------------------------------------------------------
 X4           |
        Recog |          0   (no path)                                   0
           EQ |   .9245156   .0851826   10.85   0.000             .5950091
 ------------+------------------------------------------------------------------
 X5           |
        Peace |          0   (no path)                                   0
           EQ |   .9178075   .0837001   10.97   0.000             .5877041
 ------------+------------------------------------------------------------------
 X6           |
        Peace |          0   (no path)                                   0
           EQ |   .9863218   .0811548   12.15   0.000             .6528548
 ------------+------------------------------------------------------------------
 X7           |
        Peace |          0   (no path)                                   0
           EQ |   .9682151   .0816712   11.86   0.000             .6541513
 ------------+------------------------------------------------------------------
 X8           |
        Peace |          0   (no path)                                   0
           EQ |   1.081609   .0881995   12.26   0.000             .7086206
 ------------+------------------------------------------------------------------
 X9           |
     Hedonics |          0   (no path)                                   0
           EQ |   .8916419   .0820938   10.86   0.000              .593678
 ------------+------------------------------------------------------------------
 X10          |
     Hedonics |          0   (no path)                                   0
           EQ |   1.127526   .0925512   12.18   0.000              .779369
 ------------+------------------------------------------------------------------
 X11          |
     Hedonics |          0   (no path)                                   0
           EQ |   1.139083   .0884115   12.88   0.000             .7506006
 ------------+------------------------------------------------------------------
 X12          |
     Hedonics |          0   (no path)                                   0
           EQ |   1.047926   .0875617   11.97   0.000             .6747379
 ------------+------------------------------------------------------------------
 X13          |
      Involve |          0   (no path)                                   0
           EQ |   .9166681   .0796941   11.50   0.000             .6488183
 ------------+------------------------------------------------------------------
 X14          |
      Involve |          0   (no path)                                   0
           EQ |   1.194884   .0908123   13.16   0.000             .7707068
 ------------+------------------------------------------------------------------
 X15          |
      Involve |          0   (no path)                                   0
           EQ |   1.311035   .0917397   14.29   0.000             .7987683
 ------------+------------------------------------------------------------------
 Structural   |
  CS          |
           EQ |          0   (no path)                                   0
 ------------+------------------------------------------------------------------
  BI          |
           CS |          0   (no path)                                   0
           EQ |   .4036419   .0430589    9.37   0.000             .3186552
 ------------+------------------------------------------------------------------
  Recog       |
           EQ |          0   (no path)                                   0
 ------------+------------------------------------------------------------------
  Peace       |
           EQ |          0   (no path)                                   0
 ------------+------------------------------------------------------------------
  Hedonics    |
           EQ |          0   (no path)                                   0
 ------------------------------------------------------------------------------
```

Total effects

```
------------------------------------------------------------------------------
              |            Satorra-Bentler
              |    Coef.    Std. Err.      z     P>|z|            Std. Coef.
--------------+---------------------------------------------------------------
Structural    |
  Involve     |
          EQ  |  .9166681   .0796941    11.50   0.000               .911676
--------------+---------------------------------------------------------------
Measurement   |
  BI1         |
          CS  |  .4036419   .0430589     9.37   0.000              .4046352
          BI  |         1   (constrained)                          .830023
          EQ  |  .9734831   .0645934    15.07   0.000              .6378862
  ------------+---------------------------------------------------------------
  BI2         |
          CS  |  .5279669   .0550592     9.59   0.000              .4448928
          BI  |  1.308008   .0603852    21.66   0.000              .912603
          EQ  |  1.273324   .0731123    17.42   0.000              .7013502
  ------------+---------------------------------------------------------------
  BI3         |
          CS  |  .5432994   .0558904     9.72   0.000              .4518565
          BI  |  1.345994   .0670365    20.08   0.000              .9268875
          EQ  |  1.310302   .0803525    16.31   0.000              .7123282
  ------------+---------------------------------------------------------------
  BI4         |
          CS  |  .5557202   .0575555     9.66   0.000              .4477564
          BI  |  1.376765   .0666828    20.65   0.000              .918477
          EQ  |  1.340258   .0803867    16.67   0.000              .7058646
  ------------+---------------------------------------------------------------
  X2          |
        Recog |         1   (constrained)                          .5846373
          EQ  |  .7084179   .0793082     8.93   0.000              .4160439
  ------------+---------------------------------------------------------------
  X3          |
        Recog |  1.368764   .1129039    12.12   0.000              .8502042
          EQ  |  .9696572   .0856478    11.32   0.000              .6050287
  ------------+---------------------------------------------------------------
  X4          |
        Recog |  1.305043   .1092922    11.94   0.000              .8361244
          EQ  |  .9245156   .0851826    10.85   0.000              .5950091
  ------------+---------------------------------------------------------------
  X5          |
        Peace |         1   (constrained)                          .7294083
          EQ  |  .9178075   .0837001    10.97   0.000              .5877041
  ------------+---------------------------------------------------------------
  X6          |
        Peace |  1.07465    .0537795    19.98   0.000              .8102678
          EQ  |  .9863218   .0811548    12.15   0.000              .6528548
  ------------+---------------------------------------------------------------
  X7          |
        Peace |  1.054922   .0778773    13.55   0.000              .8118768
          EQ  |  .9682151   .0816712    11.86   0.000              .6541513
  ------------+---------------------------------------------------------------
  X8          |
        Peace |  1.17847    .0775477    15.20   0.000              .8794795
          EQ  |  1.081609   .0881995    12.26   0.000              .7086206
  ------------+---------------------------------------------------------------
  X9          |
     Hedonics |         1   (constrained)                          .6560531
          EQ  |  .8916419   .0820938    10.86   0.000              .593678
  ------------+---------------------------------------------------------------
  X10         |
     Hedonics |  1.26455    .0906804    13.95   0.000              .8612538
          EQ  |  1.127526   .0925512    12.18   0.000              .779369
  ------------+---------------------------------------------------------------
  X11         |
     Hedonics |  1.277512   .0985751    12.96   0.000              .8294629
          EQ  |  1.139083   .0884115    12.88   0.000              .7506006
  ------------+---------------------------------------------------------------
  X12         |
     Hedonics |  1.175277   .1023703    11.48   0.000              .7456295
          EQ  |  1.047926   .0875617    11.97   0.000              .6747379
  ------------+---------------------------------------------------------------
  X13         |
      Involve |         1   (constrained)                          .7116764
          EQ  |  .9166681   .0796941    11.50   0.000              .6488183
  ------------+---------------------------------------------------------------
  X14         |
      Involve |  1.303508   .0943246    13.82   0.000              .8453736
```

```
        EQ |   1.194884   .0908123    13.16   0.000              .7707068
 ----------+----------------------------------------------------------------
 X15       |
    Involve |   1.430218   .1018863    14.04   0.000              .8761537
        EQ |   1.311035   .0917397    14.29   0.000              .7987683
 ----------+----------------------------------------------------------------
 Structural|
  CS        |
        EQ |          1   (constrained)                           .6536533
 ----------+----------------------------------------------------------------
  BI        |
        CS |   .4036419   .0430589     9.37   0.000              .4874988
        EQ |   .9734831   .0645934    15.07   0.000              .7685163
 ----------+----------------------------------------------------------------
  Recog     |
        EQ |   .7084179   .0793082     8.93   0.000              .7116275
 ----------+----------------------------------------------------------------
  Peace     |
        EQ |   .9178075   .0837001    10.97   0.000              .8057273
 ----------+----------------------------------------------------------------
  Hedonics  |
        EQ |   .8916419   .0820938    10.86   0.000              .9049237
 ----------------------------------------------------------------------------
```

7. Structural Equation Model 1 of Perceived Service Quality, Experience Quality, Customer Satisfaction, and Behavioural Intention.
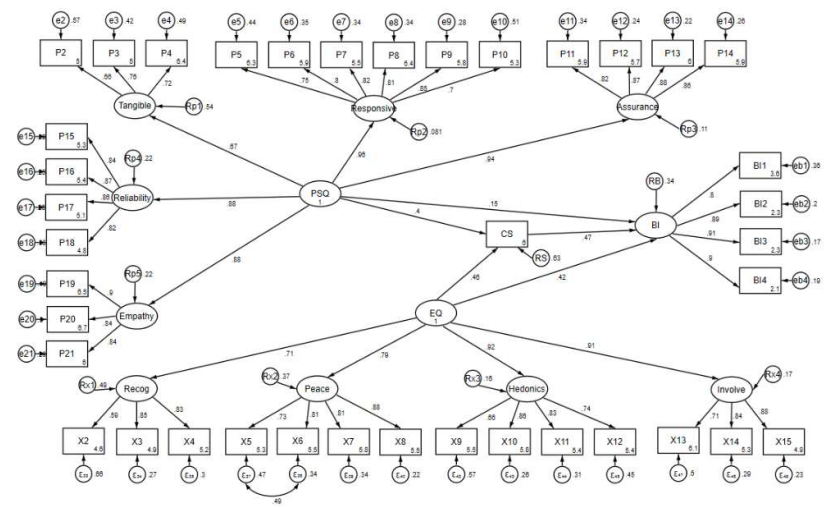

```
Endogenous variables

Observed: CS

Measurement: BI1 BI2 BI3 BI4 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11 P12 P13 P14 P15 P16 P17 P18 P19
P20 P21 X2 X3 X4 X5 X6 X7 X8 X9 X10 X11 X12 X13
            X14 X15
Latent:  BI Tangible Responsive Assurance Reliability Empathy Recog Peace Hedonics Involve

Exogenous variables

Latent:      PSQ EQ

Fitting target model:

Iteration 0:   log pseudolikelihood = -12525.667   (not concave)
Iteration 1:   log pseudolikelihood = -12002.803   (not concave)
Iteration 2:   log pseudolikelihood = -11716.144   (not concave)
Iteration 3:   log pseudolikelihood = -11444.585   (not concave)
Iteration 4:   log pseudolikelihood = -11271.059
Iteration 5:   log pseudolikelihood = -11142.053
Iteration 6:   log pseudolikelihood = -10949.363
Iteration 7:   log pseudolikelihood = -10801.449
Iteration 8:   log pseudolikelihood = -10794.631
Iteration 9:   log pseudolikelihood = -10750.946
Iteration 10:  log pseudolikelihood = -10746.126
Iteration 11:  log pseudolikelihood = -10745.528
Iteration 12:  log pseudolikelihood = -10745.441
Iteration 13:  log pseudolikelihood = -10745.438
```

```
Iteration 14:  log pseudolikelihood = -10745.438

Structural equation model                    Number of obs     =        371
Estimation method    = ml
Log pseudolikelihood = -10745.438

 ( 1)   [BI1]BI = 1
 ( 2)   [P2]Tangible = 1
 ( 3)   [P5]Responsive = 1
 ( 4)   [P11]Assurance = 1
 ( 5)   [P15]Reliability = 1
 ( 6)   [P19]Empathy = 1
 ( 7)   [X2]Recog = 1
 ( 8)   [X5]Peace = 1
 ( 9)   [X9]Hedonics = 1
 (10)   [X13]Involve = 1
 (11)   [CS]PSQ = 1
 (12)   [BI]EQ = 1
```

	Satorra-Bentler					
Standardized	Coef.	Std. Err.	z	P>|z|	[95% Conf. Interval]	
Structural						
CS						
PSQ	.3956591	.0338957	11.67	0.000	.3292247	.4620934
EQ	.4602192	.0312983	14.70	0.000	.3988757	.5215628
_cons	5.989287	.2459683	24.35	0.000	5.507198	6.471376
BI						
CS	.4744248	.0460987	10.29	0.000	.384073	.5647766
PSQ	.1470568	.0397835	3.70	0.000	.0690827	.225031
EQ	.4212603	.038549	10.93	0.000	.3457056	.4968149
Tangible						
PSQ	.6747801	.0308246	21.89	0.000	.614365	.7351952
Responsive						
PSQ	.9586206	.0108624	88.25	0.000	.9373307	.9799104
Assurance						
PSQ	.9434477	.0104345	90.42	0.000	.9229964	.963899
Reliability						
PSQ	.8806556	.0155209	56.74	0.000	.8502352	.911076
Empathy						
PSQ	.8839806	.0183852	48.08	0.000	.8479463	.9200149
Recog						
EQ	.7106563	.0292254	24.32	0.000	.6533757	.767937
Peace						
EQ	.7918146	.0231287	34.24	0.000	.7464832	.8371461
Hedonics						
EQ	.9165811	.018538	49.44	0.000	.8802472	.9529149
Involve						
EQ	.9101431	.0184225	49.40	0.000	.8740356	.9462507
Measurement						
BI1						
BI	.8011368	.0488133	16.41	0.000	.7054645	.8968091
_cons	3.644406	.3122083	11.67	0.000	3.032489	4.256323
BI2						
BI	.8946868	.0144478	61.93	0.000	.8663698	.9230039
_cons	2.32303	.3030339	7.67	0.000	1.729094	2.916965
BI3						
BI	.9115672	.0129579	70.35	0.000	.8861701	.9369643
_cons	2.273668	.29957	7.59	0.000	1.686522	2.860815
BI4						
BI	.9010807	.0122363	73.64	0.000	.877098	.9250634
_cons	2.087289	.2926718	7.13	0.000	1.513663	2.660915
P2						
Tangible	.6556255	.0302025	21.71	0.000	.5964297	.7148212
_cons	4.9903	.1535319	32.50	0.000	4.689383	5.291217

