

ปัจจัยที่มีอิทธิพลต่อการจัดการประสบการณ์ลูกค้าและคุณค่าประสบการณ์ของลูกค้า



นาย ศิริินทร์ อัครพุมิพันธ์

ศูนย์วิทยพัทยากร  
จุฬาลงกรณ์มหาวิทยาลัย

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ลิขสิทธิ์ของจุฬาลงกรณ์มหาวิทยาลัย

FACTORS INFLUENCING CUSTOMER EXPERIENCE MANAGEMENT AND  
CUSTOMER EXPERIENCE VALUE



Mr. Sirin Akaraputipun

ศูนย์วิทยพัทยากร

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เศรษฐกิจประสบการณ์ได้เปลี่ยนวิธีที่องค์กรต่างๆ ใช้ดำเนินธุรกิจ องค์กรต่างๆ จำเป็นที่จะต้องสร้างประสบการณ์ที่ดีและน่าจดจำให้กับลูกค้าเพื่อคงไว้ซึ่งขีดความสามารถในการแข่งขัน งานวิจัยฉบับนี้ได้ศึกษาถึงปัจจัยที่มีผลกระทบต่อประสบการณ์คุณค่าของลูกค้าในกลุ่มธุรกิจโรงแรม ผลการวิจัยพบว่าปัจจัยที่มีผลกระทบต่อการสร้างประสบการณ์ลูกค้าและคุณค่าประสบการณ์ของลูกค้านั้นมีผลกระทบอย่างมีนัยสำคัญต่อการสร้างความพึงพอใจโดยรวมของลูกค้า ผลการวิจัยฉบับนี้พบว่า สำหรับกลุ่มโรงแรมระดับล่าง ปัจจัยทางด้านกายภาพและปัจจัยทางด้านสังคมมีผลกระทบอย่างมีนัยสำคัญต่อคุณค่าทางด้านอัตประ โยชน์ของลูกค้า ในทางกลับกัน สำหรับกลุ่มโรงแรมระดับบน ปัจจัยทางด้านกายภาพและคุณลักษณะของพนักงานมีผลกระทบอย่างมีนัยสำคัญต่อการสร้างคุณค่าทางด้านอัตประ โยชน์ลูกค้าทางด้านจิตใจ และ คุณค่าทางด้านสังคม ของลูกค้า อย่างไรก็ตาม สำหรับโรงแรมทุกระดับ คุณค่าทางด้านจิตใจมีผลกระทบที่สูงที่สุดต่อการสร้างความพึงพอใจของลูกค้า ในขณะที่คุณค่าทางด้านสังคมนั้นมีผลกระทบที่รองลงมาอย่างมีนัยสำคัญ ผลการวิจัยยังพบว่าปัจจัยทางด้านกายภาพนั้นมีผลกระทบสูงสุดต่อการสร้างคุณค่าประสบการณ์ของลูกค้า นอกเหนือไปกว่านั้น งานวิจัยฉบับนี้ยังเปรียบเทียบถึงระดับความสำคัญของปัจจัยที่มีผลกระทบต่อความพึงพอใจของลูกค้าโดยรวม ซึ่งผลการวิจัยพบว่า ปัจจัยทางด้านกายภาพนั้นมีผลกระทบที่สูงที่สุดต่อการสร้างคุณค่าประสบการณ์ของลูกค้าสำหรับโรงแรมทุกระดับ ในขณะที่ปัจจัยทางด้านสิ่งแวดล้อมมีผลกระทบเฉพาะกลุ่มโรงแรมระดับล่าง และ ปัจจัยทางด้านคุณลักษณะของพนักงานนั้นมีผลกระทบเฉพาะกลุ่มโรงแรมระดับบนต่อความพึงพอใจของลูกค้าโดยรวม

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Experience economy has changed the way firms conduct business. Firms need to provide a superior and memorable experience to sustain a competitive advantage. This study examines underlying factors affecting customer experience value in hotel industry context. The results show that customer experience antecedents and customer experience value have significantly different effects on an overall customer satisfaction. In lower class hotel environment, both physical and social environments only have significant effects on utilitarian and social values whereas, in higher class hotel setting, physical environment and staff characteristic have significant effects on all values. Nonetheless, in both cases, hedonic value has the strongest impact on satisfaction and social value has the second strongest effect. The physical environment contributes most to the customer experience value. In addition, the relative effect of each customer experience component on an overall customer satisfaction is investigated. The physical environment has the highest effect on customer experience value for both classes of the hotels. However, the social environment has a significant effect in lower class hotels and the staff characteristic has a significant impact in higher class hotels.

Field of Study : Business Administration

Student's Signature \_\_\_\_\_

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# **Chapter I**

## **Introduction**

In this chapter, we state the background of this study by briefly introducing the importance of customer experience. Then we investigate on the existed streams of academic research in this field of study that consist of customer experience multidimensionality, customer experience value and the antecedents of customer experience. After these briefly review, we point out the limitation of these existed researches and propose the scope of this research that will fill out those limitations and extend the knowledge in this academic field.

### **1.1 Background of this Study**

Traditional marketing is obsolete. It is no longer true that better quality, superior functionality, lower price, wider availability and accessibility, faster delivery and more customer support will guarantee the loyalty of customers in the 21<sup>st</sup> century business environment. The physical aspect of products and services alone are not sufficient to ensure customer satisfaction of many if not most of customers. It is not because the superiority in physical aspect of products or services does not play its role to satisfy customers, but because competitors can do well and can match the superiority in those physical attributes. Traditional physical elements such as price, quality, and functionality are no longer created a sustainable competitive advantage to

firms. Many firms are now in need to find a better way to differentiate their products and services and the new differentiator today is a superior customer experience. Now we are in an era of customer experience and firms need to create an engaging and lasting experience for the customers (Macmillan and McGrath, 1997; Carbone, 1998; Pine and Gilmore, 1998; Rowley, 1999; Wyner, 1999; Calhoun, 2001; Arussy, 2002; Berry et al., 2002; Gilmore and Pine, 2002; Lamperes, 2002)

Firms in every industry recognize the important role of customer experience. They know that creating a memorable customer experience give them a competitive advantage over their competitors. As a result, they allocate large amount of their limited resource trying to create and deliver a memorable experience to their customers. However, the effectiveness of this resource allocation is in doubt. The problem lies in the fact that even though firms recognize the importance of creating a memorable customer experience but they do not know how to do it. The most important question facing every firm is “How should firm allocate its resource to create the most memorable customer experience to their customers”. Previous research propose the importance effect of physical environment, staff characteristic and social environment on customer experience. All firms know that these factors affect customer experience. However, given limited resources, how firms should allocate their resource into these factors remains unclear. Moreover, different customers expect and value different consequence from consuming products or services offering. Without this knowledge, firms never know whether their investment in creating memorable customer experiences actually deliver any customer experience value to their customers. This study intends to address and answer these problems.

### **1.1.1 The Importance of Customer Experience**

After the introduction of “experiential aspect” by Holbrook and Hirschman (1982) as one of the first study in customer experience stream of research, Pine and Gilmore (1998) introduces the term experience economy. They propose that economic progress can be recapitulated in the four stages evolution classifying by different economic offering: commodities, goods, services and experiences. First, commodity offering, firms charge their customers for undifferentiated products. Second, goods offering, firms charge their customers for distinctive tangible products. Third, service offering, firms charge their customers for the activities firms’ offer. And fourth, experience offering, firms charge their customers for the feeling, memory they received by engaging in those activities. The more advanced in economic offering, the higher value firms can charge their customers. The difference in each economic distinction proposed by Pine and Gilmore (1998) is shown in the figure 1.1.

**Figure 1.1: Different Economic Offering adopted from Pine and Gilmore (1998)**

<b>Economic Distinctions</b>				
<b>Economic Offering</b>	<b>Commodities</b>	<b>Goods</b>	<b>Services</b>	<b>Experiences</b>
Economy	Agrarian	Industrial	Service	Experience
Economic Function	Extract	Make	Deliver	Stage
Nature of Offering	Fungible	Tangible	Intangible	Memorable
Key Attribute	Natural	Standardized	Customized	Personal
Method of Supply	Stored in Bulk	Inventoried after Production	Delivered on Demand	Revealed over a duration
Seller	Trader	Manufacturer	Provider	Stager
Buyer	Market	User	Client	Guest
Factors of Demand	Characteristics	Features	Benefits	Sensations

It has been accepted that the success of many business firms both in retail and service industry is based on creating a distinctive experience for their customers. Starbucks may be one of the most cited examples that successfully create a distinctive customer experience for their customers (Michelli, 2007). Thompson and Arsel (2004) finds that Starbucks's strategy on delivering a memorable customer experience has influenced the ways many other coffee shops running their businesses. Apple inc. is another example of a very successful company that orchestrates a distinctive experience to customers. Customer experience with any Apple products begins well before customers actually purchase them. All of Apple products can be tested and played in an Apple store where the company carefully designs the environment with the overarching proposes of making the time one spends there a truly enjoyable experience (Meyer and Schwager, 2007).

### **1.1.2 Stream of Research in Customer Experience**

Research in customer experience emerges from the introduction of an experiential aspect by Holbrook and Hirschman (1982). Since then, researchers have investigated many aspects of customer experience from different perspective. This study classifies various researches in customer experience into three main streams: customer experience multidimensionality, customer experience value and customer experience antecedents.

#### **1.1.2.1 Customer Experience Multidimensionality**

Customer experience multidimensionality researches focus on investigating the elements underlying customer experience construct. Schmitt (1999) is the first

study to propose that customer experience has five dimensions: sensory, affective, creative cognitive, physical and social identity experience. Fornerino et al., (2006) introduces another model that consists of five dimensions of customer experience including sensorial perceptual, affective, physical-behavior, social and cognitive. Gentile, Spiller and Noci (2007) identifies six dimensions of customer experience in their study: sensorial, emotional, cognitive, pragmatic, lifestyle and relational component. Recently, Verhoef et al., (2009) proposes another model that consists of five dimensions of customer experience including cognitive, affective, emotional, social and physical dimension. Even though many researches classify customer experience elements by different name, these elements share some common dimensions. The similarities of these classifications will be described in length in chapter 2.

### **1.1.2.2 Customer Experience Value**

Customer experience value stream of researches can be traced back to the study of Holbrook and Hirschman (1982) that first introduced an experiential aspect of consumption. In the past, a stream of consumer behavior researches believed that customers make decision on consumption in order to solve their problems. At that time, customers are treated as logical thinkers. However, researchers began to question that the “logical aspect” part of customer may leave out another important consumption phenomena. It is Holbrook and Hirschman (1982) who proposes that customers consider the playful, sensory and pleasure side of consumption as an important part in addition to the logical side of consumption. As a result, consumption



begins to be seen as involving a steady flow of fantasies, feelings and fun encompassed by experiential view.