```
---------------+--------------------------------------------------------------
P3             |
      Tangible |   .759379   .0273786    27.74   0.000     .7057179    .8130401
         _cons |  5.006126   .1616088    30.98   0.000     4.689379    5.322874
---------------+--------------------------------------------------------------
P4             |
      Tangible |  .7172999   .0274707    26.11   0.000     .6634584    .7711414
         _cons |  6.394792   .1849474    34.58   0.000     6.032302    6.757283
---------------+--------------------------------------------------------------
P5             |
    Responsive |  .7482292    .020067    37.29   0.000     .7088987    .7875597
         _cons |  6.311316    .164803    38.30   0.000     5.988309    6.634324
---------------+--------------------------------------------------------------
P6             |
    Responsive |  .8036776   .0152802    52.60   0.000     .7737291    .8336262
         _cons |  5.910267    .184727    31.99   0.000     5.548209    6.272325
---------------+--------------------------------------------------------------
P7             |
    Responsive |  .8151207    .016826    48.44   0.000     .7821423     .848099
         _cons |  5.491482   .1519448    36.14   0.000     5.193675    5.789288
---------------+--------------------------------------------------------------
P8             |
    Responsive |  .8100156   .0159495    50.79   0.000      .778755    .8412761
         _cons |  6.388264    .193077    33.09   0.000      6.00984    6.766688
---------------+--------------------------------------------------------------
P9             |
    Responsive |  .8461674   .0142688    59.30   0.000      .818201    .8741337
         _cons |  5.809694   .1517747    38.28   0.000     5.512221    6.107167
---------------+--------------------------------------------------------------
P10            |
    Responsive |  .6982761   .0215506    32.40   0.000     .6560376    .7405145
         _cons |  5.345454   .1506826    35.47   0.000     5.050122    5.640787
---------------+--------------------------------------------------------------
P11            |
     Assurance |  .8153158   .0155722    52.36   0.000     .7847949    .8458367
         _cons |   5.92426   .1497685    39.56   0.000     5.630719      6.2178
---------------+--------------------------------------------------------------
P12            |
     Assurance |  .8735846   .0117742    74.20   0.000     .8505077    .8966616
         _cons |  5.685939   .1783777    31.88   0.000     5.336325    6.035553
---------------+--------------------------------------------------------------
P13            |
     Assurance |  .8848967   .0113756    77.79   0.000      .862601    .9071924
         _cons |  5.987628   .1517494    39.46   0.000     5.690205    6.285051
---------------+--------------------------------------------------------------
P14            |
     Assurance |  .8616252   .0133505    64.54   0.000     .8354586    .8877917
         _cons |  5.871301   .1746314    33.62   0.000      5.52903    6.213572
---------------+--------------------------------------------------------------
P15            |
   Reliability |  .8396669   .0135795    61.83   0.000     .8130517    .8662822
         _cons |  5.291071   .1672245    31.64   0.000     4.963317    5.618825
---------------+--------------------------------------------------------------
P16            |
   Reliability |  .8681166    .016126    53.83   0.000     .8365103    .8997229
         _cons |  5.419071   .1500266    36.12   0.000     5.125024    5.713118
---------------+--------------------------------------------------------------
P17            |
   Reliability |  .8574309   .0133779    64.09   0.000     .8312106    .8836511
         _cons |  5.122914   .1366053    37.50   0.000     4.855172    5.390655
---------------+--------------------------------------------------------------
P18            |
   Reliability |  .8198444   .0203775    40.23   0.000     .7799052    .8597835
         _cons |  4.752959   .1320869    35.98   0.000     4.494073    5.011844
---------------+--------------------------------------------------------------
P19            |
       Empathy |  .8984633   .0126734    70.89   0.000     .8736238    .9233028
         _cons |  6.459321   .1853471    34.85   0.000     6.096048    6.822595
---------------+--------------------------------------------------------------
P20            |
       Empathy |  .8382988   .0172135    48.70   0.000      .804561    .8720367
         _cons |  6.727801   .1983933    33.91   0.000     6.338957    7.116644
---------------+--------------------------------------------------------------
P21            |
       Empathy |  .8425772   .0166251    50.68   0.000     .8099926    .8751617
         _cons |   5.99834   .1649454    36.37   0.000     5.675053    6.321627
---------------+--------------------------------------------------------------
X2             |
         Recog |  .5857606   .0312342    18.75   0.000     .5245427    .6469785
         _cons |  4.602339   .1791017    25.70   0.000     4.251306    4.953371
```

```
---------------+----------------------------------------------------------------
X3             |
        Recog  |  .8520903   .0222872   38.23  0.000    .8084082    .8957724
        _cons  |  4.903841   .1360256   36.05  0.000    4.637236    5.170446
---------------+----------------------------------------------------------------
X4             |
        Recog  |  .8337137   .0210494   39.61  0.000    .7924577    .8749698
        _cons  |  5.196188   .1630459   31.87  0.000    4.876624    5.515752
---------------+----------------------------------------------------------------
X5             |
        Peace  |  .7284281   .0217477   33.49  0.000    .6858033    .7710528
        _cons  |  5.303672   .1629721   32.54  0.000    4.984253    5.623092
---------------+----------------------------------------------------------------
X6             |
        Peace  |   .809394   .0191983   42.16  0.000    .7717659     .847022
        _cons  |  5.542154   .1542559   35.93  0.000    5.239818     5.84449
---------------+----------------------------------------------------------------
X7             |
        Peace  |  .8115886   .0223395   36.33  0.000     .767804    .8553731
        _cons  |  5.782891   .1707737   33.86  0.000    5.448181    6.117601
---------------+----------------------------------------------------------------
X8             |
        Peace  |   .880723   .0138926   63.40  0.000     .853494     .907952
        _cons  |  5.485599   .1764025   31.10  0.000    5.139856    5.831341
---------------+----------------------------------------------------------------
X9             |
     Hedonics  |  .6558626   .0225999   29.02  0.000    .6115676    .7001575
        _cons  |  5.469693   .1563967   34.97  0.000    5.163161    5.776225
---------------+----------------------------------------------------------------
X10            |
     Hedonics  |  .8618241   .0135086   63.80  0.000    .8353477    .8883006
        _cons  |  5.779779   .1562496   36.99  0.000    5.473535    6.086023
---------------+----------------------------------------------------------------
X11            |
     Hedonics  |  .8302201   .0181772   45.67  0.000    .7945935    .8658468
        _cons  |  5.413225   .1578176   34.30  0.000    5.103908    5.722542
---------------+----------------------------------------------------------------
X12            |
     Hedonics  |  .7441279   .0245226   30.34  0.000    .6960645    .7921913
        _cons  |  5.409371   .1550734   34.88  0.000    5.105433     5.71331
---------------+----------------------------------------------------------------
X13            |
      Involve  |  .7091956   .0232668   30.48  0.000    .6635935    .7547976
        _cons  |  6.106238   .1921749   31.77  0.000    5.729583    6.482894
---------------+----------------------------------------------------------------
X14            |
      Involve  |  .8430071   .0235156   35.85  0.000    .7969173    .8890968
        _cons  |  5.251315   .1343688   39.08  0.000    4.987957    5.514673
---------------+----------------------------------------------------------------
X15            |
      Involve  |   .879853   .0145115   60.63  0.000     .851411     .908295
        _cons  |  4.939698   .1494629   33.05  0.000    4.646756     5.23264
---------------+----------------------------------------------------------------
     var(e.CS)|  .6316522   .0445434                    .5501134    .7252769
    var(e.BI1)|  .3581799   .0782122                    .2334708    .5495026
    var(e.BI2)|  .1995355   .0258524                    .1547875    .2572198
    var(e.BI3)|  .1690453   .0236241                    .1285428    .2223097
    var(e.BI4)|  .1880536   .0220518                    .1494401    .2366445
     var(e.P2)|  .5701553    .039603                    .4975865    .6533075
     var(e.P3)|  .4233435   .0415815                    .3492098    .5132149
     var(e.P4)|  .4854808   .0394094                    .4140711    .5692057
     var(e.P5)|   .440153   .0300294                     .385062     .503126
     var(e.P6)|  .3541023   .0245606                     .309093    .4056657
     var(e.P7)|  .3355783   .0274304                    .2859012    .3938871
     var(e.P8)|  .3438748   .0258388                    .2967843    .3984369
     var(e.P9)|  .2840008   .0241476                    .2404057    .3355013
    var(e.P10)|  .5124106   .0300966                     .456691    .5749283
    var(e.P11)|  .3352601   .0253925                    .2890095    .3889123
    var(e.P12)|  .2368499   .0205715                    .1997757    .2808044
    var(e.P13)|  .2169578   .0201324                    .1808792    .2602326
    var(e.P14)|  .2576021   .0230063                    .2162365    .3068808
    var(e.P15)|  .2949594   .0228045                    .2534852    .3432195
    var(e.P16)|  .2463736   .0279985                    .1971795    .3078411
    var(e.P17)|  .2648123   .0229413                    .2234583    .3138193
    var(e.P18)|  .3278552   .0334127                    .2684934    .4003415
    var(e.P19)|  .1927637   .0227732                    .1529198    .2429891
    var(e.P20)|  .2972551   .0288601                    .2457464      .35956
    var(e.P21)|  .2900637   .0280158                     .240038    .3505151
     var(e.X2)|  .6568846   .0365915                    .5889428    .7326642
     var(e.X3)|  .2739421   .0379814                    .2087573     .359481
```

```
       var(e.X4)|   .3049214    .0350983                         .2433377    .3820906
       var(e.X5)|   .4693926    .0316833                         .4112268    .5357856
       var(e.X6)|   .3448814     .031078                         .2890454    .4115035
       var(e.X7)|    .341324    .0362609                         .2771651    .4203346
       var(e.X8)|    .224327    .0244711                         .1811452    .2778026
       var(e.X9)|   .5698443    .0296448                         .5146055    .6310126
      var(e.X10)|   .2572592    .0232841                         .2154418    .3071933
      var(e.X11)|   .3107345    .0301821                         .2568686    .3758963
      var(e.X12)|   .4462736    .0364959                         .3801813    .5238558
      var(e.X13)|   .4970416    .0330014                         .4363919    .5661204
      var(e.X14)|   .2893391    .0396477                         .2211915    .3784825
      var(e.X15)|   .2258587    .0255359                         .1809667     .281887
       var(e.BI)|   .3366716     .029626                         .2833372    .4000455
  var(e.Tangible)|   .5446718    .0415996                         .4689471    .6326244
 var(e.Responsive)|   .0810466    .0208258                          .048979    .1341096
  var(e.Assurance)|   .1099065    .0196888                         .0773637    .1561382
 var(e.Reliability)|   .2244457    .0273371                         .1767812    .2849616
    var(e.Empathy)|   .2185783    .0325043                         .1633152    .2925414
      var(e.Recog)|   .4949676    .0415384                         .4198969    .5834596
      var(e.Peace)|   .3730296    .0366273                         .3077264    .4521908
   var(e.Hedonics)|   .1598792    .0339832                         .1054057    .2425044
    var(e.Involve)|   .1716394    .0335343                         .1170341    .2517224
        var(PSQ)|           1           .                                .           .
         var(EQ)|           1           .                                .           .
-----------------+-------------------------------------------------------------------
    cov(e.X5,e.X6)|   .4900072    .0480983     10.19   0.000      .3957362    .5842781
-------------------------------------------------------------------------------------
LR test of model vs. saturated: chi2(688) =   1707.37, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:    chi2(688) =   1394.37, Prob > chi2 = 0.0000


-----------------------------------------------------------------------------
Fit statistic        |      Value  Description
---------------------+-------------------------------------------------------
Likelihood ratio     |
      chi2_ms(688)   |   1707.365  model vs. saturated
        p > chi2     |      0.000
      chi2_bs(741)   |  12561.925  baseline vs. saturated
        p > chi2     |      0.000
                     |
  Satorra-Bentler    |
    chi2sb_ms(688)   |   1394.369
        p > chi2     |      0.000
   chi2sb_bs(741)    |  10312.686
        p > chi2     |      0.000
---------------------+-------------------------------------------------------
Population error     |
          RMSEA      |      0.063  Root mean squared error of approximation
90% CI, lower bound  |      0.059
        upper bound  |      0.067
          pclose     |      0.000  Probability RMSEA <= 0.05
                     |
  Satorra-Bentler    |
        RMSEA_SB     |      0.053  Root mean squared error of approximation
---------------------+-------------------------------------------------------
Information criteria |
            AIC      |  21752.877  Akaike's information criterion
            BIC      |  22265.899  Bayesian information criterion
---------------------+-------------------------------------------------------
Baseline comparison  |
            CFI      |      0.914  Comparative fit index
            TLI      |      0.907  Tucker-Lewis index
                     |
  Satorra-Bentler    |
          CFI_SB     |      0.926  Comparative fit index
          TLI_SB     |      0.921  Tucker-Lewis index
---------------------+-------------------------------------------------------
Size of residuals    |
           SRMR      |      0.237  Standardized root mean squared residual
             CD      |      0.998  Coefficient of determination
-----------------------------------------------------------------------------


Direct effects
-----------------------------------------------------------------------------
                |           Satorra-Bentler
                |    Coef.    Std. Err.     z    P>|z|            Std. Coef.
----------------+------------------------------------------------------------
Structural      |
  Involve       |
          EQ    |  1.903069   .2181455     8.72   0.000             .9101431
----------------+------------------------------------------------------------
```

```
Measurement  |
  BI1        |
        CS |          0  (no path)                                            0
        BI |          1  (constrained)                                 .8011368
       PSQ |          0  (no path)                                            0
        EQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  BI2        |
        CS |          0  (no path)                                            0
        BI |   1.307039    .064401   20.30   0.000                     .8946868
       PSQ |          0  (no path)                                            0
        EQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  BI3        |
        CS |          0  (no path)                                            0
        BI |   1.345104   .0660395   20.37   0.000                     .9115672
       PSQ |          0  (no path)                                            0
        EQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  BI4        |
        CS |          0  (no path)                                            0
        BI |   1.375116   .0713762   19.27   0.000                     .9010807
       PSQ |          0  (no path)                                            0
        EQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P2         |
   Tangible |          1  (constrained)                                 .6556255
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P3         |
   Tangible |   1.168182   .0776224   15.05   0.000                      .759379
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P4         |
   Tangible |   .9046267   .0602543   15.01   0.000                     .7172999
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P5         |
 Responsive |          1  (constrained)                                 .7482292
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P6         |
 Responsive |    1.12329   .0454449   24.72   0.000                     .8036776
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P7         |
 Responsive |   1.191671   .0490284   24.31   0.000                     .8151207
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P8         |
 Responsive |   1.057482   .0417446   25.33   0.000                     .8100156
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P9         |
 Responsive |   1.191612   .0505368   23.58   0.000                     .8461674
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P10        |
 Responsive |   1.016309   .0533136   19.06   0.000                     .6982761
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P11        |
  Assurance |          1  (constrained)                                 .8153158
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P12        |
  Assurance |   1.138894   .0385862   29.52   0.000                     .8735846
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P13        |
  Assurance |   1.087131    .037998   28.61   0.000                     .8848967
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P14        |
  Assurance |   1.074657   .0402568   26.70   0.000                     .8616252
       PSQ |          0  (no path)                                            0
  -----------+-------------------------------------------------------------------
  P15        |
Reliability |          1  (constrained)                                 .8396669
       PSQ |          0  (no path)                                            0
```

```
-----------+----------------------------------------------------------------
P16        |
Reliability |   .9970232   .0355308   28.06   0.000              .8681166
       PSQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
P17        |
Reliability |   1.032788   .0380139   27.17   0.000              .8574309
       PSQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
P18        |
Reliability |   1.053806   .0370697   28.43   0.000              .8198444
       PSQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
P19        |
   Empathy |          1   (constrained)                          .8984633
       PSQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
P20        |
   Empathy |   .9092564   .0256823   35.40   0.000              .8382988
       PSQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
P21        |
   Empathy |   .9934383   .0280758   35.38   0.000              .8425772
       PSQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X2         |
     Recog |          1   (constrained)                          .5857606
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X3         |
     Recog |    1.36917   .0871747   15.71   0.000              .8520903
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X4         |
     Recog |   1.298785   .0834492   15.56   0.000              .8337137
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X5         |
     Peace |          1   (constrained)                          .7284281
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X6         |
     Peace |   1.074936   .0307152   35.00   0.000               .809394
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X7         |
     Peace |   1.055966   .0526525   20.06   0.000              .8115886
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X8         |
     Peace |   1.181725   .0502595   23.51   0.000               .880723
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X9         |
  Hedonics |          1   (constrained)                          .6558626
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X10        |
  Hedonics |   1.265755    .065688   19.27   0.000              .8618241
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X11        |
  Hedonics |   1.279049   .0753882   16.97   0.000              .8302201
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X12        |
  Hedonics |   1.173251   .0740907   15.84   0.000              .7441279
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X13        |
   Involve |          1   (constrained)                          .7091956
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X14        |
   Involve |   1.304406   .0629352   20.73   0.000              .8430071
        EQ |          0   (no path)                                     0
-----------+----------------------------------------------------------------
X15        |
   Involve |   1.441281   .0753511   19.13   0.000               .879853
        EQ |          0   (no path)                                     0
```

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--------------+----------------------------------------------------------------
Structural    |
  CS          |
        PSQ |           1  (constrained)                               .3956591
         EQ |    1.338114   .1913765    6.99   0.000                   .4602192
  ------------+----------------------------------------------------------------
  BI          |
         CS |    .3873365   .0396454    9.77   0.000                   .4744248
        PSQ |    .3034485   .0894631    3.39   0.001                   .1470568
         EQ |           1  (constrained)                               .4212603
  ------------+----------------------------------------------------------------
  Tangible    |
        PSQ |    1.311107   .1706362    7.68   0.000                   .6747801
  ------------+----------------------------------------------------------------
  Responsive  |
        PSQ |    1.858857     .19358    9.60   0.000                   .9586206
  ------------+----------------------------------------------------------------
  Assurance   |
        PSQ |    2.043916   .2161161    9.46   0.000                   .9434477
  ------------+----------------------------------------------------------------
  Reliability |
        PSQ |    2.207158   .2310872    9.55   0.000                   .8806556
  ------------+----------------------------------------------------------------
  Empathy     |
        PSQ |    2.012392   .2039544    9.87   0.000                   .8839806
  ------------+----------------------------------------------------------------
  Recog       |
         EQ |    1.479176   .1904644    7.77   0.000                   .7106563
  ------------+----------------------------------------------------------------
  Peace       |
         EQ |    1.879719   .2239094    8.39   0.000                   .7918146
  ------------+----------------------------------------------------------------
  Hedonics    |
         EQ |    1.884139   .2215573    8.50   0.000                   .9165811
--------------+----------------------------------------------------------------
```