After the introduction of an experiential aspect, researchers started to investigate further for other possible dimensions of customer value. Sheth, Newman and Gross (1991) suggests five consumption values that includes functional, emotional, social, epistemic and conditional value. Later, Holbrook (1994) presents a typology of customer value using three dimensions of value as criteria: intrinsic-extrinsic, self oriented-other oriented and active-passive. This classification results in eight types of customer value: efficiency, excellence (quality), politics (success), esteem, play, esthetic, morality and spirituality. Additionally, Lai (1995) proposes eight “generic product benefits” that includes functional, social, affective, epistemic, aesthetic, hedonic, situational and holistic. However, only two dimensions of customer experience value that are utilitarian and hedonic value have been widely accepted and use in empirical research at that time.

### **1.1.2.3 Customer Experience Antecedents**

Research in customer experience antecedent are relatively new comparing to other aspects of customer experience research. Some research in customer experience antecedent uses firm’s controllability as criteria to classify customer experience antecedent. First, Verhoef et al., (2009) suggests eight customer experience antecedents (drivers). These drivers are social environment, service interface, retail atmosphere, assortment, price, customer experience in alternative channels, retail brand and past customer experience. It further classifies these antecedents into two groups: firm controllable and uncontrollable antecedents. Second, Grewal, Levy and

Kumar (2009) classifies five customer experience antecedents that firm can control. These antecedents were promotion, price, merchandise, supply chain and location. On the other hand, Puccinelli et al., (2009) uses various stages of customer decision process as criteria for purposing customer experience antecedents. These included goals, schema, information processing memory, involvement, attitudes, affective processing, atmospherics, consumer attributions and choices. However none of these research has been empirically tested and are left for further study.

### ***1.1.3 Limitations of Existing Research***

Research in customer experience construct has emerged as early as 1982 but they are still considered relatively new comparing to other stream of research such as customer behavior. Although many research have significantly contributed to this field of knowledge, many aspects of this construct have not fully explained and tested. There are areas in the field of customer experience that can be further explored.

First, many customer experience research have been done in a retail context. Even though retail industry is classified under service marketing, but the nature of product offerings is much different from those in a pure service setting such as a hospitality industry. Research findings in retail context may not be applicable into a pure service context. Conducting a customer experience research in different context helps confirming the generalization of a research.

Second, Previous research propose a group of antecedents that may affect customer experience. However, none of them has been done in an empirical research. Therefore, it is possible to conduct an empirical research to confirm the effects of these antecedents.

Third, social environment effect has been ignored from the study of customer experience. Research in customer experience focused on interaction between firms or their staffs with customers while ignoring the interacting effect among customers. Including social environment into a study may significantly change the existing finding.

Fourth, social value has been ignored from the study of customer experience value. There is little empirical research that includes social value in the study and most of them are conducted in a retail context. Social value has been accepted as one of important values that customers consider when making a purchase decision. As a result, the result of a research can be improved or significantly changed if social value has been added into consideration.

## **1.2 Research Questions and Objectives**

Delivering superior customer experience becomes one of the main objectives of service firms in today hypercompetitive environment. It is no longer sufficient for service firms to deliver a superior utilitarian value to customers while neglecting hedonic and social value. This study extends the current knowledge in the area of customer experience and fills the existed gap mention earlier. Research questions in this study are the following.

1. What are important factors to create customer experience value and how relative importance for each of these factors?
2. How customers value each dimension of customer experience value?

3. Do these factors have an equal effect on customer experience value across different type of customers?

As a result of these research questions, the objectives of this study are the following:

1. To study the effect of customer experience antecedents on each dimension of customer experience value.
2. To study the effect of each dimension of customer experience value on the overall customer satisfaction.
3. To study whether the relationship among antecedents of customer experience, customer experience value and an overall customer satisfaction is different among different group of respondents.

### **1.3 Purpose of this study**

This study investigates the effect of three important antecedents (physical environment, staff characteristic and social environment) that have effects on various dimensions of customer experience value (utilitarian value, hedonic value and social value) in a hospitality industry. In service setting, customers evaluate and judge service offering based on an extrinsic cue because service is produced and consumed simultaneously. As a result, customers are more attentive to use physical environment as a clue of service quality (Shostack, 1977; Berry, 1980; Zeithaml, 1981; Berry, 1995). Previous research confirm that customers' evaluation of service is affected by physical environment (e.g., Booms and Bitner, 1981; Mittal and Baker, 1998; Bitner,

1990; Dube and Renaghan, 2000), staff characteristic (e.g., Bitner, 1990; Bowen and Schneider, 1985; Hoffman and Ingram, 1992; Ekinci, Dawes and Massey, 2008), and social environment (e.g., Langeard et al., 1981; Grove and Fisk, 1983; Booms and Bitner, 1981; Baron, Harris and Davies, 1996; Martin and Pranter, 1989). However, there is no study that investigates the effect of these cues together. It is important to understand the relative effect of these cues to help service firms creating a memorable experience to their customers. In other words, these cues must support each other to create an overall unforgettable experience. Therefore, this study aims to study the relative effect of these extrinsic cues on various dimensions of customer experience value. It is the intention of this study to focus only on the effect of various antecedents that firm can control. The effect of word-of-mouth recommendations or criticisms, advertising and customer reference are beyond the scope of this study because these indirect contacts (Meyer and Schwager, 2007) are difficult if not possible for firms to control.

This study also investigates various dimensions of customer experience value including utilitarian value (e.g., Sheth, Newman and Gross, 1991; Burns, 1993, Holbrook, 1994; Lai, 1995; Naylor, 1996; Lapierre, 2000; Overby, 2000; Mathwick, Malhotra and Rigdon, 2001; Sweeney and Soutar, 2001; Yuan and Wu, 2008), hedonic value (e.g., Burns, 1993; Holbrook, 1994; Lai, 1995; Naylor, 1996; Mathwick, Malhotra and Rigdon, 2001; Sweeney and Soutar, 2001; Yuan and Wu, 2008) and Social value (e.g., Sheth, Newman and Gross, 1991; Holbrook, 1994; Lai, 1995; Lapierre, 2000; Overby, 2000; Sweeney and Soutar, 2001). It is an interesting issue that social value has been frequently ignored from the study of customer experience value even though social value has been found to be an important value

perceived by customers. As a result, this study aims to bring social value back into consideration and to investigate the relative effects of these customer experience value on an overall customer satisfaction.

In this chapter, research problems and the background of this research are fully explained. The stream of research in customer experience is briefly discussed together with the limitation of the existed research. As a result of this limitation, research questions and research objectives of this study are suggested. Previous research in customer experience and their related construct are discussed in length in the next chapter



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## Chapter II

### Literature Review

In this chapter, it starts by describing customer experience construct in detail that includes the evolution of customer experience marketing, the definition of customer experience and the multidimensionality of customer experience. Then the topic moves to explain customer experience value construct. It consists of the role of customer experience and customer experience value, the evolution of customer experience value, the definition of customer experience value, the classification of customer experience value and the measurement of customer experience value. Later, this chapter proposes the antecedents to customer experience. It includes the existed researches on the antecedents of customer experience, the limitation of existed customer experience antecedents and the proposed customer experience antecedents.

#### 2.1 Customer Experience

##### **2.1.1 The Evolution of Customer Experiential Marketing**

The concept of customer experience can be traced back in the mid-1980s when Holbrook and Hirschman (1982) first introduces the new aspect of consumption called “an experiential aspect”. At that time, mainstream literature in consumer behavior treats customer as rational decision maker. This approach regards customer as a logical thinker who makes decision in order to solve his/her problems. However many

researchers believe that “the logical thinker” aspect ignores the playful, sensory, pleasure side of consumption that plays an important role in making decision. An experiential approach, on the other hand, emphasizes on this playful part of consumption that relates to the multi-sensory fantasy and emotive aspects of one’s experience with products or services. It can be said that Holbrook and Hirschman (1982) is a very first study that pave way for experiential marketing.

As a result, researchers accept the existence of experiential aspect and come up with various research emphasized on the hedonic part of consumption. Pine and Gilmore (1998) proposes the term “experiential economy” and emphasizes the importance of delivering a memorable experience to customers as a way to create a competitive advantage. Schmitt (1999) introduces the term “experiential marketing” and defines it as "customers' developing recognition of and purchasing goods and services from a company or brand after they experience activities and perceive stimulations." This customer experience concept enhances the value of a product, a brand or a company.

Although experiential marketing enhances customers’ emotions and sense stimulation, it does not preclude the quality and functions of product and service offerings. It's widely argued that as the science of marketing evolves, experiential marketing will become the dominant marketing tool of the future (McNickel, 2004). From the recognized benefit of creating a memorable customer experience, researchers start to investigate on various aspects of customer experience as a lever to create superior value to customers and firms.

### ***2.1.2 Definition of Customer Experience***

Previous research define customer experience construct in many ways. Mascarenhas, Kesavan and Bernacchi (2006) defines customer experience as “a totally positive, engaging, enduring, and socially fulfilling physical and emotional customer experience across all major levels of one’s consumption chain”. Gentile, Spiller and Noci (2007) states that “customer experience originates from a set of interactions between customer and product, company, or part of its organization, which provoke a reaction.” This experience is strictly personal and implies the customer’s involvement at different levels (rational, emotional, sensorial, physical and spiritual). Meyer and Schwager (2007) introduces the following “customer experience is the internal and subjective response customers have to any direct or indirect contact with a company.” Direct contact generally occurs in the course of purchase, use of service and is usually initiated by the customers. Indirect contact most often involves unplanned encounters with representatives of a company’s products, services or brands and takes the form of word-of-mouth recommendations or criticisms, advertising, news report, reviews and so forth.” Verhoef et al., (2009) defines customer experience construct as follow “customer experience is holistic in nature and involves customers’ cognitive, affective, emotional, social and physical responses to the retailer”. Russametummachot (2006) defines customer experience as “evaluative outcomes that consist of both cognitive and affective evaluations resulting from interpreting cues.”

In this study, we adapt customer experience definition from Verhoef et al., (2009) and define as follow: customer experience is holistic and has a subjective

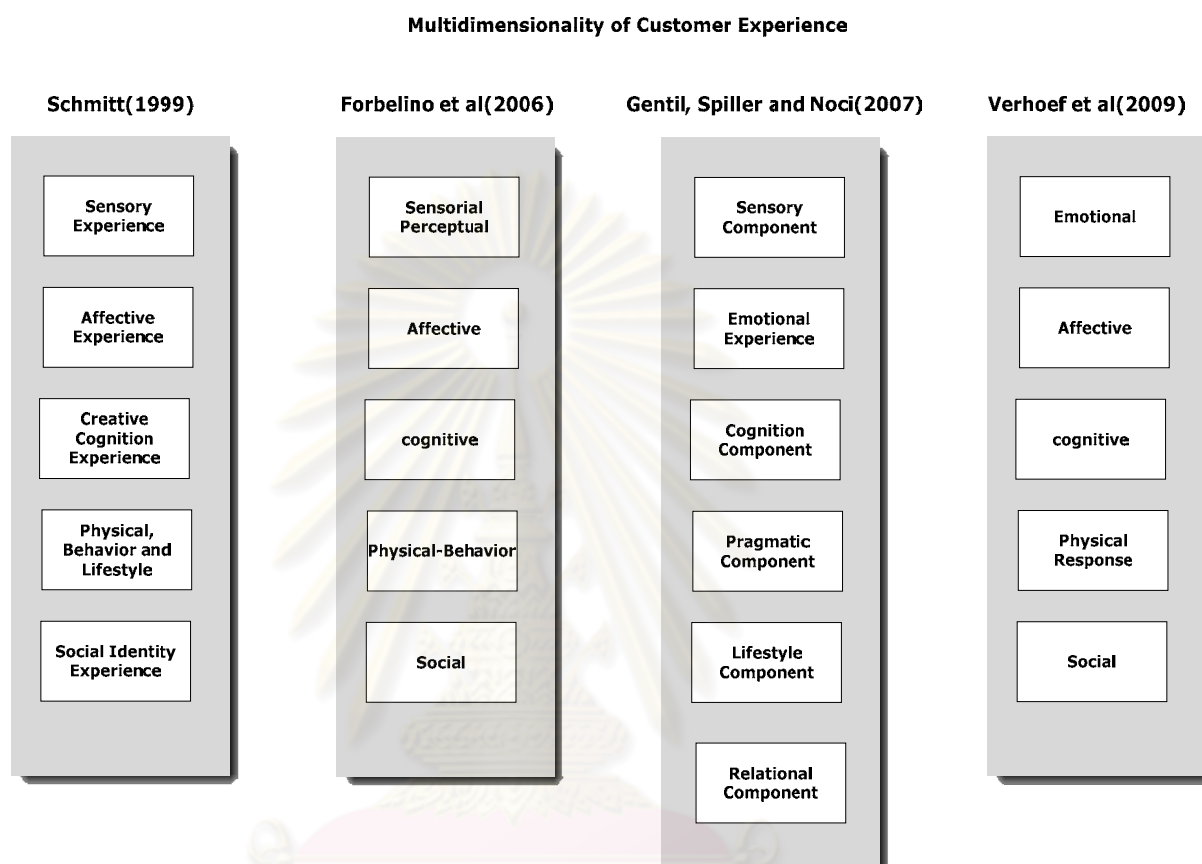
outcome that consists of utilitarian, hedonic and social evaluation resulting from interpreting cues.

### **2.1.3 Multidimensionality of Customer Experience**

Previous research support the multidimensionality of customer experience construct and conclude that a memorable experience must be holistic and consistently involved a person at different levels. However, none of these research defines the definition of customer experience multidimensionality. This study defines customer experience multidimensionality as “the underlying dimensions of customer experience that altogether create a holistic experience to customer. Four researchers have studied the underlying multidimensionality of customer experience constructs.

First, Schmitt (1999) identifies five strategic experiential modules of customer experience: sensory experiences (sense); affective experiences (feel); creative cognitive experiences (think); physical experiences, behaviors and lifestyle (act); and social-identity experiences (relate). Fornerino et al., (2006) analyzes the case of an immersive consumption experience and identifies five distinct dimensions: sensorial-perceptual, affective and physical-behavioral (components) and social and cognitive (facets). Gentile, Spiller and Noci (2007) proposes six dimensions of customer experience: Sensorial component, emotional component, cognitive component, pragmatic component, lifestyle component and relational component. Lastly, Verhoef et al., (2009) introduces five dimensions of customer experience, i.e. cognitive, affective, emotional, social and physical response. The multidimensionality of customer experience construct is presented together in the figure 2.1

**Figure 2.1: The Multidimensionality of Customer Experience Construct.**



It is evident that many researchers have studied different underlying elements of customer experience construct; however several elements are common in every study. This study summarizes the similarity of various classification of customer experience dimension in table 2.1.

**Table 2.1: The Multidimensionality of Customer Experience**

No.	Article	Purposes Antecedents	Context of study
1	Schmitt (1999)	Social experience Affective experience Creative cognition experience Physical experience, behavior and lifestyle Social identity experience	To create sensory experience through sight, sound, touch, taste and smell To create affective experience from mildly positive to strong emotion of joy To create cognitive, problem solving experience To create bodily experience, lifestyle and interaction Contains Sense, Feel, Think, Act and relating to his/her ideal self, other people, culture
2	Forberino et al.,(2006)	Sensorial - perceptual Affective Physical - behavior Social Cognitive	Description not available
3	Gentile, Spiller and Noci (2007)	Sensorial component Emotional component Cognitive component Pragmatic component Lifestyle component Relational component	To affect the senses addressing sight, hearing, touch, taste and smell To affect moods, feeling and emotion which involves one affective system To affect with thinking or conscious mental processes Related to the concept of practical sense of doing something : usability Affirmation of the system of values and beliefs through the adoption of lifestyle, behavior Involve person and his/her social context, his/her relationship with others or ideal self
4	Verhoef et al.,(2009)	Cognitive Affective Emotional Social Physical response	Description not available



## **2.2 Customer Experience Value**

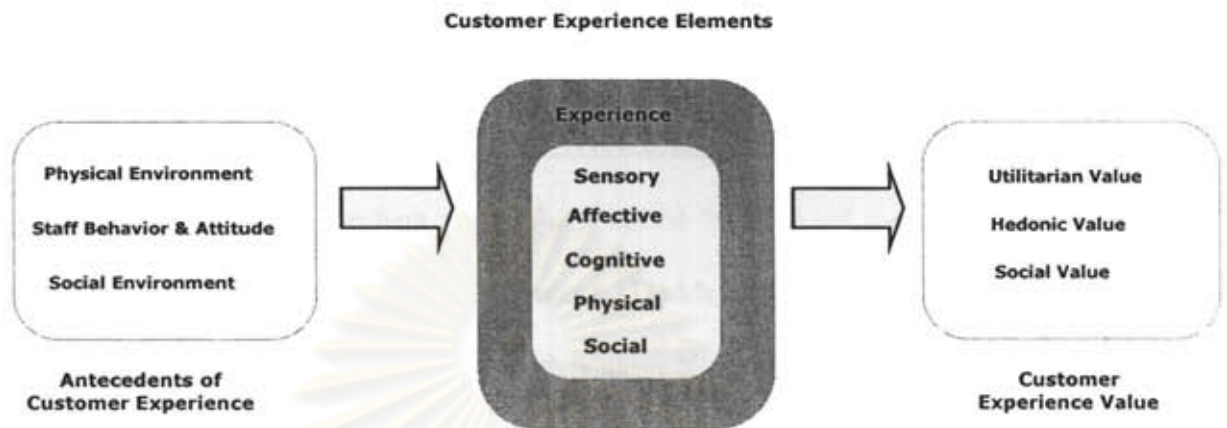
### **2.2.1 The Different Role**

Customer experience is different from customer experience value. Customer experience emerges from various types of responses that customers have from interaction with the service. Verhoef et al., (2009) proposes that this interaction has an effect on five dimensions of customer experience including cognitive, affective, emotional, social and physical response.

Customer experience value, on the other hand, is a value that customer received from any interaction with the service firms. Though interaction with service firms affects five dimensions of customer experience, this interaction delivers three dimensions of customer experience value: utilitarian, hedonic and social value. In other words, five dimensions of customer experience create three customer experience values to customers.

The process that service firms use to create a memorable customer experience can be explained using three steps. First, service firms create a fine and memorable customer experience by manipulating various customer experience antecedents. Second, these antecedents together affect five dimensions of customer experience. Third, these five dimensions of customer experience together deliver three customer experience values to customers. Finally, these three customer experience values are captured and perceived by customers in order to form an overall customer satisfaction upon service completion. The summary of this process is explained in figure 2.2.

**Figure 2.2: How Customer Antecedents Create Customer Experience Value**



### 2.2.2 The Evolution of Customer Experience Value

Customer experience value is originated from consumer behavior stream of research. One of the earliest studies of customer experience value comes from Holbrook and Hirschman (1982) that introduces the term “experiential aspect of consumption”. This aspect proposes that consumption phenomena also include various playful leisure activities, sensory pleasures, daydreams, esthetic enjoyment and emotional responses. Rather than treating consumption as a way of customers to solve their problems (logical aspect), researchers begin to see consumption as involving a steady flow of fantasies, feelings and fun. At the end, Holbrook and Hirschman (1982) proposes that customers make a consumption based on both utilitarian value that represents the intended benefit from the completion of the service or product and hedonic value that represents the pleasure and happiness from the completion of the service or product. Holbrook and Hirschman (1982) is the first study which proposes

that customers consider both hedonic and utilitarian value when making a decision. Later, it acts as a foundation for studying customer experience construct.

### **2.2.3 Definition of Customer Experience Value**

A number of researchers study a concept of “value” yet their definitions are different and depend on a study’s context (Dodds, Monroe and Grewal, 1991; Holbrook and Corfman, 1985). However they agree that value has multifaceted nature. Zeithaml (1988) identifies four common use of the term value. First, value is price. Second, value equals to what I get for what I give. Three, value is a trade-off between perceived product quality and price. These three terms of value do not relate much to this current study because most of them are termed in retail industry. Fourth, value is whatever I want in a product. In this meaning of value, customers emphasize the benefit they received from the products or services as the most important components of value. In other word, value is “all factors, qualitative and quantitative, subjective and objective that make up the consumption experience. This study considers value from this perspective. It is important to emphasize that, in this definition of value, it is essentially the same as the economist’s definition of utility, that is, a subjective measure of the usefulness or want satisfaction that result from the consumption. This definition of value does not incorporate the effect of price or other customer sacrifice for the receiving of products or service into consideration.

As a result, this study defines customer experience value as “an overall assessment of consumption experience by considering all relevant evaluation criteria. This study considers customer experience value to consist of three dimensions: utilitarian value, hedonic value and social value.

#### **2.2.4 The Classification of Customer Experience Value**

Upon the introduction of “experiential aspect”, many researchers have introduced various dimensions of consumption value. Sheth, Newman and Gross (1991) proposes a theory of consumption value which identifies five consumption values that influence consumer choice behavior. They are functional value, emotional value, social value, epistemic value and conditional value. Later, Holbrook (1994) presents a typology of customer value using three dimensions of value: intrinsic-extrinsic, self oriented-other oriented and active-passive. These dimensions result in eight different kinds of customer value: efficiency, excellence (quality), politics (success), esteem, play, esthetic, morality and spirituality. Lai (1995) proposes eight “generic product benefits” types: functional, social, affective, epistemic, aesthetic, hedonic, situational and holistic. Most of the early classifications of customer value are studied in retail context. Only few research study customer value in business-to-business context (Gassenheimer, Houston and Davis, 1998; Lapierre, 2000; Ulaga, 2003).