Indirect effects

```
-------------------------------------------------------------------------------
              |               Satorra-Bentler
              |     Coef.    Std. Err.      z     P>|z|            Std. Coef.
--------------+----------------------------------------------------------------
Structural    |
  Involve     |
         EQ |           0  (no path)                                         0
--------------+----------------------------------------------------------------
Measurement   |
  BI1         |
         CS |    .3873365   .0396454    9.77   0.000                   .3800791
         BI |           0  (no path)                                         0
        PSQ |     .690785   .0815413    8.47   0.000                   .2681944
         EQ |    1.518301   .1043945   14.54   0.000                   .5124068
  ------------+----------------------------------------------------------------
  BI2         |
         CS |    .5062637   .0500145   10.12   0.000                   .4244616
         BI |           0  (no path)                                         0
        PSQ |    .9028826   .0980745    9.21   0.000                   .2995119
         EQ |    1.984477   .1734516   11.44   0.000                   .5722414
  ------------+----------------------------------------------------------------
  BI3         |
         CS |     .521008   .0505048   10.32   0.000                   .4324701
         BI |           0  (no path)                                         0
        PSQ |    .9291779   .1027723    9.04   0.000                   .3051629
         EQ |    2.042273    .175203   11.66   0.000                   .5830381
  ------------+----------------------------------------------------------------
  BI4         |
         CS |    .5326327   .0510702   10.43   0.000                    .427495
         BI |           0  (no path)                                         0
        PSQ |    .9499097   .1052033    9.03   0.000                   .3016523
         EQ |     2.08784     .18159   11.50   0.000                   .5763309
  ------------+----------------------------------------------------------------
  P2          |
    Tangible |           0  (no path)                                         0
        PSQ |    1.311107   .1706362    7.68   0.000                    .442403
  ------------+----------------------------------------------------------------
  P3          |
    Tangible |           0  (no path)                                         0
        PSQ |    1.531612   .1827331    8.38   0.000                   .5124139
  ------------+----------------------------------------------------------------
  P4          |
```

```
  Tangible |          0   (no path)                                            0
       PSQ |   1.186063    .1391032     8.53    0.000                    .4840197
-----------+-----------------------------------------------------------------------
P5         |
Responsive |          0   (no path)                                            0
       PSQ |   1.858857      .19358     9.60    0.000                    .7172679
-----------+-----------------------------------------------------------------------
P6         |
Responsive |          0   (no path)                                            0
       PSQ |   2.088035    .2119066     9.85    0.000                    .7704219
-----------+-----------------------------------------------------------------------
P7         |
Responsive |          0   (no path)                                            0
       PSQ |   2.215146    .2267222     9.77    0.000                    .7813914
-----------+-----------------------------------------------------------------------
P8         |
Responsive |          0   (no path)                                            0
       PSQ |   1.965708    .2024983     9.71    0.000                    .7764976
-----------+-----------------------------------------------------------------------
P9         |
Responsive |          0   (no path)                                            0
       PSQ |   2.215036    .2204716    10.05    0.000                    .8111534
-----------+-----------------------------------------------------------------------
P10        |
Responsive |          0   (no path)                                            0
       PSQ |   1.889172    .2000535     9.44    0.000                    .6693818
-----------+-----------------------------------------------------------------------
P11        |
 Assurance |          0   (no path)                                            0
       PSQ |   2.043916    .2161161     9.46    0.000                    .7692078
-----------+-----------------------------------------------------------------------
P12        |
 Assurance |          0   (no path)                                            0
       PSQ |   2.327803    .2446366     9.52    0.000                    .8241814
-----------+-----------------------------------------------------------------------
P13        |
 Assurance |          0   (no path)                                            0
       PSQ |   2.222004    .2334316     9.52    0.000                    .8348538
-----------+-----------------------------------------------------------------------
P14        |
 Assurance |          0   (no path)                                            0
       PSQ |   2.196508    .2239083     9.81    0.000                    .8128983
-----------+-----------------------------------------------------------------------
P15        |
Reliability |          0   (no path)                                            0
       PSQ |   2.207158    .2310872     9.55    0.000                    .7394574
-----------+-----------------------------------------------------------------------
P16        |
Reliability |          0   (no path)                                            0
       PSQ |   2.200588    .2213924     9.94    0.000                    .7645117
-----------+-----------------------------------------------------------------------
P17        |
Reliability |          0   (no path)                                            0
       PSQ |   2.279527    .2324928     9.80    0.000                    .7551013
-----------+-----------------------------------------------------------------------
P18        |
Reliability |          0   (no path)                                            0
       PSQ |   2.325917    .2407823     9.66    0.000                    .7220005
-----------+-----------------------------------------------------------------------
P19        |
   Empathy |          0   (no path)                                            0
       PSQ |   2.012392    .2039544     9.87    0.000                    .7942241
-----------+-----------------------------------------------------------------------
P20        |
   Empathy |          0   (no path)                                            0
       PSQ |    1.82978    .1862509     9.82    0.000                    .7410399
-----------+-----------------------------------------------------------------------
P21        |
   Empathy |          0   (no path)                                            0
       PSQ |   1.999187    .2016886     9.91    0.000                    .7448219
-----------+-----------------------------------------------------------------------
X2         |
     Recog |          0   (no path)                                            0
        EQ |   1.479176    .1904644     7.77    0.000                    .4162745
-----------+-----------------------------------------------------------------------
X3         |
     Recog |          0   (no path)                                            0
        EQ |   2.025244    .2406248     8.42    0.000                    .6055434
-----------+-----------------------------------------------------------------------
X4         |
```

```
     Recog |          0  (no path)                                          0
        EQ |   1.921131    .227508    8.44   0.000                     .592484
-----------+----------------------------------------------------------------
X5         |
     Peace |          0  (no path)                                          0
        EQ |   1.879719   .2239094    8.39   0.000                      .57678
-----------+----------------------------------------------------------------
X6         |
     Peace |          0  (no path)                                          0
        EQ |   2.020576    .239688    8.43   0.000                      .64089
-----------+----------------------------------------------------------------
X7         |
     Peace |          0  (no path)                                          0
        EQ |   1.984919   .2392782    8.30   0.000                    .6426277
-----------+----------------------------------------------------------------
X8         |
     Peace |          0  (no path)                                          0
        EQ |    2.22131   .2651751    8.38   0.000                    .6973694
-----------+----------------------------------------------------------------
X9         |
  Hedonics |          0  (no path)                                          0
        EQ |   1.884139   .2215573    8.50   0.000                    .6011512
-----------+----------------------------------------------------------------
X10        |
  Hedonics |          0  (no path)                                          0
        EQ |   2.384858   .2662812    8.96   0.000                    .7899317
-----------+----------------------------------------------------------------
X11        |
  Hedonics |          0  (no path)                                          0
        EQ |   2.409907   .2748898    8.77   0.000                     .760964
-----------+----------------------------------------------------------------
X12        |
  Hedonics |          0  (no path)                                          0
        EQ |   2.210568   .2485069    8.90   0.000                    .6820535
-----------+----------------------------------------------------------------
X13        |
   Involve |          0  (no path)                                          0
        EQ |   1.903069   .2181455    8.72   0.000                    .6454695
-----------+----------------------------------------------------------------
X14        |
   Involve |          0  (no path)                                          0
        EQ |   2.482375   .2905556    8.54   0.000                    .7672571
-----------+----------------------------------------------------------------
X15        |
   Involve |          0  (no path)                                          0
        EQ |   2.742856   .3167475    8.66   0.000                    .8007922
-----------+----------------------------------------------------------------
Structural |
  CS       |
       PSQ |          0  (no path)                                          0
        EQ |          0  (no path)                                          0
-----------+----------------------------------------------------------------
  BI       |
        CS |          0  (no path)                                          0
       PSQ |   .3873365   .0396454    9.77   0.000                    .1877105
        EQ |   .5183005   .1043945    4.96   0.000                    .2183394
-----------+----------------------------------------------------------------
  Tangible |
       PSQ |          0  (no path)                                          0
-----------+----------------------------------------------------------------
 Responsive|
       PSQ |          0  (no path)                                          0
-----------+----------------------------------------------------------------
 Assurance |
       PSQ |          0  (no path)                                          0
-----------+----------------------------------------------------------------
Reliability|
       PSQ |          0  (no path)                                          0
-----------+----------------------------------------------------------------
  Empathy  |
       PSQ |          0  (no path)                                          0
-----------+----------------------------------------------------------------
  Recog    |
        EQ |          0  (no path)                                          0
-----------+----------------------------------------------------------------
  Peace    |
        EQ |          0  (no path)                                          0
-----------+----------------------------------------------------------------
 Hedonics  |
        EQ |          0  (no path)                                          0
```

```
--------------------------------------------------------------------------------

Total effects
--------------------------------------------------------------------------------
             |            Satorra-Bentler
             |    Coef.   Std. Err.      z   P>|z|            Std. Coef.
-------------+------------------------------------------------------------------
Structural   |
  Involve    |
          EQ |  1.903069   .2181455    8.72   0.000             .9101431
-------------+------------------------------------------------------------------
Measurement  |
  BI1        |
          CS |  .3873365   .0396454    9.77   0.000             .3800791
          BI |         1  (constrained)                         .8011368
         PSQ |   .690785   .0815413    8.47   0.000             .2681944
          EQ |  1.518301   .1043945   14.54   0.000             .5124068
  -----------+------------------------------------------------------------------
  BI2        |
          CS |  .5062637   .0500145   10.12   0.000             .4244616
          BI |  1.307039    .064401   20.30   0.000             .8946868
         PSQ |  .9028826   .0980745    9.21   0.000             .2995119
          EQ |  1.984477   .1734516   11.44   0.000             .5722414
  -----------+------------------------------------------------------------------
  BI3        |
          CS |   .521008   .0505048   10.32   0.000             .4324701
          BI |  1.345104   .0660395   20.37   0.000             .9115672
         PSQ |  .9291779   .1027723    9.04   0.000             .3051629
          EQ |  2.042273    .175203   11.66   0.000             .5830381
  -----------+------------------------------------------------------------------
  BI4        |
          CS |  .5326327   .0510702   10.43   0.000              .427495
          BI |  1.375116   .0713762   19.27   0.000             .9010807
         PSQ |  .9499097   .1052033    9.03   0.000             .3016523
          EQ |   2.08784    .18159    11.50   0.000             .5763309
  -----------+------------------------------------------------------------------
  P2         |
    Tangible |         1  (constrained)                         .6556255
         PSQ |  1.311107   .1706362    7.68   0.000              .442403
  -----------+------------------------------------------------------------------
  P3         |
    Tangible |  1.168182   .0776224   15.05   0.000             .759379
         PSQ |  1.531612   .1827331    8.38   0.000             .5124139
  -----------+------------------------------------------------------------------
  P4         |
    Tangible |  .9046267   .0602543   15.01   0.000             .7172999
         PSQ |  1.186063   .1391032    8.53   0.000             .4840197
  -----------+------------------------------------------------------------------
  P5         |
  Responsive |         1  (constrained)                         .7482292
         PSQ |  1.858857     .19358    9.60   0.000             .7172679
  -----------+------------------------------------------------------------------
  P6         |
  Responsive |   1.12329   .0454449   24.72   0.000             .8036776
         PSQ |  2.088035   .2119066    9.85   0.000             .7704219
  -----------+------------------------------------------------------------------
  P7         |
  Responsive |  1.191671   .0490284   24.31   0.000             .8151207
         PSQ |  2.215146   .2267222    9.77   0.000             .7813914
  -----------+------------------------------------------------------------------
  P8         |
  Responsive |  1.057482   .0417446   25.33   0.000             .8100156
         PSQ |  1.965708   .2024983    9.71   0.000             .7764976
  -----------+------------------------------------------------------------------
  P9         |
  Responsive |  1.191612   .0505368   23.58   0.000             .8461674
         PSQ |  2.215036   .2204716   10.05   0.000             .8111534
  -----------+------------------------------------------------------------------
  P10        |
  Responsive |  1.016309   .0533136   19.06   0.000             .6982761
         PSQ |  1.889172   .2000535    9.44   0.000             .6693818
  -----------+------------------------------------------------------------------
  P11        |
   Assurance |         1  (constrained)                         .8153158
         PSQ |  2.043916   .2161161    9.46   0.000             .7692078
  -----------+------------------------------------------------------------------
  P12        |
   Assurance |  1.138894   .0385862   29.52   0.000             .8735846
         PSQ |  2.327803   .2446366    9.52   0.000             .8241814
```

```
-----------+----------------------------------------------------------------
P13        |
  Assurance |   1.087131    .037998    28.61   0.000                 .8848967
       PSQ |   2.222004   .2334316     9.52   0.000                 .8348538
-----------+----------------------------------------------------------------
P14        |
  Assurance |   1.074657   .0402568    26.70   0.000                 .8616252
       PSQ |   2.196508   .2239083     9.81   0.000                 .8128983
-----------+----------------------------------------------------------------
P15        |
Reliability |          1  (constrained)                             .8396669
       PSQ |   2.207158   .2310872     9.55   0.000                 .7394574
-----------+----------------------------------------------------------------
P16        |
Reliability |   .9970232   .0355308    28.06   0.000                 .8681166
       PSQ |   2.200588   .2213924     9.94   0.000                 .7645117
-----------+----------------------------------------------------------------
P17        |
Reliability |   1.032788   .0380139    27.17   0.000                 .8574309
       PSQ |   2.279527   .2324928     9.80   0.000                 .7551013
-----------+----------------------------------------------------------------
P18        |
Reliability |   1.053806   .0370697    28.43   0.000                 .8198444
       PSQ |   2.325917   .2407823     9.66   0.000                 .7220005
-----------+----------------------------------------------------------------
P19        |
   Empathy |          1  (constrained)                             .8984633
       PSQ |   2.012392   .2039544     9.87   0.000                 .7942241
-----------+----------------------------------------------------------------
P20        |
   Empathy |   .9092564   .0256823    35.40   0.000                 .8382988
       PSQ |    1.82978   .1862509     9.82   0.000                 .7410399
-----------+----------------------------------------------------------------
P21        |
   Empathy |   .9934383   .0280758    35.38   0.000                 .8425772
       PSQ |   1.999187   .2016886     9.91   0.000                 .7448219
-----------+----------------------------------------------------------------
X2         |
     Recog |          1  (constrained)                             .5857606
        EQ |   1.479176   .1904644     7.77   0.000                 .4162745
-----------+----------------------------------------------------------------
X3         |
     Recog |    1.36917   .0871747    15.71   0.000                 .8520903
        EQ |   2.025244   .2406248     8.42   0.000                 .6055434
-----------+----------------------------------------------------------------
X4         |
     Recog |   1.298785   .0834492    15.56   0.000                 .8337137
        EQ |   1.921131    .227508     8.44   0.000                  .592484
-----------+----------------------------------------------------------------
X5         |
     Peace |          1  (constrained)                             .7284281
        EQ |   1.879719   .2239094     8.39   0.000                   .57678
-----------+----------------------------------------------------------------
X6         |
     Peace |   1.074936   .0307152    35.00   0.000                  .809394
        EQ |   2.020576    .239688     8.43   0.000                   .64089
-----------+----------------------------------------------------------------
X7         |
     Peace |   1.055966   .0526525    20.06   0.000                 .8115886
        EQ |   1.984919   .2392782     8.30   0.000                 .6426277
-----------+----------------------------------------------------------------
X8         |
     Peace |   1.181725   .0502595    23.51   0.000                  .880723
        EQ |    2.22131   .2651751     8.38   0.000                 .6973694
-----------+----------------------------------------------------------------
X9         |
   Hedonics |          1  (constrained)                             .6558626
        EQ |   1.884139   .2215573     8.50   0.000                 .6011512
-----------+----------------------------------------------------------------
X10        |
   Hedonics |   1.265755    .065688    19.27   0.000                 .8618241
        EQ |   2.384858   .2662812     8.96   0.000                 .7899317
-----------+----------------------------------------------------------------
X11        |
   Hedonics |   1.279049   .0753882    16.97   0.000                 .8302201
        EQ |   2.409907   .2748898     8.77   0.000                  .760964
-----------+----------------------------------------------------------------
X12        |
   Hedonics |   1.173251   .0740907    15.84   0.000                 .7441279
        EQ |   2.210568   .2485069     8.90   0.000                 .6820535
```

```
------------+--------------------------------------------------------------------
X13         |
   Involve  |           1  (constrained)                                  .7091956
        EQ  |    1.903069   .2181455     8.72   0.000                      .6454695
------------+--------------------------------------------------------------------
X14         |
   Involve  |    1.304406   .0629352    20.73   0.000                      .8430071
        EQ  |    2.482375   .2905556     8.54   0.000                      .7672571
------------+--------------------------------------------------------------------
X15         |
   Involve  |    1.441281   .0753511    19.13   0.000                      .879853
        EQ  |    2.742856   .3167475     8.66   0.000                      .8007922
------------+--------------------------------------------------------------------
Structural  |
CS          |
       PSQ  |           1  (constrained)                                  .3956591
        EQ  |    1.338114   .1913765     6.99   0.000                      .4602192
------------+--------------------------------------------------------------------
BI          |
        CS  |    .3873365   .0396454     9.77   0.000                      .4744248
       PSQ  |    .690785    .0815413     8.47   0.000                      .3347673
        EQ  |    1.518301   .1043945    14.54   0.000                      .6395997
------------+--------------------------------------------------------------------
Tangible    |
       PSQ  |    1.311107   .1706362     7.68   0.000                      .6747801
------------+--------------------------------------------------------------------
Responsive  |
       PSQ  |    1.858857    .19358      9.60   0.000                      .9586206
------------+--------------------------------------------------------------------
Assurance   |
       PSQ  |    2.043916   .2161161     9.46   0.000                      .9434477
------------+--------------------------------------------------------------------
Reliability |
       PSQ  |    2.207158   .2310872     9.55   0.000                      .8806556
------------+--------------------------------------------------------------------
Empathy     |
       PSQ  |    2.012392   .2039544     9.87   0.000                      .8839806
------------+--------------------------------------------------------------------
Recog       |
        EQ  |    1.479176   .1904644     7.77   0.000                      .7106563
------------+--------------------------------------------------------------------
Peace       |
        EQ  |    1.879719   .2239094     8.39   0.000                      .7918146
------------+--------------------------------------------------------------------
Hedonics    |
        EQ  |    1.884139   .2215573     8.50   0.000                      .9165811
------------+--------------------------------------------------------------------
```