Even though researchers propose various classifications of customer experience value, most of them consider only utilitarian and hedonic value as an underlying value of customer experience. There are two reasons for using just only two dimensions of customer experience value. First, researchers agree that customer experiential value consists of two distinct dimensions because these two dimensions maintain a basic underlying presence across consumption phenomena (e.g., Batra and Ahtola, 1991; Crowley, Spangenberg and Hughes, 1992; Engel et al., 1993). Second, researchers find that customers are unable to draw any separation between other various consumption values. There are two studies support this claim. First, in

Sweeney and Soutar (2001), it tests the five customer values dimension of Sheth, Newman and Gross (1991) but finds that only functional value, emotional value and social value are significant and can be perceived by customers. Second, Gentile, Spiller and Noci (2007) finds that customer cannot differentiate among various type of customer experience value. The study proposes that customers perceive each experience as a complex but unitary feeling. In that study, six elements of customer experience, combining together, deliver two distinguished value to customers: hedonic and utilitarian. However this finding does not imply the insignificance of social value, it is because the authors do not incorporate social value in their study.

#### **2.2.4.1 Social Value: The Neglect Dimension**

Researchers suggest that social value exists and plays an important role in shaping customer decision. These researchers include social value as an existed dimension of customer experience value (Sheth, Newman and Gross, 1991; Holbrook, 1994; Lai, 1995; Lapierre, 2000; Overby, 2000; Sweeney and Soutar, 2001). Sheth, Newman and Gross (1991) defines social value as “the perceived utility acquired from an alternative’s association with one or more specific social groups. An alternative acquires social value through association with positively or negatively stereotyped demographic, socioeconomic, and cultural-ethnic groups. Social value is measured on a profile of choice imagery and is more important if consuming products or services is highly visible to other people. As a result, this study considers customer experience value to consist of three underlying dimensions: utilitarian value, hedonic value and social value.



Utilitarian value represents the intended value received from the completion of products or services. It has been described as task-related and rational (Batra and Ahtola, 1991; Engel et al., 1993; Sherry, 1990) and also represents a task accomplishment. This study defines utilitarian value as the intended value customer received from a consumption of products and services. Hedonic value represents the immediate gratification received by consumption products or services. It is more subjective and personal than that of utilitarian value and results more from fun and playfulness than from a task completion. This study defines hedonic value as the value customer received that result from the fun and playfulness of a consumption experience.

This chapter already explains social value earlier in the paragraph under “the dimension of customer experience value.” Therefore, this study defines social value as the value customer received that result from the products or services’ ability to enhance social-self concept. The summary of previous literatures on the underlying dimensions of customer experience value is shown in table 2.2.



**Table 2.2: The Summary of the Literature on the Dimension of Customer Experience Value**

List of Studies	Utilitarian Value	Hedonic Value	Social Value
Sheth, Newman and Gross(1991)	*	*	*
Burns(1993)	*		
Holbrook(1994)	*	*	*
Lai(1995)	*	*	*
Naylor(1996)	*	*	
Lapierre(2000)	*		*
Overby(2000)	*		*
Mathwick, Malhotra and Rigdon(2001)	*	*	
Sweeney and Soutar(2001)	*	*	*
Yuan and Wu(2008)	*	*	

### **2.2.5 The Measurement of Customer Experience Value**

Previous research have developed various multiple-items scales to measure customer experience value. These scales are developed differently based on researchers' objectives, context of studies and the underlying dimension of customer experience value. The following paragraph presents various related multiple-items scales to measure customer experience value.

Customer experience value scale developed by Babin et al., (1994) is designed to measure personal shopping value. It measures utilitarian and hedonic value perceived by customers. Mathwick, Malhotra and Rigdon (2001) develops a 19-items multiple scale to measure experiential value in context of catalog and internet shopping environment. This scale adopts a typology of customer experience value

proposed by Holbrook (1994) that divides customer experience value into four quadrants framed by intrinsic/extrinsic and active/reactive value. These four quadrants measure four dimensions of experiential value: consumer return on investment, service excellence, playfulness and aesthetic appeal. Babin, Chebat and Michon (2004) develops an 8-items multiple scale to measure customer personal shopping value in a retail shopping environment. Otto and Ritchie (1996) develops a 23-items multiple scale to measure customer service experience. The summary of all previous customer experience value scales is shown in table 2.3.



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**Table 2.3: The Selected Measured of Customer Experience Value**

Literature	Experience Construct	No. of items	Type of Research	Function	Cronbach's alpha
Babin, Chebat and Michon (2004)	Personal Shopping Value				
	1. Utilitarian Value	3	Empirical	IV/DDV	0.61
2. Hedonic Value	5	0.74			
Dube~, Cecile and Jungyuan (2003)	Cognitive Basis		Empirical	IV/DDV	
	1. Deliberative health consequence	3			>0.7
	2. Immediate convenience benefit	3			>0.7
	Affective Basis				
1. Immediate Sensorial benefit	3	>0.7			
2. Deliberative Emotional consequence	3	>0.7			
Baker et al., (2002)	Store choice Criteria		Empirical	IV/DDV	
	1. Interpersonal service quality	4			0.85
	2. Merchandise quality	2			0.73
	3. Monetary price	2			0.7
	4. Time/effort cost	4			0.76
5. Psychic cost	3	0.79			
Petrick (2002)	Perceived Value of Service		Empirical	IV/DDV	>0.92
	Quality	4			>0.95
	Emotional response	5			0.94
	Monetary price	6			>0.95
	Behavioral price	5			>0.92
Reputation	5				

**Table 2.3: The Selected Measured of Customer Experience Value Continue**

Literature	Experience Construct	No. of items	Type of Research	Function	Cronbach's alpha
Mathwick, Malhotra and Rigdon (2001)	Experiential Value		Empirical	IV/DDV	
	Intrinsic Value				
	1. Aesthetic				
	1.1 Visual Appeal	3			0.92
	1.2 Entertainment	3			0.88
	2. Playfulness				
	2.1 Escapism	3			0.79
	2.2 Enjoyment	2			0.73
	Extrinsic Value				
	1. Service Excellence	2			0.78
2. Customer ROI					
2.1 Efficiency	3	0.74			
2.2 Economic value	3	0.78			
Sweeney and Soutar (2001)	Consumer Perceived Value		Empirical	IV/DDV	
	Emotional value	5			>0.82
	Social value	4			>0.82
	Price value	4			>0.82
	Quality value	6			>0.82
Kempf (1999)	Emotional Response				
	Pleasure				0.85
	Arousal				0.87

**Table 2.3: The Selected Measured of Customer Experience Value Continue**

Literature	Experience Construct	No. of items	Type of Research	Function	Cronbach's alpha
Otto and Ritchie (1996)	Service experience		Empirical	IV/DDV	
	Hedonic	11			0.92
	Peace of mind	5			0.84
	Involvement	5			0.76
	Recognition	2			0.79
Babin, Darden and Griffin (1994)	Personal Shopping Value		Empirical	IV/DDV	
	Functional Qualities				
	1. Discount price	4			>0.74
	2. Store personal	4			>0.74
	3. Quality	3			>0.74
	4. Crowding	2			>0.74
	Affective Qualities				
	1. Pleasant	4			>0.74
	2. Unpleasant	4			>0.74
	3. Activities	4			>0.74
	4. Sleepy	4			>0.74

## 2.3 The Antecedent of Customer Experience

### **2.3.1 Existed Research on the Antecedents of Customer Experience**

Customer experience construct is holistic in nature and involves customer's cognitive, affective, emotional, social and physical responses to the firm. This experience can be affected both by elements which firms can control (e.g., service interface, retail atmosphere, assortment, price) and cannot control (e.g., influence of others propose of shopping). This study investigates past research and finds that customer experience antecedents have been studied and summarized by three researches.

First, in a recent study by Verhoef et al., (2009), eight customer experience drivers are introduced as antecedents for customer experience. The study classifies these antecedents into two groups: firm's controllable and uncontrollable factors. These factors include social environment, service interface, retail atmosphere, assortment, price, customer experience in alternative channels, retail brand and customer experience in the past. Moreover, two groups of moderators are proposed: customer and situational moderators. On customer side, the antecedents of customer experience are moderated by customers' goals. These goals are shaped by factors such as personality traits, socio-demographics, location and situational circumstances. On situational side, these moderators are type of store, channel, location, culture, season, economic climate and competitive intensity.

Second, Grewal, Levy and Kumar (2009) studies the role of macro factors in the retail environment and how these factors shape customer experiences and customer behaviors. Several firm's controlled factors that affect retail customer



experience are proposed as antecedents including promotion, price, merchandise, supply chain and location. These antecedents can be viewed as 4P in marketing mix which are product, price, place and promotion plus additional factor: supply chain factor.

Third, Puccinelli et al., (2009) investigates on seven antecedents that influence customer experience by focusing on customer behavior and customer decision-making process. These antecedents are goals, schema, information processing, memory, involvement, attitudes, affective processing, atmospherics, and consumer attributions and choices. Rather than focusing on factors that firm can control, Puccinelli et al., (2009) focuses on the specific elements of consumer behavior that play an important role during various stages of customer decision process rather than focus on the factors that firms or customers can control.

### **2.3.2 Reasons not to use existing customer experience antecedents**

Although retail industry and hospitality industry are classified under service marketing, these two industries are different in detail. The intangibility and inseparability characteristic of service have more profound effect on hospitality industry than that of retail industry. In retail industry, customers can still find similar products in different store; this is not the case in hospitality industry. In other word, in retailing setting, many stores carry similar products at a relatively similar price tag. As a result, customers can easily find a similar product with the same price tag anywhere. However, customers cannot find two service providers that deliver the same offering in hospitality industry. Every service firms create different experience to customer and hence there are no service firms that offer similar service and result to customers.

As a result, the proposed antecedents in retailing setting cannot be used in hospitality setting without adaptation. It is the nature of service, scope, context and focus of the study that make antecedents of customer experience different. This study focuses on three antecedents of customer experience value: physical environment, staff characteristic and social environment. Summary of previous customer experience antecedents is shown in table 2.4.



**Table 2.4: The Antecedents of Customer Experience**

No.	Article	Purposes Antecedents	Context of study	Scope of study Research
1	Verhoef et al., (2009)	Social Environment Service Interface Retail Atmosphere Assortment Price Experience in Alternate location Retail Brand Experience in Part period	Retailing	1. separate by controllability of the factors 2. moderated by customer and situational moderators
2	Grewal, Levy and Kumar (2009)	Promotion Price Merchandise Supply chain Location	Retailing	1. Focus on the retailing context
3	Puccinelli et al., (2009)	Goals Schema Information Processing Memory Involvement Attitudes Affective processing Atmospherics Consumer attributions	Retailing	1. Focus on the elements of customer behavior rather than firms or customers factor 2. separated by various stages of consumer decision process

### **2.3.3 Proposed Customer Experience Antecedents**

#### **2.3.3.1 Physical Environment**

Customers evaluate and judge a service based on extrinsic cues because service is produced and consumed simultaneously. As a result, customers are more attentive to use tangible aspects as a cue of service result (Shostack, 1977; Zeithaml, 1981; Berry et al., 1995). Moreover customers use environmental cues to evaluate service result the same way as they use package cues when they evaluate tangible goods (Ward, Bitner and Barnes, 1992). Russell and Ward (1982) finds that specific elements of the physical environment affect customer's cognition, emotion and behavior. Customers generally look for cues about the firm's capabilities and quality before making a decision about the service and physical environment is rich in such cue. Bitner (1990) stresses the importance of physical environment by saying that physical environment is more important in service firms than other type of firms because it is easier for customers to experience the firm's facility.

The effect of physical environment in service setting has been mentioned in many research. Booms and Bitner (1981) introduces seven Ps in service marketing mix that includes physical facility. Mittal and Baker (1998) defines physical facility in seven Ps as the surroundings in which the service production is housed. Bitner (1990) finds that physical environment includes extrinsic cues that influence the customer's perception and satisfaction of the service. Wakefield and Blodgett (1996) studies the role of the physical environment on the satisfaction of customer in casino setting. Lucas (2003) extends the work of Bitner (1992) and Wakefield and Blodgett (1996) by studying the effect of floor decoration at a hotel casino. Dubé and Renaghan (2000)

emphasizes the importance of architecture and design of a hotel as key value drivers for guests. Bitner (1990) finds that customers recognize room design and amenities as factors of their satisfaction through its evaluation of service offering. Moreover, design factors, including functional and aesthetic elements, such as architecture, style, and layout, have also been highlighted as drivers of atmosphere in hospitality settings.

This study adapts a physical environment definition from Mittal and Baker (1998) and defines as follow: Physical environment is the surroundings where the products and services consumption take place which include ambient conditions, space/function and signs, symbols and artifacts.

#### **2.3.3.2 Staff Characteristic**

Evaluation of a service firm depends on an evaluation of the “service encounter”. The term service encounter has been defined by Shostack (1985, p. 243) as “a period of time during which a consumer directly interacts with a service.” This definition incorporates all the aspects of the service firm which customers may interact with including personnel, physical facilities and other tangible elements during a given period of time. It has been suggested that from the customer’s viewpoint, staffs are the service and therefore staffs’ characteristic influence customer perceptions of the service (Bitner, 1990; Bowen and Schneider, 1985).

Shostack (1977) emphasizes the importance of staffs’ characteristic in service firms as follow “in service, each member of the organization represents the firm and defines the product.” Other researchers stress the importance of staffs’ characteristic as an important element of service evaluation. Hoffman and Ingram (1992) finds that customer perceptions of service firm are significantly affected by firms’ staff.

Therefore it is critical for these firms to have staffs who engage in behaviors that lead to long-term customer satisfaction. Brady and Cronin (2001) finds that competence, helpfulness, and responsiveness of staffs' characteristic are considered important elements in evaluation of service. Recently, Ekinici, Dawes and Massey (2008) finds that staff characteristic has a positive impact on customer satisfaction.

This stream of research has developed further to investigate the proper characteristic of staffs that creates memorable experience to customers. Two important concepts have emerged as an appropriate staffs' characteristic: personalization and customer orientation or pro-social behavior.

First, personalization, Mittal and Lassar (1996) defines this concept as "the social content of interaction between service staffs and their customers." It concerns the manner in which staffs relate to customers as people. This manner includes aspects as staff's politeness and courtesy, staff's attempt to get to know the customer as a person, staff's attempt to engage in a friendly conversation and exhibition of personal warmth in staff behavior. This role of interpersonal interaction has been recognized by many researchers on service marketing as a way to deliver superior customer result (Crosby, Evans and Cowles, 1990; Solomon et al., 1985).

Second, Brady and Cronin (2001) emphasizes the important role of customer orientation on service evaluation. They propose that in service setting, a customer-oriented culture is identified by the characteristic of its staffs (Cran, 1994; Mahajan et al., 1994; Webster, 1990). That is, customer oriented culture is represented by customer oriented staffs. This characteristic is often described as staff's willingness to go "above and beyond" or to "go extra mile" to service their customers (Brady and Cronin, 2001). Other researches refer this customer-oriented service as a pro-social



behavior (Bettencourt and Brown, 1997). As a result of these customer-oriented staffs, firm is more likely to create satisfied and loyal customers by delivering superior customer service experience to customers (Bitner et al., 1990; Keaveney, 1995).

This study defines staff characteristic as: The degree of demonstrated competence in the performance of their tasks and the quality of empathy displayed in interaction with customers. This definition of staff characteristic also includes professionalism within the dimension to fully capture broader effect related to staffs.

### **2.3.3.3 Social environment**

In service setting, customers do not only purchase service but also involve in the design and delivery of that service. In other word, they are co-producers of the service. Moreover, in most of service setting, there are other customers who share the same environment as well. As a result, customers do not only have an influence on the quality of their own experience but on other customers' service.

Previous research emphasize the role of other customers as the potential source that positively or negatively affects other customers' experience. First, Langeard et al., (1981) proposes "a servuction model" of the service encounter that emphasizes the role of other customers in service encounter and collectively called "Customer B." Second, Grove and Fisk (1983) identifies other customers as members of the services audience. Third, Booms and Bitner (1981) labels other customers as a component of the service. Fourth, Baker (1987) describes other customers found at a service encounter as a "social factor" characterizing a service's physical environment. It is clear that customer experience is impacted by the effect of other customers as they are part of a social environment. As a result, customer interaction can have an important

effect on the service experience (Baron, Harris and Davies, 1996; Martin, 1996; Martin and Pranter, 1989).

Customers can affect one another both directly through specific interpersonal encounters and indirectly by sharing the same service environment (Baker, 1987; Bitner, 1992). Directly, customers affect other customers by different roles that each customer may assume. McGrath and Otnes (1995) develops a typology of roles that customers can play in service environment including help seeker, helper, competitor and complainer, among others. Indirectly, Fisher and Byrne (1975) and Hall (1966) find that customers standing close to others may create anxiety and the perception of over-crowding (Bateson and Hui, 1986). Aronoff, Woike and Hyman (1992) finds that customer's appearance may prompt others to feel warm or threatened and may evoke stereotypical evaluation (Anderson and Sedikides, 1991). Albas and Albas (1989) finds that too much or too little eye contact with other customers may be negatively perceived. These relationships are important because they significantly affect customer satisfaction with the broader customer experience (Martin and Pranter, 1989). Interaction with customers can bring both good and memorable experience or a totally failure of service to customers as well. A good and memorable experience may come from customers who display customer voluntary performance (CVP) behavior, which refers to helpful, discretionary customers that support firm's service performance and quality (Bettencourt, 1997). Such an example is that some customers are so knowledgeable that they can assist other customers. These customers act as partial employees that help firms create good experience to other customers. However, some customers also act in a way that destroys the experience of other customers. Lovelock (1994) introduces the term "jay customer" as customers who deliberately act

in a thoughtless or in an abusive manner, causing problems for the firm, employees, or other customers. Some other researchers use other term such as deviant customer behavior (Moschis and Cox, 1989), aberrant customer behavior (Fullerton and Punj, 1993). These customers may destroy the experience of other customers in the service settings (Harris and Reynolds 2003, 2004). Therefore, firms need to attract similar customers and managing the service environment to foster customer-to-customer interactions that enhance customer experience. This study defines social environment as: the social surroundings or conditions where the products and services consumption take place.

## **2.4 An Overall Customer Satisfaction**

It is one of the most important objectives of firms to make customers satisfied with their service offering. Satisfied customers are likely to be loyal customers and will bring in higher profit for firms. Therefore, firms will try to find the most effective marketing strategy in order to deliver highest customer satisfaction to their customers.

Customer satisfaction research can be classified into two different perspectives (Johnson, Herrmann and Gustafsson, 2002). One perspective is transaction specific perspective. Transaction specific perspective defines customer satisfaction as a customer evaluation of their experience with a particular product transaction, episode or service encounter. It is the value assessment that customers obtained after finishing one specific transaction (Howard and Sheth, 1969; Blackwell and Miniard, 1995). Another perspective of customer satisfaction is the cumulative perspective. Cumulative perspective defines customer satisfaction as a customer overall experience with a product or service over occasions or time (Johnson, Anderson and Fornell,

1995; Johnson and Fornell, 1991). This study interests in customer satisfaction in the cumulative perspective and will treat it accordingly.

Many research have defined customer satisfaction yet most of them share the same meaning. Fornell (1992) implies customer satisfaction as an overall post-purchase evaluation from the whole buying experience from product and service. Oliver (1997) defines customer satisfaction as a judgment that a product or service feature, or the product or service itself, provided a pleasurable level of consumption-related fulfillment including levels of under or over fulfillment. Giese and Cote (2000) views customer satisfaction as either cognitive or affective response that is based on an evaluation of product-related standards, product consumption experience or purchased-related attributes and can be expressed before choice, after choice, after consumption and after extended experience. This study adapts Fornell (1992) definition of customer satisfaction and defines it as an overall post-purchase evaluation from the whole buying and consuming experience from product and service.

This chapter explains the customer experience and its related constructs in detail in this chapter. It investigates the customer experience and customer experience value construct in depth and explain how these two constructs differ and relate to each other. Then it points out the limitation of existed researches in an antecedent of customer experience and proposed our group of customer experience antecedents. In the following chapter, research framework, related theories that use to explain the relationship among various construct in the framework and the proposed relationship

between antecedents and various dimension of customer experience value will be discussed in length.



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## 2.5: Summary of Definitions

Customer experience = customer holistic and subjective outcomes consist of utilitarian, hedonic and social evaluation resulting from interpreting cues.

Cues = chunks of information that will be inferred to products and services' attributes (adapted from Udom 1997).

Customer experience multidimensionality = the underlying dimensions of customer experience that altogether creates a holistic experience to customer.

Customer Experience value = an overall assessment of consumption experience by considering all relevant evaluation criteria

Utilitarian value = the intended value customer received from a consumption of products and services

Hedonic value = the value customer received that result from the fun and playfulness of a consumption experience

Social value = the value customer received that result from the products or services' ability to enhance social-self concept.

Physical environment = the surroundings where the products and services consumption take place which include ambient conditions, space/function and signs, symbols and artifacts.

Staff characteristic = a way in which staffs act or conduct themselves toward customers.

Social environment = the social surroundings or conditions where the products and services consumption take place.

Overall customer satisfaction = an overall post-purchase evaluation from the whole buying and consuming experience from product and service.