8. Structural Equation Model 2 of Perceived Service Quality, Experience Quality, Customer Satisfaction, and Behavioural Intention.
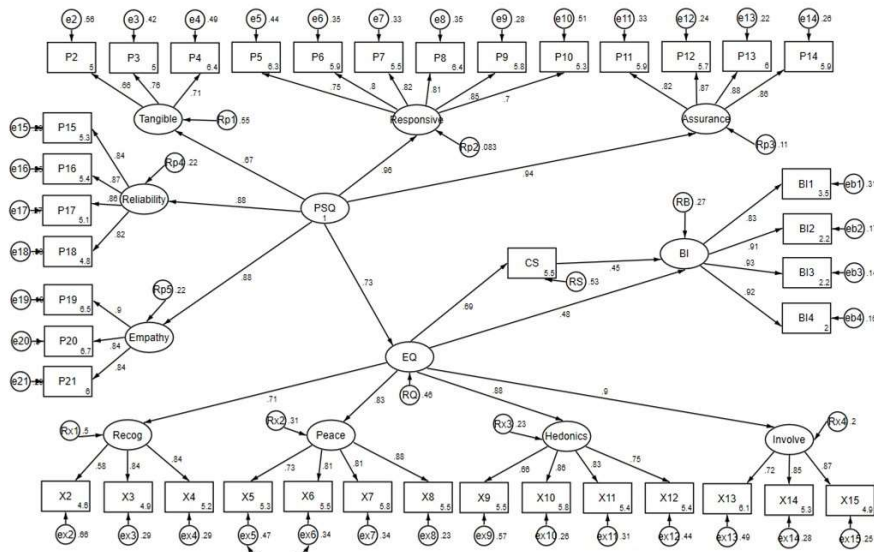
Endogenous variables

```
Observed:     CS
Measurement:  BI1 BI2 BI3 BI4 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11 P12 P13 P14 P15 P16 P17 P18 P19
P20 P21 X2 X3 X4 X5 X6 X7 X8 X9 X10 X11 X12 X13
              X14 X15
Latent:       EQ Tangible Responsive Assurance Reliability Empathy BI Recog Peace Hedonics
Involve
```

Exogenous variables

```
Latent:       PSQ
```

Fitting target model:

```
Iteration 0:   log pseudolikelihood = -17364.458  (not concave)
Iteration 1:   log pseudolikelihood = -12590.973  (not concave)
Iteration 2:   log pseudolikelihood = -12497.198  (not concave)
Iteration 3:   log pseudolikelihood = -11659.404  (not concave)
Iteration 4:   log pseudolikelihood = -11504.877  (not concave)
Iteration 5:   log pseudolikelihood = -11112.343  (not concave)
Iteration 6:   log pseudolikelihood = -10820.974
Iteration 7:   log pseudolikelihood = -10788.629  (not concave)
Iteration 8:   log pseudolikelihood = -10734.235
Iteration 9:   log pseudolikelihood = -10693.648
Iteration 10:  log pseudolikelihood = -10668.745
Iteration 11:  log pseudolikelihood = -10667.229
Iteration 12:  log pseudolikelihood = -10664.859
Iteration 13:  log pseudolikelihood = -10664.848
Iteration 14:  log pseudolikelihood = -10664.848
```

```
Structural equation model                      Number of obs     =        371
Estimation method    = ml
Log pseudolikelihood = -10664.848
```

```
 ( 1)   [BI1]BI = 1
 ( 2)   [CS]EQ = 1
 ( 3)   [P2]Tangible = 1
 ( 4)   [P5]Responsive = 1
 ( 5)   [P11]Assurance = 1
 ( 6)   [P15]Reliability = 1
 ( 7)   [P19]Empathy = 1
 ( 8)   [X2]Recog = 1
 ( 9)   [X5]Peace = 1
 (10)   [X9]Hedonics = 1
 (11)   [X13]Involve = 1
 (12)   [EQ]PSQ = 1
```

		Satorra-Bentler					
Standardized		Coef.	Std. Err.	z	P>|z|	[95% Conf. Interval]	
Structural							
CS							
	EQ	.686549	.0291288	23.57	0.000	.6294576	.7436404
	_cons	5.454581	.2113788	25.80	0.000	5.040286	5.868876
EQ							
	PSQ	.731669	.0308769	23.70	0.000	.6711515	.7921866
Tangible							
	PSQ	.6731278	.0362467	18.57	0.000	.6020856	.7441699
Responsive							
	PSQ	.9577845	.0107738	88.90	0.000	.9366682	.9789008
Assurance							
	PSQ	.9439216	.0111843	84.40	0.000	.9220008	.9658424
Reliability							
	PSQ	.8812019	.0168347	52.34	0.000	.8482064	.9141973
Empathy							
	PSQ	.8846823	.0190093	46.54	0.000	.8474247	.9219399
BI							
	CS	.4520116	.0443961	10.18	0.000	.3649969	.5390264

```
            EQ |   .4800786   .0464508   10.34   0.000    .3890368    .5711204
---------------+------------------------------------------------------------------
Recog          |
            EQ |   .7092583   .0350675   20.23   0.000    .6405274    .7779893
---------------+------------------------------------------------------------------
Peace          |
            EQ |   .8336149   .0233335   35.73   0.000     .787882    .8793478
---------------+------------------------------------------------------------------
Hedonics       |
            EQ |   .8767365   .0199797   43.88   0.000     .837577    .9158959
---------------+------------------------------------------------------------------
Involve        |
            EQ |   .8954945   .0191366   46.79   0.000    .8579875    .9330015
---------------+------------------------------------------------------------------
Measurement    |
  BI1          |
            BI |   .8304939   .0418875   19.83   0.000    .7483959    .9125918
          _cons |   3.461087   .2741959   12.62   0.000    2.923673    3.998501
---------------+------------------------------------------------------------------
  BI2          |
            BI |   .9126161   .0116692   78.21   0.000    .8897449    .9354873
          _cons |    2.20318    .267666    8.23   0.000    1.678564    2.727795
---------------+------------------------------------------------------------------
  BI3          |
            BI |   .9268393   .0104999   88.27   0.000    .9062598    .9474188
          _cons |   2.153145    .261549    8.23   0.000    1.640518    2.665772
---------------+------------------------------------------------------------------
  BI4          |
            BI |   .9182279    .009342   98.29   0.000    .8999178    .9365379
          _cons |   1.985255   .2586469    7.68   0.000    1.478316    2.492193
---------------+------------------------------------------------------------------
  P2           |
       Tangible |   .6596736   .0355084   18.58   0.000    .5900784    .7292688
          _cons |     4.9903   .1621255   30.78   0.000     4.67254     5.30806
---------------+------------------------------------------------------------------
  P3           |
       Tangible |   .7607433    .030008   25.35   0.000    .7019287    .8195579
          _cons |   5.006126   .1846633   27.11   0.000    4.644193     5.36806
---------------+------------------------------------------------------------------
  P4           |
       Tangible |   .7136697   .0311793   22.89   0.000    .6525594    .7747801
          _cons |   6.394793   .2123168   30.12   0.000    5.978659    6.810926
---------------+------------------------------------------------------------------
  P5           |
      Responsive |   .7487489   .0230038   32.55   0.000    .7036623    .7938354
          _cons |   6.311317   .2005006   31.48   0.000    5.918343    6.704291
---------------+------------------------------------------------------------------
  P6           |
      Responsive |    .803183   .0179004   44.87   0.000    .7680988    .8382671
          _cons |   5.910267   .2058525   28.71   0.000    5.506804    6.313731
---------------+------------------------------------------------------------------
  P7           |
      Responsive |       .816   .0203065   40.18   0.000    .7761999       .8558
          _cons |   5.491482   .1771394   31.00   0.000    5.144295    5.838669
---------------+------------------------------------------------------------------
  P8           |
      Responsive |   .8084658   .0177931   45.44   0.000     .773592    .8433397
          _cons |   6.388265   .2230056   28.65   0.000    5.951182    6.825348
---------------+------------------------------------------------------------------
  P9           |
      Responsive |   .8467829   .0161472   52.44   0.000    .8151351    .8784307
          _cons |   5.809695   .1924742   30.18   0.000    5.432452    6.186937
---------------+------------------------------------------------------------------
  P10          |
      Responsive |   .6983169   .0282242   24.74   0.000    .6429985    .7536353
          _cons |   5.345455   .1940022   27.55   0.000    4.965217    5.725692
---------------+------------------------------------------------------------------
  P11          |
       Assurance |   .8177697   .0169272   48.31   0.000     .784593    .8509465
          _cons |    5.92426    .210105   28.20   0.000    5.512462    6.336058
---------------+------------------------------------------------------------------
  P12          |
       Assurance |   .8722296   .0137545   63.41   0.000    .8452713    .8991879
          _cons |   5.685939   .2442813   23.28   0.000    5.207157    6.164722
---------------+------------------------------------------------------------------
  P13          |
       Assurance |   .8848769   .0126871   69.75   0.000    .8600106    .9097431
          _cons |   5.987628   .2094245   28.59   0.000    5.577164    6.398093
---------------+------------------------------------------------------------------
  P14          |
```

```
      Assurance |    .8607789   .0152539    56.43   0.000     .8308817    .890676
          _cons |    5.871301   .2101189    27.94   0.000     5.459476   6.283127
----------------+----------------------------------------------------------------
P15             |
    Reliability |    .8398924   .0164469    51.07   0.000     .8076569   .8721278
          _cons |    5.291071   .2239098    23.63   0.000     4.852216   5.729927
----------------+----------------------------------------------------------------
P16             |
    Reliability |    .8686093   .0187129    46.42   0.000     .8319328   .9052858
          _cons |    5.419072   .1923965    28.17   0.000     5.041981   5.796162
----------------+----------------------------------------------------------------
P17             |
    Reliability |    .8564557   .0168574    50.81   0.000     .8234159   .8894956
          _cons |    5.122914   .1908136    26.85   0.000     4.748926   5.496902
----------------+----------------------------------------------------------------
P18             |
    Reliability |      .82004   .0227935    35.98   0.000     .7753655   .8647144
          _cons |    4.752959   .1747222    27.20   0.000      4.41051   5.095408
----------------+----------------------------------------------------------------
P19             |
        Empathy |    .8976329   .0139796    64.21   0.000     .8702334   .9250325
          _cons |    6.459322   .2448992    26.38   0.000     5.979328   6.939315
----------------+----------------------------------------------------------------
P20             |
        Empathy |    .8384467   .0190838    43.93   0.000     .8010431   .8758503
          _cons |    6.727801   .2459717    27.35   0.000     6.245705   7.209897
----------------+----------------------------------------------------------------
P21             |
        Empathy |    .8433287   .0193249    43.64   0.000     .8054526   .8812048
          _cons |    5.998341   .2097096    28.60   0.000     5.587317   6.409364
----------------+----------------------------------------------------------------
X2              |
           Recog |    .5816329   .0374096    15.55   0.000     .5083115   .6549543
          _cons |    4.602339   .1717682    26.79   0.000     4.265679   4.938998
----------------+----------------------------------------------------------------
X3              |
           Recog |    .8446407   .0258596    32.66   0.000     .7939568   .8953245
          _cons |    4.903841   .1434181    34.19   0.000     4.622747   5.184936
----------------+----------------------------------------------------------------
X4              |
           Recog |    .8429805   .0240185    35.10   0.000     .7959051    .890056
          _cons |    5.196188   .1775937    29.26   0.000     4.848111   5.544266
----------------+----------------------------------------------------------------
X5              |
          Peace |    .7308513   .0277231    26.36   0.000      .676515   .7851876
          _cons |    5.303673   .2251416    23.56   0.000     4.862403   5.744942
----------------+----------------------------------------------------------------
X6              |
          Peace |    .8115056   .0225283    36.02   0.000      .767351   .8556601
          _cons |    5.542154   .2238341    24.76   0.000     5.103448   5.980861
----------------+----------------------------------------------------------------
X7              |
          Peace |    .8132977   .0246438    33.00   0.000     .7649968   .8615986
          _cons |    5.782891     .21358    27.08   0.000     5.364282     6.2015
----------------+----------------------------------------------------------------
X8              |
          Peace |     .876767   .0162825    53.85   0.000     .8448539   .9086801
          _cons |      5.4856   .2111505    25.98   0.000     5.071752   5.899447
----------------+----------------------------------------------------------------
X9              |
       Hedonics |    .6551318   .0278863    23.49   0.000     .6004756    .709788
          _cons |    5.469693   .1882885    29.05   0.000     5.100655   5.838732
----------------+----------------------------------------------------------------
X10             |
       Hedonics |    .8600603   .0159543    53.91   0.000     .8287904   .8913302
          _cons |     5.77978   .1931337    29.93   0.000     5.401245   6.158315
----------------+----------------------------------------------------------------
X11             |
       Hedonics |    .8284656   .0214823    38.57   0.000     .7863611   .8705701
          _cons |    5.413226   .2091785    25.88   0.000     5.003243   5.823208
----------------+----------------------------------------------------------------
X12             |
       Hedonics |    .7491099    .025569    29.30   0.000     .6989956   .7992243
          _cons |    5.409372   .2158993    25.06   0.000     4.986217   5.832527
----------------+----------------------------------------------------------------
X13             |
        Involve |    .7159111   .0301033    23.78   0.000     .6569097   .7749125
          _cons |    6.106239   .2483017    24.59   0.000     5.619577   6.592901
----------------+----------------------------------------------------------------
X14             |
```

```
      Involve |   .8503238   .0206353    41.21   0.000    .8098794    .8907683
        _cons |   5.251316   .2034139    25.82   0.000    4.852632        5.65
--------------+----------------------------------------------------------------
X15           |
      Involve |   .8687983   .0172158    50.47   0.000    .8350559    .9025407
        _cons |   4.939698   .1897834    26.03   0.000     4.56773    5.311667
--------------+----------------------------------------------------------------
    var(e.BI1)|   .3102799   .0695746                      .1999344    .4815263
    var(e.BI2)|   .1671319    .021299                      .1301919    .2145532
    var(e.BI3)|   .1409689   .0194635                      .1075471    .1847772
    var(e.BI4)|   .1568576   .0171562                      .1265918    .1943593
     var(e.CS)|   .5286505   .0399967                      .4557937    .6131531
     var(e.P2)|   .5648308   .0468479                      .4800852    .6645357
     var(e.P3)|   .4212696   .0456568                      .3406495    .5209697
     var(e.P4)|   .4906755   .0445035                      .4107634    .5861341
     var(e.P5)|   .4393751   .0344481                      .3767898     .512356
     var(e.P6)|   .3548971   .0287546                      .3027863    .4159765
     var(e.P7)|   .3341441   .0331402                      .2751136    .4058405
     var(e.P8)|    .346383   .0287702                       .294345     .407621
     var(e.P9)|   .2829587   .0273463                      .2341314    .3419689
    var(e.P10)|   .5123535   .0394189                       .440637    .5957424
    var(e.P11)|   .3312527   .0276852                       .281202    .3902118
    var(e.P12)|   .2392155   .0239941                      .1965219    .2911842
    var(e.P13)|    .216993    .022453                      .1771613    .2657801
    var(e.P14)|   .2590598   .0262605                      .2123806    .3159985
    var(e.P15)|   .2945808   .0276273                      .2451175    .3540256
    var(e.P16)|   .2455179   .0325083                      .1893992    .3182646
    var(e.P17)|   .2664836   .0288752                      .2154951    .3295366
    var(e.P18)|   .3275345   .0373832                      .2618816    .4096463
    var(e.P19)|   .1942552   .0250971                      .1507996    .2502333
    var(e.P20)|   .2970071   .0320015                      .2404655    .3668436
    var(e.P21)|   .2887966   .0325945                       .231485    .3602976
     var(e.X2)|   .6617031   .0435173                      .5816791    .7527364
     var(e.X3)|   .2865821   .0436841                      .2125687    .3863661
     var(e.X4)|   .2893838   .0404943                      .2199699    .3807021
     var(e.X5)|   .4658564   .0405229                      .3928344    .5524521
     var(e.X6)|   .3414587   .0365636                      .2768159    .4211971
     var(e.X7)|   .3385468   .0400854                      .2684311    .4269773
     var(e.X8)|   .2312796   .0285519                      .1815745    .2945913
     var(e.X9)|   .5708023   .0365384                      .5034986    .6471027
    var(e.X10)|   .2602963   .0274433                       .211702    .3200451
    var(e.X11)|   .3136447   .0355947                      .2510947    .3917766
    var(e.X12)|   .4388343    .038308                       .369824    .5207222
    var(e.X13)|   .4874713   .0431026                      .4099068    .5797128
    var(e.X14)|   .2769494   .0350934                      .2160434    .3550256
    var(e.X15)|   .2451895   .0299142                      .1930419     .311424
     var(e.EQ)|   .4646604   .0451833                      .3840302    .5622197
var(e.Tangible)|    .546899   .0487973                       .459154    .6514122
var(e.Responsive)|   .0826488    .020638                      .0506623    .1348303
var(e.Assurance)|   .1090121   .0211142                      .0745776    .1593459
var(e.Reliability)|   .2234833   .0296696                      .1722819    .2899015
var(e.Empathy)|   .2173372   .0336344                       .160474    .2943496
     var(e.BI)|   .2672463   .0248739                      .2226826    .3207282
   var(e.Recog)|   .4969527   .0497438                      .4084245    .6046697
    var(e.Peace)|   .3050862   .0389024                      .2376204    .3917072
var(e.Hedonics)|   .2313332   .0350338                      .1719211    .3112767
 var(e.Involve)|   .1980896   .0342734                      .1411195    .2780586
      var(PSQ)|          1          .                             .           .
--------------+----------------------------------------------------------------
cov(e.X5,e.X6)|   .4855352   .0480559    10.10   0.000     .3913473    .5797232
-------------------------------------------------------------------------------
LR test of model vs. saturated: chi2(689) =   1546.18, Prob > chi2 = 0.0000
Satorra-Bentler scaled test:    chi2(689) =   1265.03, Prob > chi2 = 0.0000
.


-------------------------------------------------------------------------------
Fit statistic        |      Value   Description
---------------------+---------------------------------------------------------
Likelihood ratio     |
     chi2_ms(689)    |   1546.185   model vs. saturated
        p > chi2     |      0.000
     chi2_bs(741)    |  12561.925   baseline vs. saturated
        p > chi2     |      0.000
                     |
  Satorra-Bentler    |
   chi2sb_ms(689)    |   1265.031
        p > chi2     |      0.000
   chi2sb_bs(741)    |  10312.686
        p > chi2     |      0.000
-------------------------------------------------------------------------------
```

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Direct effects

```
------------------------------------------------------------------------------
              |              Satorra-Bentler
              |    Coef.   Std. Err.      z    P>|z|     [95% Conf. Interval]
--------------+---------------------------------------------------------------
Structural    |
  Involve     |
           EQ |  .8623569    .071369   12.08   0.000    .7224763    1.002238
          PSQ |         0  (no path)
--------------+---------------------------------------------------------------
Measurement   |
  BI1         |
           CS |         0  (no path)
           EQ |         0  (no path)
           BI |         1  (constrained)
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  BI2         |
           CS |         0  (no path)
           EQ |         0  (no path)
           BI |  1.307285    .057314   22.81   0.000    1.194952    1.419619
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  BI3         |
           CS |         0  (no path)
           EQ |         0  (no path)
           BI |   1.34516   .0596077   22.57   0.000    1.228331    1.461989
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  BI4         |
           CS |         0  (no path)
           EQ |         0  (no path)
           BI |  1.375611   .0634586   21.68   0.000    1.251235    1.499988
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P2          |
     Tangible |         1  (constrained)
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P3          |
     Tangible |    1.1631   .0954536   12.18   0.000     .976014    1.350185
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P4          |
     Tangible |  .8945253   .0722536   12.38   0.000    .7529108     1.03614
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P5          |
   Responsive |         1  (constrained)
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P6          |
   Responsive |   1.12182   .0628078   17.86   0.000    .9987184    1.244921
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P7          |
   Responsive |  1.192128   .0628644   18.96   0.000    1.068916     1.31534
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P8          |
   Responsive |  1.054726   .0570313   18.49   0.000    .9429471    1.166506
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P9          |
   Responsive |  1.191651   .0711255   16.75   0.000    1.052248    1.331054
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P10         |
   Responsive |  1.015663   .0789191   12.87   0.000    .8609842    1.170341
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P11         |
    Assurance |         1  (constrained)
          PSQ |         0  (no path)
  ------------+---------------------------------------------------------------
  P12         |
    Assurance |  1.133715   .0519234   21.83   0.000    1.031947    1.235483
```

```
     PSQ |          0  (no path)
------------+------------------------------------------------------------------
P13         |
  Assurance |   1.083844   .0505371    21.45   0.000    .9847932   1.182895
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
P14         |
  Assurance |    1.07038   .0545908    19.61   0.000    .9633836   1.177376
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
P15         |
Reliability |          1  (constrained)
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
P16         |
Reliability |   .9973213   .0474458    21.02   0.000    .9043292   1.090313
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
P17         |
Reliability |   1.031337   .0468748    22.00   0.000    .9394635    1.12321
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
P18         |
Reliability |   1.053775   .0477873    22.05   0.000    .9601134   1.147436
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
P19         |
    Empathy |          1  (constrained)
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
P20         |
    Empathy |   .9102581   .0407721    22.33   0.000    .8303463   .9901699
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
P21         |
    Empathy |   .9952443   .0386495    25.75   0.000    .9194928   1.070996
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X2          |
         EQ |          0  (no path)
       Recog |         1  (constrained)
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X3          |
         EQ |          0  (no path)
      Recog |   1.366831   .1102376    12.40   0.000     1.15077   1.582893
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X4          |
         EQ |          0  (no path)
      Recog |    1.32254   .1073571    12.32   0.000    1.112124   1.532956
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X5          |
         EQ |          0  (no path)
      Peace |          1  (constrained)
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X6          |
         EQ |          0  (no path)
      Peace |   1.074167   .0460515    23.33   0.000    .9839073   1.164426
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X7          |
         EQ |          0  (no path)
      Peace |   1.054681   .0676924    15.58   0.000    .9220069   1.187356
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X8          |
         EQ |          0  (no path)
      Peace |   1.172516    .068772    17.05   0.000    1.037725   1.307307
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X9          |
         EQ |          0  (no path)
   Hedonics |          1  (constrained)
        PSQ |          0  (no path)
------------+------------------------------------------------------------------
X10         |
         EQ |          0  (no path)
```

```
     Hedonics |   1.264573   .0807461    15.66   0.000     1.106314    1.422833
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
X11           |
           EQ |          0  (no path)
     Hedonics |    1.27777   .0881293    14.50   0.000      1.10504      1.4505
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
X12           |
           EQ |          0  (no path)
     Hedonics |   1.182423   .0896621    13.19   0.000     1.006689    1.358158
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
X13           |
           EQ |          0  (no path)
      Involve |          1  (constrained)
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
X14           |
           EQ |          0  (no path)
      Involve |   1.303385   .0898244    14.51   0.000     1.127333    1.479438
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
X15           |
           EQ |          0  (no path)
      Involve |   1.409822    .093718    15.04   0.000     1.226138    1.593506
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
Structural    |
  CS          |
           EQ |          1  (constrained)
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
EQ            |
          PSQ |          1  (constrained)
--------------+----------------------------------------------------------------
Tangible      |
          PSQ |   .9439912   .1124752     8.39   0.000     .7235438    1.164439
--------------+----------------------------------------------------------------
Responsive    |
          PSQ |   1.333183   .1204471    11.07   0.000     1.097111    1.569255
--------------+----------------------------------------------------------------
Assurance     |
          PSQ |   1.471321   .1255486    11.72   0.000      1.22525    1.717392
--------------+----------------------------------------------------------------
Reliability   |
          PSQ |   1.584676   .1314712    12.05   0.000     1.326997    1.842355
--------------+----------------------------------------------------------------
Empathy       |
          PSQ |   1.443367   .1221032    11.82   0.000     1.204049    1.682685
--------------+----------------------------------------------------------------
BI            |
           CS |   .3744715   .0384535     9.74   0.000     .2991039     .449839
           EQ |   .5793086   .0693451     8.35   0.000     .4433946    .7152225
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
Recog         |
           EQ |   .6687746   .0705239     9.48   0.000     .5305502     .806999
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
Peace         |
           EQ |   .9058647   .0760946    11.90   0.000     .7567221    1.055007
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
Hedonics      |
           EQ |   .8213216   .0701684    11.71   0.000      .683794    .9588491
          PSQ |          0  (no path)
--------------+----------------------------------------------------------------
```