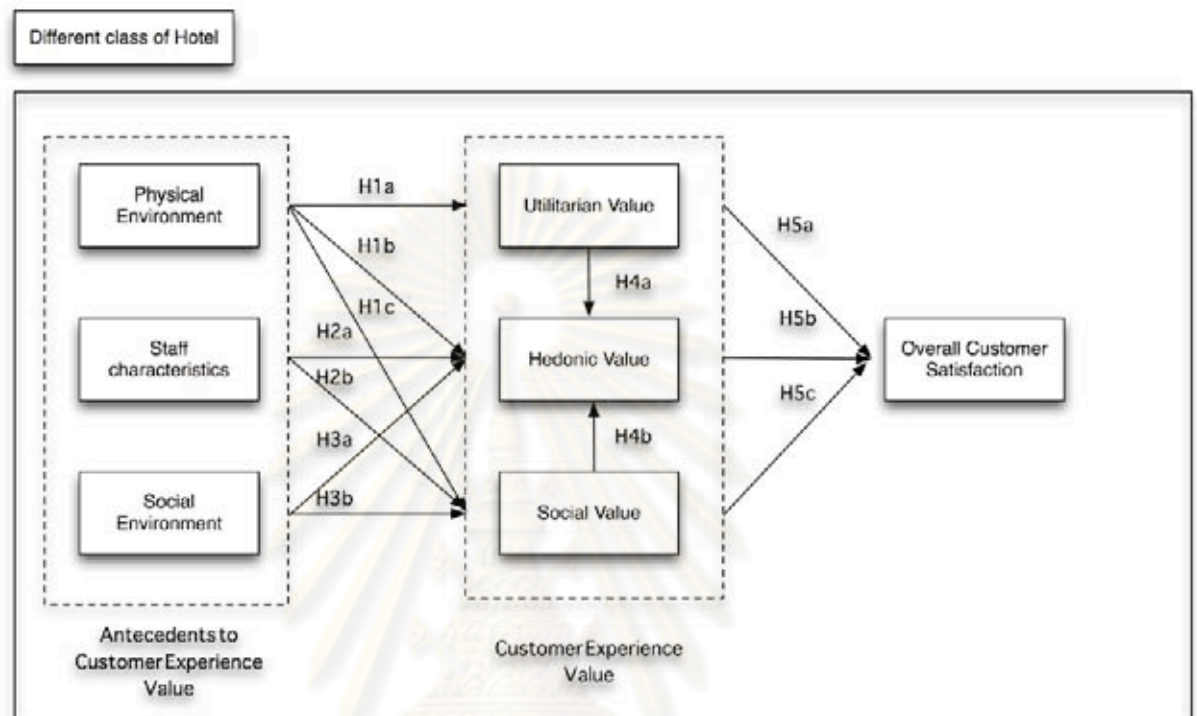
## **Chapter III**

### **Research Framework**

This chapter combines previous research in customer experience antecedents, customer experience value and an overall customer satisfaction and propose the conceptual framework in this study. First, this chapter explains various theories needed to explain the relationship between customer experience antecedents and customer experience value. These theories include the Means-end Chain theory, Inference theory, Schema theory and the theory of Affordance. Then it proposes the hypothesized relationship among customer experience antecedents, customer experience value and an overall customer satisfaction.

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**Figure 3.1: The Conceptual Framework**



### 3.1 Related Theories to Customer Experience Antecedents

Two groups of theories are presented here to explain the formulation of conceptual framework in this study. The first group explains why these antecedents affect customer experience. In other word, these theories explain why customers use these antecedents as cues to evaluate customer experience. The second group of theories explains how customers form an overall customer experience value based on individual dimension of customer value and these antecedents.

### **3.1.1 Inference Theory, Schema Theory and Theory of Affordance**

The first group of theories consists of three related theories that constitute the overall conceptual foundation for the effect of these customer experience antecedents: physical environment, staff characteristic and social environment. These are inference theory, schema theory and the theory of affordance.

Inference theory states that people make judgments about the unknown on the basis of information they receive from cues that are available to them (Huber and McCann, 1982; Nisbett and Ross, 1980). Udom (1997) defines cues as follow “cues are chunks of information that will be inferred to products and services’ attributes”. As a result, customers use inference theory to expect their customer experience from various antecedents. Schema theory states that customers use schemas to organize current knowledge and provide framework for future understanding. Schemas are cognitive structures of organized prior knowledge, gained from the past experience, that guide inference and predictions. These schemas help shape customer’s expectation in one or ambiguous contexts (Fiske and Linville, 1980). Customers use schemas to organize current knowledge and provide a framework for future understanding. Affordances theory suggests that affordances or cues in the environment that indicate possibilities for action, are perceived in a direct, immediate way with no sensory processing. For example, customers perceive their physical environment of service setting as a meaningful entity and that such a perception conveys information directly to them (Gibson, 1979).

Moreover, in order to explain the effect of customer experience antecedents on each dimension of customer experience value and how customers form an overall judgment of customer experience, we need to refer to the means-end chain theory.

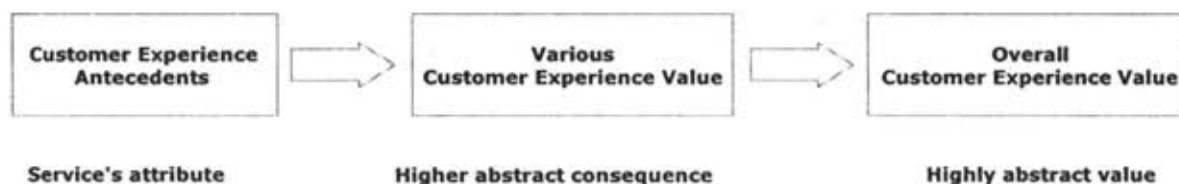
### **3.1.2 Means-End Chain Theory**

Researchers have tried to provide a theoretical and conceptual structure to explain customer behavior. They use means-end chain theory to explain such behavior. Means are objects (product or service attributes) or activities in which customers do (buying, reading). Ends are states of being that customer's value such as happiness, security, self accomplishment. The means-end chain theory is used to explain how a product or service offering facilitates customer achievement for a desired end states. In other word, the theory states that products or service attributes (the means) lead to a higher abstract consequence and then lead to highly abstract hidden customer value or goal (the final end). It explains that customers form an overall customer experience value from utilitarian, hedonic and social value.

For example, knowing that customers want to stay (service attribute) at a 4-5 star-rating hotel doesn't provide much information. It gives researchers more insight if researchers know that customers stay there (comparing to other places) because they want better services, feel more secured (higher abstract consequences) and finally want to feel successful, unique or fulfilled (highly abstract value).

By adopting this theory, this study proposes that customer use tangible aspects as cues (service attributes) that lead to an evaluation of customer experience value (higher abstract consequence) and as a result lead to overall customer experience (highly abstract value). The process can be explained this in figure 2.3.

**Figure 3.2: A Mean-ends Chain Theory adapted from Walker and Olson (1991)**



## **3.2 The Proposed Hypotheses between Customer Experience Antecedent and Customer Experience Value**

### **3.2.1 Physical Environment**

Intangibility of service plays the most important role to shape the framework in this study. Intangibility makes service offerings unable to be touched or sensed in the same way as physical goods. As a result, customers make judgment about the unknown service offering on the basis of information they receive from tangible aspects as cues that are available to them (Huber and McCann, 1982; Nisbett and Ross, 1980; Shostack, 1977). Bitner (1990) states that physical environment is, in general, more important in service setting because customers often experience the firm's facility. Several studies reveal that physical environment influence on utilitarian, hedonic and social value that customers perceive (Mehrabian and Russell, 1974; Russell and Ward, 1982; Bitner, 1992). As a result, this research hypothesizes that:

H1a: The higher customer favorable perception of physical environment cues is, the higher utilitarian value of customer experience is.

H1b: The higher customer favorable perception of physical environment cues is, the higher hedonic value of customer experience is.

H1c: The higher customer favorable perception of physical environment cues is, the higher social value of customer experience is.

### **3.2.2 Staff Characteristic**

The inseparability of service refers to the fact that service is produced and consumed simultaneously. It reflects the interconnection among service firm, customers receiving the service and other customers sharing the service. This interaction between customers and service firms defines a critical incident representing the greatest opportunity for firms to create either memorable or unpleasant customer experience. From customer point of view, staffs are the service. Therefore staff characteristic has a profound effect on customer perception of the service. Previous research emphasize staff characteristic as an important factor that affects customer experience. As a result, it is crucial for service firms to have staffs who have a preferred characteristic that leads to a favorable customer experience (Shostack, 1977; Hoffman and Ingram, 1992; Brady and Cronin, 2001; Ekinici, Dawes and Massey, 2008). All of these research imply that staff characteristic has an effect on hedonic value and social value. Staff characteristic does not have an effect on utilitarian value because utilitarian value represents the intended benefit from the completion of service or product. As a result, staff characteristic cannot affect the intended benefit from service consumption. Therefore, this research hypothesizes that:



H2a: The higher customer favorable perception of staff behavior & attitude is, the higher hedonic value of customer experience is.

H2b: The higher customer favorable perception of staff behavior & attitude is, the higher social value of customer experience is.

### **3.2.3 Social Environment**

Unlike physical good product, customers do not only purchase service, they involve in a design and delivering process of that service. As a result, customers are co-producers and their actions do not only have an influence on the quality of their own experience but on other customers experience as well. Previous research have emphasized the role of other customers as a potential source that will positively or negatively affect other customers' experience (Langeard et al., 1981; Grove and Fisk, 1983; Booms and Bitner, 1981; Baker, 1987). Because the effect of other customers cannot affect the intended value received from service consumption, this study proposes that social environment will affect only hedonic value and social value that customers perceived. For example, when customers go to dinner in a restaurant, other customers' behavior cannot affect the taste of the food (the intended benefit from service consumption). However drunk or rude customers can have a significant effect on hedonic value or social value from that service. In the same way, if some restaurants are perceived to belong to a specific group of customers, customers who use the service there will be perceived as an "in group" and hence receive social value from consumption in that place. As a result, this research hypothesizes that:

H3a: The higher customer favorable perceptions of social environment cues is, the higher hedonic value of customer experience

H3b: The higher customers favorable perceptions of social environment cues is, the higher social value of customer experience

### **3.3 Relationship among Utilitarian, Hedonic and Social value**

Previous research study the relationship among various type of customer experience value. Customer experience value stream of research can be classified into three groups. First stream of research finds relationship (correlation) among these constructs but does not state the direction of the relationship. Second stream of research finds that utilitarian value leads to hedonic value. Third stream of researches finds that the direction of the relationship is either context specific or depending on product type.

First, Darden and Babin (1994) and Dube et al., (2003) find the correlation between utilitarian and hedonic value. Both studies find that these two constructs are existed as a distinctive construct and they are correlated together. However these studies do not go further to propose the direction of relationship between them.

Second, Babin et al., (2004) examines the relationship between two constructs and finds that utilitarian value leads to hedonic value. It suggests that customer's competence in evaluating measurable outcomes (utilitarian value) produces a hedonic payoff. Moreover, Osselaer and Janiszewski (2001) implies that utilitarian value leads to hedonic value by stating that "customers should be more likely to focus on predicting characteristics of the consumption experience that are perceived to have rewarding or punishing consequence than on those that are less directly linked to the

quality of the consumption experience.” Finally, Gutman (1982), using a mean-ends chain theory, supports the notion that utilitarian value leads to hedonic value because utilitarian value is less abstract.