Indirect effects

```
--------------------------------------------------------------------------------
              |             Satorra-Bentler
              |     Coef.   Std. Err.      z    P>|z|     [95% Conf. Interval]
--------------+-----------------------------------------------------------------
Structural    |
  Involve     |
           EQ |          0  (no path)
          PSQ |   .8623569    .071369    12.08   0.000     .7224763    1.002238
--------------+-----------------------------------------------------------------
```

```
Measurement  |
  BI1        |
        CS |    .3744715    .0384535     9.74   0.000     .2991039     .449839
        EQ |      .95378    .0595427    16.02   0.000     .8370786    1.070482
        BI |           0  (no path)
       PSQ |      .95378    .0595427    16.02   0.000     .8370786    1.070482
-----------+----------------------------------------------------------------
  BI2        |
        CS |     .489541    .0485987    10.07   0.000     .3942893    .5847928
        EQ |    1.246863     .067561    18.46   0.000     1.114445     1.37928
        BI |           0  (no path)
       PSQ |    1.246863     .067561    18.46   0.000     1.114445     1.37928
-----------+----------------------------------------------------------------
  BI3        |
        CS |    .5037241     .049478    10.18   0.000     .4067491    .6006992
        EQ |    1.282987    .0722972    17.75   0.000     1.141287    1.424687
        BI |           0  (no path)
       PSQ |    1.282987    .0722972    17.75   0.000     1.141287    1.424687
-----------+----------------------------------------------------------------
  BI4        |
        CS |    .5151272    .0501566    10.27   0.000      .416822    .6134323
        EQ |    1.312031     .074061    17.72   0.000     1.166874    1.457187
        BI |           0  (no path)
       PSQ |    1.312031     .074061    17.72   0.000     1.166874    1.457187
-----------+----------------------------------------------------------------
  P2         |
   Tangible |           0  (no path)
       PSQ |    .9439912    .1124752     8.39   0.000     .7235438    1.164439
-----------+----------------------------------------------------------------
  P3         |
   Tangible |           0  (no path)
       PSQ |    1.097956     .120343     9.12   0.000     .8620879    1.333824
-----------+----------------------------------------------------------------
  P4         |
   Tangible |           0  (no path)
       PSQ |     .844424    .0963581     8.76   0.000     .6555656    1.033282
-----------+----------------------------------------------------------------
  P5         |
 Responsive |           0  (no path)
       PSQ |    1.333183    .1204471    11.07   0.000     1.097111    1.569255
-----------+----------------------------------------------------------------
  P6         |
 Responsive |           0  (no path)
       PSQ |    1.495591    .1296545    11.54   0.000     1.241472    1.749709
-----------+----------------------------------------------------------------
  P7         |
 Responsive |           0  (no path)
       PSQ |    1.589325    .1320087    12.04   0.000     1.330593    1.848057
-----------+----------------------------------------------------------------
  P8         |
 Responsive |           0  (no path)
       PSQ |    1.406143    .1299819    10.82   0.000     1.151383    1.660903
-----------+----------------------------------------------------------------
  P9         |
 Responsive |           0  (no path)
       PSQ |    1.588689    .1326729    11.97   0.000     1.328655    1.848723
-----------+----------------------------------------------------------------
  P10        |
 Responsive |           0  (no path)
       PSQ |    1.354064    .1339637    10.11   0.000       1.0915    1.616628
-----------+----------------------------------------------------------------
  P11        |
  Assurance |           0  (no path)
       PSQ |    1.471321    .1255486    11.72   0.000      1.22525    1.717392
-----------+----------------------------------------------------------------
  P12        |
  Assurance |           0  (no path)
       PSQ |    1.668059    .1414799    11.79   0.000     1.390763    1.945354
-----------+----------------------------------------------------------------
  P13        |
  Assurance |           0  (no path)
       PSQ |    1.594683    .1288688    12.37   0.000     1.342104    1.847261
-----------+----------------------------------------------------------------
  P14        |
  Assurance |           0  (no path)
       PSQ |    1.574872    .1328882    11.85   0.000     1.314416    1.835328
-----------+----------------------------------------------------------------
  P15        |
Reliability |           0  (no path)
       PSQ |    1.584676    .1314712    12.05   0.000     1.326997    1.842355
```

```
------------+-------------------------------------------------------------------
P16         |
Reliability |          0  (no path)
        PSQ |   1.580431   .1293541    12.22   0.000    1.326902    1.833961
------------+-------------------------------------------------------------------
P17         |
Reliability |          0  (no path)
        PSQ |   1.634335   .1311772    12.46   0.000    1.377232    1.891437
------------+-------------------------------------------------------------------
P18         |
Reliability |          0  (no path)
        PSQ |   1.669892   .1350401    12.37   0.000    1.405218    1.934565
------------+-------------------------------------------------------------------
P19         |
    Empathy |          0  (no path)
        PSQ |   1.443367   .1221032    11.82   0.000    1.204049    1.682685
------------+-------------------------------------------------------------------
P20         |
    Empathy |          0  (no path)
        PSQ |   1.313836   .1184389    11.09   0.000      1.0817    1.545972
------------+-------------------------------------------------------------------
P21         |
    Empathy |          0  (no path)
        PSQ |   1.436503    .121489    11.82   0.000    1.198389    1.674617
------------+-------------------------------------------------------------------
X2          |
         EQ |   .6687746   .0705239     9.48   0.000    .5305502     .806999
      Recog |          0  (no path)
        PSQ |   .6687746   .0705239     9.48   0.000    .5305502     .806999
------------+-------------------------------------------------------------------
X3          |
         EQ |   .9141021   .0788913    11.59   0.000    .7594779    1.068726
      Recog |          0  (no path)
        PSQ |   .9141021   .0788913    11.59   0.000    .7594779    1.068726
------------+-------------------------------------------------------------------
X4          |
         EQ |   .8844812   .0758426    11.66   0.000    .7358323     1.03313
      Recog |          0  (no path)
        PSQ |   .8844812   .0758426    11.66   0.000    .7358323     1.03313
------------+-------------------------------------------------------------------
X5          |
         EQ |   .9058647   .0760946    11.90   0.000    .7567221    1.055007
      Peace |          0  (no path)
        PSQ |   .9058647   .0760946    11.90   0.000    .7567221    1.055007
------------+-------------------------------------------------------------------
X6          |
         EQ |   .9730495   .0737876    13.19   0.000    .8284285    1.117671
      Peace |          0  (no path)
        PSQ |   .9730495   .0737876    13.19   0.000    .8284285    1.117671
------------+-------------------------------------------------------------------
X7          |
         EQ |   .9553987   .0713063    13.40   0.000    .8156409    1.095157
      Peace |          0  (no path)
        PSQ |   .9553987   .0713063    13.40   0.000    .8156409    1.095157
------------+-------------------------------------------------------------------
X8          |
         EQ |   1.062141   .0775022    13.70   0.000    .9102395    1.214042
      Peace |          0  (no path)
        PSQ |   1.062141   .0775022    13.70   0.000    .9102395    1.214042
------------+-------------------------------------------------------------------
X9          |
         EQ |   .8213216   .0701684    11.71   0.000     .683794    .9588491
   Hedonics |          0  (no path)
        PSQ |   .8213216   .0701684    11.71   0.000     .683794    .9588491
------------+-------------------------------------------------------------------
X10         |
         EQ |   1.038621   .0807051    12.87   0.000    .8804421      1.1968
   Hedonics |          0  (no path)
        PSQ |   1.038621   .0807051    12.87   0.000    .8804421      1.1968
------------+-------------------------------------------------------------------
X11         |
         EQ |    1.04946   .0779905    13.46   0.000    .8966014    1.202319
   Hedonics |          0  (no path)
        PSQ |    1.04946   .0779905    13.46   0.000    .8966014    1.202319
------------+-------------------------------------------------------------------
X12         |
         EQ |   .9711497   .0780009    12.45   0.000    .8182707    1.124029
   Hedonics |          0  (no path)
        PSQ |   .9711497   .0780009    12.45   0.000    .8182707    1.124029
------------+-------------------------------------------------------------------
```

```
X13          |
       EQ |    .8623569    .071369    12.08    0.000    .7224763    1.002238
   Involve |           0  (no path)
      PSQ |    .8623569    .071369    12.08    0.000    .7224763    1.002238
-----------+------------------------------------------------------------------
X14          |
       EQ |    1.123983    .080961    13.88    0.000    .9653027    1.282664
   Involve |           0  (no path)
      PSQ |    1.123983    .080961    13.88    0.000    .9653027    1.282664
-----------+------------------------------------------------------------------
X15          |
       EQ |     1.21577   .0810601    15.00    0.000    1.056895    1.374645
   Involve |           0  (no path)
      PSQ |     1.21577   .0810601    15.00    0.000    1.056895    1.374645
-----------+------------------------------------------------------------------
Structural   |
  CS         |
       EQ |           0  (no path)
      PSQ |           1  (constrained)
-----------+------------------------------------------------------------------
  EQ         |
      PSQ |           0  (no path)
-----------+------------------------------------------------------------------
Tangible   |
      PSQ |           0  (no path)
-----------+------------------------------------------------------------------
Responsive |
      PSQ |           0  (no path)
-----------+------------------------------------------------------------------
Assurance  |
      PSQ |           0  (no path)
-----------+------------------------------------------------------------------
Reliability |
      PSQ |           0  (no path)
-----------+------------------------------------------------------------------
Empathy    |
      PSQ |           0  (no path)
-----------+------------------------------------------------------------------
  BI         |
       CS |           0  (no path)
       EQ |    .3744715   .0384535     9.74    0.000    .2991039     .449839
      PSQ |      .95378   .0595427    16.02    0.000    .8370786    1.070482
-----------+------------------------------------------------------------------
Recog      |
       EQ |           0  (no path)
      PSQ |    .6687746   .0705239     9.48    0.000    .5305502     .806999
-----------+------------------------------------------------------------------
Peace      |
       EQ |           0  (no path)
      PSQ |    .9058647   .0760946    11.90    0.000    .7567221    1.055007
-----------+------------------------------------------------------------------
Hedonics   |
       EQ |           0  (no path)
      PSQ |    .8213216   .0701684    11.71    0.000     .683794    .9588491
-----------+------------------------------------------------------------------
```

Total effects

```
-------------------------------------------------------------------------------
             |              Satorra-Bentler
             |    Coef.    Std. Err.      z    P>|z|    [95% Conf. Interval]
-------------+-----------------------------------------------------------------
Structural   |
  Involve    |
       EQ |    .8623569    .071369    12.08    0.000    .7224763    1.002238
      PSQ |    .8623569    .071369    12.08    0.000    .7224763    1.002238
-------------+-----------------------------------------------------------------
Measurement  |
  BI1        |
       CS |    .3744715   .0384535     9.74    0.000    .2991039     .449839
       EQ |      .95378   .0595427    16.02    0.000    .8370786    1.070482
       BI |           1  (constrained)
      PSQ |      .95378   .0595427    16.02    0.000    .8370786    1.070482
-----------+-------------------------------------------------------------------
  BI2        |
       CS |     .489541   .0485987    10.07    0.000    .3942893    .5847928
       EQ |    1.246863    .067561    18.46    0.000    1.114445     1.37928
       BI |    1.307285    .057314    22.81    0.000    1.194952    1.419619
      PSQ |    1.246863    .067561    18.46    0.000    1.114445     1.37928
-----------+-------------------------------------------------------------------
```

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BI3       |
       CS |    .5037241    .049478     10.18    0.000     .4067491    .6006992
       EQ |    1.282987   .0722972     17.75    0.000     1.141287    1.424687
       BI |     1.34516   .0596077     22.57    0.000     1.228331    1.461989
      PSQ |    1.282987   .0722972     17.75    0.000     1.141287    1.424687
----------+----------------------------------------------------------------
BI4       |
       CS |    .5151272   .0501566     10.27    0.000      .416822    .6134323
       EQ |    1.312031    .074061     17.72    0.000     1.166874    1.457187
       BI |    1.375611   .0634586     21.68    0.000     1.251235    1.499988
      PSQ |    1.312031    .074061     17.72    0.000     1.166874    1.457187
----------+----------------------------------------------------------------
P2        |
 Tangible |           1  (constrained)
      PSQ |    .9439912   .1124752      8.39    0.000     .7235438    1.164439
----------+----------------------------------------------------------------
P3        |
 Tangible |      1.1631   .0954536     12.18    0.000     .976014    1.350185
      PSQ |    1.097956    .120343      9.12    0.000     .8620879    1.333824
----------+----------------------------------------------------------------
P4        |
 Tangible |    .8945253   .0722536     12.38    0.000     .7529108     1.03614
      PSQ |     .844424   .0963581      8.76    0.000     .6555656    1.033282
----------+----------------------------------------------------------------
P5        |
Responsive |          1  (constrained)
      PSQ |    1.333183   .1204471     11.07    0.000     1.097111    1.569255
----------+----------------------------------------------------------------
P6        |
Responsive |   1.12182   .0628078     17.86    0.000     .9987184    1.244921
      PSQ |    1.495591   .1296545     11.54    0.000     1.241472    1.749709
----------+----------------------------------------------------------------
P7        |
Responsive |  1.192128   .0628644     18.96    0.000     1.068916     1.31534
      PSQ |    1.589325   .1320087     12.04    0.000     1.330593    1.848057
----------+----------------------------------------------------------------
P8        |
Responsive |  1.054726   .0570313     18.49    0.000     .9429471    1.166506
      PSQ |    1.406143   .1299819     10.82    0.000     1.151383    1.660903
----------+----------------------------------------------------------------
P9        |
Responsive |  1.191651   .0711255     16.75    0.000     1.052248    1.331054
      PSQ |    1.588689   .1326729     11.97    0.000     1.328655    1.848723
----------+----------------------------------------------------------------
P10       |
Responsive |  1.015663   .0789191     12.87    0.000     .8609842    1.170341
      PSQ |    1.354064   .1339637     10.11    0.000       1.0915    1.616628
----------+----------------------------------------------------------------
P11       |
Assurance |           1  (constrained)
      PSQ |    1.471321   .1255486     11.72    0.000      1.22525    1.717392
----------+----------------------------------------------------------------
P12       |
Assurance |   1.133715   .0519234     21.83    0.000     1.031947    1.235483
      PSQ |    1.668059   .1414799     11.79    0.000     1.390763    1.945354
----------+----------------------------------------------------------------
P13       |
Assurance |   1.083844   .0505371     21.45    0.000     .9847932    1.182895
      PSQ |    1.594683   .1288688     12.37    0.000     1.342104    1.847261
----------+----------------------------------------------------------------
P14       |
Assurance |    1.07038   .0545908     19.61    0.000     .9633836    1.177376
      PSQ |    1.574872   .1328882     11.85    0.000     1.314416    1.835328
----------+----------------------------------------------------------------
P15       |
Reliability |          1  (constrained)
      PSQ |    1.584676   .1314712     12.05    0.000     1.326997    1.842355
----------+----------------------------------------------------------------
P16       |
Reliability | .9973213   .0474458     21.02    0.000     .9043292    1.090313
      PSQ |    1.580431   .1293541     12.22    0.000     1.326902    1.833961
----------+----------------------------------------------------------------
P17       |
Reliability | 1.031337   .0468748     22.00    0.000     .9394635     1.12321
      PSQ |    1.634335   .1311772     12.46    0.000     1.377232    1.891437
----------+----------------------------------------------------------------
P18       |
Reliability | 1.053775   .0477873     22.05    0.000     .9601134    1.147436
      PSQ |    1.669892   .1350401     12.37    0.000     1.405218    1.934565
----------+----------------------------------------------------------------
```

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P19          |
   Empathy  |           1  (constrained)
       PSQ  |    1.443367    .1221032     11.82    0.000      1.204049     1.682685
-----------+----------------------------------------------------------------------
P20          |
   Empathy  |    .9102581    .0407721     22.33    0.000      .8303463     .9901699
       PSQ  |    1.313836    .1184389     11.09    0.000         1.0817    1.545972
-----------+----------------------------------------------------------------------
P21          |
   Empathy  |    .9952443    .0386495     25.75    0.000      .9194928    1.070996
       PSQ  |    1.436503     .121489     11.82    0.000      1.198389    1.674617
-----------+----------------------------------------------------------------------
X2           |
        EQ  |    .6687746    .0705239      9.48    0.000      .5305502      .806999
      Recog |           1  (constrained)
       PSQ  |    .6687746    .0705239      9.48    0.000      .5305502      .806999
-----------+----------------------------------------------------------------------
X3           |
        EQ  |    .9141021    .0788913     11.59    0.000      .7594779    1.068726
      Recog |    1.366831    .1102376     12.40    0.000       1.15077    1.582893
       PSQ  |    .9141021    .0788913     11.59    0.000      .7594779    1.068726
-----------+----------------------------------------------------------------------
X4           |
        EQ  |    .8844812    .0758426     11.66    0.000      .7358323     1.03313
      Recog |     1.32254    .1073571     12.32    0.000      1.112124    1.532956
       PSQ  |    .8844812    .0758426     11.66    0.000      .7358323     1.03313
-----------+----------------------------------------------------------------------
X5           |
        EQ  |    .9058647    .0760946     11.90    0.000      .7567221    1.055007
      Peace |           1  (constrained)
       PSQ  |    .9058647    .0760946     11.90    0.000      .7567221    1.055007
-----------+----------------------------------------------------------------------
X6           |
        EQ  |    .9730495    .0737876     13.19    0.000      .8284285    1.117671
      Peace |    1.074167    .0460515     23.33    0.000      .9839073    1.164426
       PSQ  |    .9730495    .0737876     13.19    0.000      .8284285    1.117671
-----------+----------------------------------------------------------------------
X7           |
        EQ  |    .9553987    .0713063     13.40    0.000      .8156409    1.095157
      Peace |    1.054681    .0676924     15.58    0.000      .9220069    1.187356
       PSQ  |    .9553987    .0713063     13.40    0.000      .8156409    1.095157
-----------+----------------------------------------------------------------------
X8           |
        EQ  |    1.062141    .0775022     13.70    0.000      .9102395    1.214042
      Peace |    1.172516     .068772     17.05    0.000      1.037725    1.307307
       PSQ  |    1.062141    .0775022     13.70    0.000      .9102395    1.214042
-----------+----------------------------------------------------------------------
X9           |
        EQ  |    .8213216    .0701684     11.71    0.000       .683794    .9588491
   Hedonics |           1  (constrained)
       PSQ  |    .8213216    .0701684     11.71    0.000       .683794    .9588491
-----------+----------------------------------------------------------------------
X10          |
        EQ  |    1.038621    .0807051     12.87    0.000      .8804421       1.1968
   Hedonics |    1.264573    .0807461     15.66    0.000      1.106314    1.422833
       PSQ  |    1.038621    .0807051     12.87    0.000      .8804421       1.1968
-----------+----------------------------------------------------------------------
X11          |
        EQ  |     1.04946    .0779905     13.46    0.000      .8966014    1.202319
   Hedonics |     1.27777    .0881293     14.50    0.000       1.10504       1.4505
       PSQ  |     1.04946    .0779905     13.46    0.000      .8966014    1.202319
-----------+----------------------------------------------------------------------
X12          |
        EQ  |    .9711497    .0780009     12.45    0.000      .8182707    1.124029
   Hedonics |    1.182423    .0896621     13.19    0.000      1.006689    1.358158
       PSQ  |    .9711497    .0780009     12.45    0.000      .8182707    1.124029
-----------+----------------------------------------------------------------------
X13          |
        EQ  |    .8623569     .071369     12.08    0.000      .7224763    1.002238
    Involve  |           1  (constrained)
       PSQ  |    .8623569     .071369     12.08    0.000      .7224763    1.002238
-----------+----------------------------------------------------------------------
X14          |
        EQ  |    1.123983     .080961     13.88    0.000      .9653027    1.282664
    Involve  |    1.303385    .0898244     14.51    0.000      1.127333    1.479438
       PSQ  |    1.123983     .080961     13.88    0.000      .9653027    1.282664
-----------+----------------------------------------------------------------------
X15          |
        EQ  |     1.21577    .0810601     15.00    0.000      1.056895    1.374645
    Involve  |    1.409822     .093718     15.04    0.000      1.226138    1.593506
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```
         PSQ |    1.21577   .0810601    15.00   0.000     1.056895    1.374645
-------------+----------------------------------------------------------------
Structural   |
  CS         |
          EQ |          1   (constrained)
         PSQ |          1   (constrained)
-------------+----------------------------------------------------------------
  EQ         |
         PSQ |          1   (constrained)
-------------+----------------------------------------------------------------
Tangible     |
         PSQ |   .9439912   .1124752     8.39   0.000     .7235438    1.164439
-------------+----------------------------------------------------------------
Responsive   |
         PSQ |   1.333183   .1204471    11.07   0.000     1.097111    1.569255
-------------+----------------------------------------------------------------
Assurance    |
         PSQ |   1.471321   .1255486    11.72   0.000      1.22525    1.717392
-------------+----------------------------------------------------------------
Reliability  |
         PSQ |   1.584676   .1314712    12.05   0.000     1.326997    1.842355
-------------+----------------------------------------------------------------
Empathy      |
         PSQ |   1.443367   .1221032    11.82   0.000     1.204049    1.682685
-------------+----------------------------------------------------------------
BI           |
          CS |   .3744715   .0384535     9.74   0.000     .2991039     .449839
          EQ |     .95378   .0595427    16.02   0.000     .8370786    1.070482
         PSQ |     .95378   .0595427    16.02   0.000     .8370786    1.070482
-------------+----------------------------------------------------------------
Recog        |
          EQ |   .6687746   .0705239     9.48   0.000     .5305502     .806999
         PSQ |   .6687746   .0705239     9.48   0.000     .5305502     .806999
-------------+----------------------------------------------------------------
Peace        |
          EQ |   .9058647   .0760946    11.90   0.000     .7567221    1.055007
         PSQ |   .9058647   .0760946    11.90   0.000     .7567221    1.055007
-------------+----------------------------------------------------------------
Hedonics     |
          EQ |   .8213216   .0701684    11.71   0.000      .683794    .9588491
         PSQ |   .8213216   .0701684    11.71   0.000      .683794    .9588491
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