Third, Zajonc and Markus (1982) suggests that the relationship between utilitarian and hedonic value depends on the product type. In this sense, some products can be either utilitarian dominated or hedonic dominated. For utilitarian dominated product types, utilitarian value leads to hedonic value and it is vice versa for another products type. On the other hand, Bitner (1992) suggests a two way relationship between utilitarian value and hedonic value in her “servicescapes” model.

The relationship among utilitarian value, hedonic value and social value has not been proposed. Because utilitarian value depends on the intended benefit from completion of such service, hedonic value or social value cannot affect utilitarian value. This study proposes here that, for customers, belonging to some particular group gives customers hedonic value. For example, customers who apply to a prestigious or member only sport club may want them to be part of a group of successful persons. This feeling of belonging to the group creates hedonic value to that person. According to the previous research and suggestion, this research hypothesizes that:

H4a: The higher utilitarian value of customer experience is, the higher hedonic value of customer experience is

H4b: The higher social value of customer experience is, the higher hedonic value of customer experience is

### **3.4 The Proposed Hypotheses between Customer Experience Value and an Overall Customer Satisfaction**

A number of research support the relationship between customer experience value received from consumption of product or service and customer satisfaction. It is the nature of customer to have an expectation on consumption value before deciding on any service offering. A service firm that fulfills customer value expectation is likely to increase customer satisfaction (Kotler et al., 2002). Many research find the relationship between customer value and overall customer satisfaction. Frow and Payne (2007) suggests that a perfect customer experience acts as a advocacy and implies to a very high score on an overall customer satisfaction. Rust and Oliver (1994) finds that customer value is an encounter specific input to an overall satisfaction which implies the relationship between them. Bojanic (1996) finds a strong relationship between customer value and an overall customer satisfaction in lodging market segmented by price. Cronin et al., (2000) finds that service value leads to customer satisfaction in service industry environment. Martensen et al., (2000) investigates various industry in Denmark and finds that customer perceived value leads to an overall customer satisfaction. Gallarza and Gil Saura (2006) finds that perceived value leads to an overall customer satisfaction. Shieh and Cheng (2007) conducts a research in a context of consumer's online game and finds that experiential value has a significant association with customer satisfaction. Sparks et al., (2007) finds that customer value acts as an antecedents to customer satisfaction in the context of time share industry. Moreover, service management literatures suggest that customer satisfaction is the result of customer perception of value (Hallowell, 1996; Fornell et al., 1996). As a result, this research hypothesizes that

H5a: The higher utilitarian value of customer experience is, the higher customer satisfaction customer receives

H5b: The higher hedonic value of customer experience is, the higher customer satisfaction customer receives

H5c: The higher social value of customer experience is, the higher customer satisfaction customer receives

This chapter explains how the antecedents of customer experience affect three dimensions of customer experience value by using various related theories including inference theory, schema theory, the theory of affordance and the means-end chain theory. It also proposes the effect of each antecedent on various dimension of customer experience value. The research methodology will be presented in detail in chapter 4.



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### 3.5: Summary of Hypotheses

H1a: The higher customer favorable perception of physical environment cues is, the higher utilitarian value of customer experience is.

H1b: The higher customer favorable perception of physical environment cues is, the higher hedonic value of customer experience is.

H1c: The higher customer favorable perception of physical environment cues is, the higher social value of customer experience is.

H2a: The higher customer favorable perception of staff behavior & attitude is, the higher hedonic value of customer experience is.

H2b: The higher customer favorable perception of staff behavior & attitude is, the higher social value of customer experience is.

H3a: The higher customer favorable perceptions of social environment cues is, the higher hedonic value of customer experience

H3b: The higher customers favorable perceptions of social environment cues is, the higher social value of customer experience

H4a: The higher utilitarian value of customer experience is, the higher hedonic value of customer experience is

H4b: The higher hedonic value of customer experience is, the higher hedonic value of customer experience is

H4b: The higher social value of customer experience is, the higher hedonic value of customer experience is



## **Chapter IV**

### **Research Methodology**

This chapter starts by specifying the use of survey design and proposes the service setting used to collect the data. It includes the population and sample, how sample size is calculated and states what the sampling selection method in this study is. Finally, it explains how data collection, questionnaire and measurement are conducted.

#### **4.1 Survey Design**

Survey research is a frequently used mode of observation in social science. It is the use of a questionnaire to gather opinions and attitudes. It involves the use of questionnaire and/or statistical surveys to gather data about people and their thoughts and behaviors. Survey research poses many advantages over other methods. First, survey research can probe into customer's attitudes, values, beliefs or past behavior. It can be used as a mean to answer the need to know why, the need to know how and the need to know who (McDaniel and Gates, 1999).

This study divides the survey design into two parts: qualitative and quantitative. In the first qualitative part, this study conducts an exploratory research on a small numbers of our target group to see whether these target samples clearly understand our questionnaire. A well-trained moderator will be assigned to conduct a focus group interview with a small group of respondents. The objective of this focus

group interviews is to ensure that respondents have a clear understanding on the individual question of the questionnaire and to ensure that we do not neglect any important questions in the questionnaire.

In the second part, this study uses structural equation modeling technique as a main quantitative analytical method to test the causation among customer experience antecedents, customer experience value and an overall customer satisfaction. The result of the finding is discussed in length in chapter 5.

## **4.2 Service Industry Selection**

The aim of this study is to investigate the effect of various customer experience antecedent on the customer experience value and the effect of each dimension of customer experience value on an overall customer satisfaction in the service setting. Hotel industry is chosen to represent service setting in this study because the effect of customer experience antecedent on customer experience value is obvious.

In hotel industry, customers cannot evaluate the service outcomes until they consume those services. Zeithaml et al., (2003) has classified this industry as “high in experience qualities” and states that the customers will use these cues when evaluating these services. As a result, the effect of these “cues” will be more obvious and profound comparing to other industries where customers do not rely on these cues as much such as airline industry or retail industry.

Moreover, Schmenner (1986) has classified services across two dimensions that significantly affect the character of the service delivery process and called it as the service process matrix. These two dimensions are the degree of interaction and

customization and the degree of labor intensity. In this classification, hotel industry has been classified as low interaction/low customization. Schmenner (1986) further states that it is necessary for managers to make these service “warm” and “pay attention to physical surroundings” which underlying the importance of various cues that create good experience to customers.

In addition, hotel industry is chosen as a representation of a service setting because it shows a strong characteristic of seven Ps in service marketing according to Booms and Bitner (1981). For example, in airline industry, physical environment has a small effect because every airline shares the very same aircraft and airport. However, in hotel industry, the additional effect of three Ps in service marketing which are people, process and physical evidence are profound and have been used by customers when evaluating an outcome of service.

### **4.3 Populations and Sample**

In this study, target population is Thai citizens aged over 18 years old. The number of 800 Thai citizens aged over 18 years old is drawn from various major tourist destinations as the sample of this study. Foreigner is excluded from this study because cultural effect may interfere the result of this study. The age of our respondents is limited to be over 18 years old because it is not clear that respondents whose age is less than 18 years will understand the difference among various constructs clearly.

The sample size for the main survey is calculated by using the following formulation.

$$\begin{aligned}
 n &= z^2(p)(q)/e^2 \\
 &= 1.96^2(0.5)(0.5)/(0.05)^2 \\
 &= 385
 \end{aligned}$$

Where  $n$  = sample size

$z$  = standard error associated with the 95% level of confidence

$p$  = estimated ratio of service usage in the population

$q = 1-p$

$e$  = acceptable error

Since there is no significant figure about the service usage ratio in the population, this study applies the greatest variation by assuming that 50% of population visits 1-3 star-rating hotel and another 50% of population visits 4-5 star rating hotel. Therefore,  $p$  equals to 0.5 and  $q$  also equals to 0.5. According to the above formula, this study required 385 respondents as the sample size and it is to be rounded up to 400 respondents.

Alternatively, Hair et al., (1998) suggest that for both regression and structural equation modeling analyses, the preferred ratio of observation to independent variable is 15 to 20. Therefore, the suggested number of respondents for this study is between 495 (33 x 15) to 660 (33 x 20).

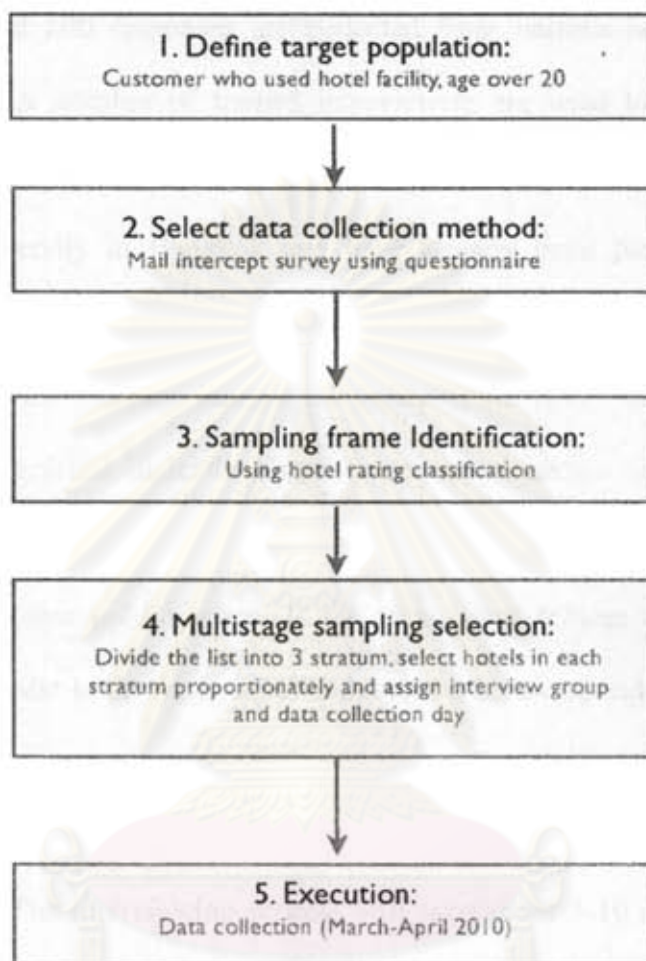
As a result, this study collects 800 respondents from two groups of hotel that are 1-3 star-rating hotel and 4-5 star-rating hotel. As a result, all ranges of hotel in the industry are covered to ensure the coverage and accuracy of the study. The official hotel rating list from Tourism Authority of Thailand has been used as a sampling frame. To ensure that our respondents will represent the population of customers who

use the hotel service and to ensure the accuracy of the study, we proportionate the respondents according to the ratio of each group of hotels comparing to the total number of officially registered hotel. As a result, this study collects 400 respondents from 1-3 star-rating hotel and 400 respondents from 4-5 star rating hotel. In each hotel, 50 respondents will be sampled. In each group of hotel, 8 hotels will be sampled and 50 respondents will be asked for questionnaire survey.

#### **4.4 Sample Selection Method**

There are multiple methods to collect samples in survey design. This study employs a multistage stratified sampling procedure to select respondents for the study. First, this study stratifies the hotel population using a “star rating” which is issued by The Foundation for Standard and Human Resource Development in the Hospitality Industry as a standard for hotel worldwide. This study uses the official hotel star-rating data from Tourism Authority of Thailand official announcement as a sample framework. Second, probability sampling is employed to identify sampling locations. We collect 400 and 400 respondents for 1-3 star-rating hotel and 4-5 star-rating hotel respectively. In each hotel, 50 respondents will be intercepted to participate in this study. Therefore, a total of 16 hotels will be chosen in this study. These 16 hotels are randomly sampled from the hotel officially rating hotel population. Finally, non-probability quota sampling is used to select sampling units. We present the sampling and data collection procedure in figure 4.1

**Figure 4.1: Sampling and Data Collection Procedure adapted from Hair, Bush and Ortinau (2000)**



#### 4.5. Data Collection

A mall intercept survey is used to collect data using systematic sampling. It is preferred over other methods because it is more efficient for the respondent to come to the interviewer than for the interviewer to go to the respondents (Curasi, 2001). Moreover, mall intercept has been proven to provide data equivalent to other methods (Bush and Hair, 1985; Nowell and Stanley, 1991). Because of the limitation of



sampling the data, all survey will be conducted during the weekend to ensure the maximum probability of reaching the targeted respondents.

A total of 800 responses are collected from various hotels in major cities across country. A number of trained interviewers are used to collect the data in different hotels at different times of the day. These interviewers are graduate students in a major university in Bangkok and have already been participated in various research projects. Prior to the interviewing, these interviewers will be briefed about the objective of the research and all the meaning for every questionnaire items to ensure their completed understanding of the questionnaire. The interviewers are separated to conduct an interview at several hotels. Respondents are intercepted at the hotel lobby or other public space. If the respondent refuses to participate in the interview, he or she is thanked, dismissed and the next respondent is approached. If respondent agrees to participate in the interview, he or she will be explained the structure of the questionnaire and to be informed that interviewers will fill the form for him or her. The interviewing process will take about 5-10 minutes to complete. After the completion, the interviewers will give a nice stationary to the respondent and thank you for his or her cooperation.

#### **4.6 Preliminary Questionnaires and Measurements**

The preliminary questionnaire in this study is divided into two parts. It is expected that respondents will finish this questionnaire in less than 10 minutes. The first part, respondents will be asked about their personal demographic data. The second part, respondents will be asked about various effects of customer experience antecedents on customer experience value and various effect of customer experience

value on an overall customer satisfaction. The detail of the questionnaires regarding the effect of each customer experience antecedents, customer experience value and an overall customer satisfaction is shown in the following paragraph.

#### ***4.6.1 Physical Environment***

The measurement contains 9 items that are adapted from various studies. These studies include Wakefield and Blodgett (1996), Brady and Cronin (2001) and Ekinci (2001). All items are measured on 5-point Likert scales anchored by “strongly disagree” (1) to “strongly agree” (5). The details of the 3 dimensions and 12 items are shown below.

1. The facility painted in attractive colors.
2. The facility is decorated in an attractive fashion.
3. The facility layout makes it easy to get to the kind of service I want.
4. Overall, this facility is kept clean.
5. At this facility, you can rely on there being a good atmosphere.
6. This facility’s ambience is what I’m looking for
7. This facility understands that its atmosphere is important to me
8. This facility layout serves my purposes.
9. The facility equipments are useful for making my visit pleasant.

#### ***4.6.2 Staff characteristic***

The measurement contains 20 items that are adapted from various studies. These studies include Brady and Cronin (2001), Bettencourt and Brown (1997), Mittal and Lassar (1996) and Ekinici (2001). All items are measured on 5-point Likert scales anchored by “strongly disagree” (1) to “strongly agree” (5). The details of the items are shown below.

1. I would say that the quality of my interaction with staffs is excellent.
2. You can count on the staffs at this firm as being friendly.
3. The attitude of staffs demonstrates their willingness to help me.
4. The attitude of staffs shows me that they understand my need.
5. I can count on staffs taking actions to address my needs.
6. Staffs respond quickly to my need.
7. You can count on staffs knowing their jobs
8. Staffs are able to answer my question quickly.
9. Voluntarily assists me even if it means going beyond job requirement.
10. Helps me with problems beyond what is expected or required.
11. Performs all those tasks for customers that are required of.
12. Meet formal performance as I expected from their services.
13. Staffs are polite and courteous.
14. Staffs display personal warmth in their behavior.
15. Staffs are friendly and pleasant.
16. Staffs take the time to know you personally.

17. Staffs recognize me.
18. Staffs seem to anticipate what I wanted.
19. Staffs listen to me.
20. Staffs make me feel special.

### ***4.6.3 Social Environment***

The measurement contains 8 items that are adapted from various studies. These studies include Brady and Cronin (2001), Ekinci (2001) and Moore and Moore (2005). All items are measured on 5-point Likert scales anchored by “strongly disagree” (1) to “strongly agree” (5). The details of the items are shown below.

1. I find that other customers consistently leave me with a good impression.
2. Other customers do not affect the service abilities to provide me with a good service.
3. Firm understands that other patrons affect my perception of its service.
4. Other customers are the sort of people I liked to meet.
5. Other customers are the sort of people quite like me.
6. I feel satisfied by spending time with other customers here.
7. Other customers make my time here more enjoyable.
8. Other customers' behavior does not affect the objective that I spend time here.

#### ***4.6.4 Utilitarian Value***

The measurement contains 7 items that are adapted from various studies. There studies include Babin, Darden and Griffin (1994), Petrick (2002) and Ekinci (2001). All items are measured on 5-point Likert scales anchored by “strongly disagree” (1) to “strongly agree” (5). The details of the items are shown below.

1. I accomplished just what I wanted to on this service consumption.
2. The service has an outstanding quality.
3. The service is very reliable.
4. The service is very dependable.
5. The service is very convenient.
6. I received what I want from this service quickly.
7. This place always delivered exactly what it promised.

#### ***4.6.5 Hedonic Value***

The measurement contains 7 items that are adapted from various studies. There studies include Babin, Chebat and Michon (2004), Petrick (2002), Sweeney and Soutar (2001) and Babin, Darden and Griffin (1994). All items are measured on 5-point Likert scales anchored by “strongly disagree” (1) to “strongly agree” (5). The details of the items are shown below.

1. This service is the one that I would enjoy.
2. This service makes me feel like an escape.
3. The service gives me happiness.

4. The service makes me feel good.
5. I want to use this service again.
6. This service is the one that I would feel relaxed about using.
7. This service brings good memory to me.

#### ***4.6.6 Social Value***

The measurement contains 4 items that are adapted from Sweeney and Soutar (2001). All items are measured on 5-point Likert scales anchored by “strongly disagree” (1) to “strongly agree” (5). The details of the items are shown below.

1. This service would help me to feel acceptable.
2. This service would improve the way I am perceived.
3. This service would make a good impression on other people.
4. This service would give its owner social approval.

#### ***4.6.7 Overall Customer Satisfaction***

The measurement contains 1 item and is created from this study. The item is measured on 5-point Likert scales anchored by “strongly disagree” (1) to “strongly agree” (5). The details of the items are shown below.

1. Overall, I feel truly satisfied by the offering service.



## **Chapter V**

### **Research Results**

In this chapter, reliability, validity, measurement and structural model assessment and hypotheses testing are examined. Result of hypotheses testing and estimated model are summarized. The followings are the summary of each section and their detail are shown in depth later in this chapter.

The initial observed variables in the study are fifty-six. These variables can be classified into two groups: exogenous variable consists of thirty seven variables and endogenous variable consists of nineteen variables.

For exogenous variables, there are three constructs including physical environment (nine variables), staff characteristic (twenty variables) and customer environment (eight variables). For endogenous variables, there are four constructs including utilitarian value (seven variables), hedonic value (seven variables), social value (four variables) and overall customer satisfaction (one variable). All of the abbreviate for all constructs and observed variables in this study are presented in table 5.1

**Table 5.1: Abbreviations of Exogenous and Endogenous Construct and Variables**

Constructs	Abbreviation		Represent concept
	construct	Observed	
<b>Physical Environment</b>	PE	P1 P2 P3 P4 P5 P6 P7 P8 P9	Attractiveness Modernity Layout Cleanliness Ambient Customer's expectation Perception of owner Meet Customer's Objective Appliance
<b>Staff Characteristic</b>	ST	ST1 ST2 ST3 ST4 ST5 ST6 ST7 ST8 ST9 ST10 ST11 ST12 ST13 ST14 ST15 ST16 ST17 ST18 ST19 ST20	Overall Interaction Nonformality Willingness Understand Need React to Need Speediness Trust Knowledgeable Beyond Responsibility Higher than Expect Professional Meet Expect Politeness Warmness Friendliness Personal Remember me Anticipate need Listening Special
<b>Social Environment</b>	SO	SO1 SO2 SO3 SO4 SO5 SO6 SO7 SO8	Impression from others on service Effect on serviceability Owner Perception Wish to Meet The same group Satisfy to share with Joyfulness Others' behavior

**Table 5.1: Abbreviations of Exogenous and Endogenous Construct and Variables**

Continue

Constructs	Abbreviation		Represent concept
	construct	Observed	
<b>Utilitarian Value</b>	U	U1	Receive What I want
		U2	Quality
		U3	Reliability
		U4	Trust
		U5	Convenient
		U6	Speediness
		U7	Promise Delivery
<b>Hedonic Value</b>	H	H1	Fun
		H2	Escape
		H3	Happiness
		H4	Feeling Good
		H5	Return
		H6	Relax
		H7	Good Memory
<b>Social Value</b>	S	S1	Feel Acceptance
		S2	Self Image
		S3	Good Impression
		S4	Social Acceptance

## 5.1 Data Preparation

In this first stage, the missing value of the respondents' questionnaires is examined and replaced if necessary by an appropriate method. Later, a normality test is conducted on all data variables by comparing the skewness and kurtosis value of the data with the specified critical value.

### 5.1.1 Missing value replacement

In this research, a total of 800 usable questionnaires are sampled from different hotels at major tourist cities across the countries. Total samples are classified into two

groups: the first group consists of 1-3 star-rating hotel and the second group consists of 4-5 star-rating hotel. Upon the completion of the sampling, we have 730 questionnaires with complete data and 70 questionnaires which have some missing data in different items. In each questionnaire, less than 10% of data is missing. According to Hair et al., (1998), if the missing data is less than 10%, any of the imputation method of missing value can be applied. Therefore, the missing values in these 70 questionnaires are replaced by a mean substitution method. All complete questionnaires will be proceeded further for testing an assumption of normality distribution which is an important assumption of structural equation modeling technique. The detail of normality distribution is shown in the next paragraph.

### ***5.1.2 Normality test of data***

In this section, the questionnaire's items are subjected to a normality test for any deviation from normal distribution by comparing the z score of the skewness and kurtosis value with the specified critical value which is  $\pm 1.96$  (correspond to a 95% significance level) and  $\pm 2.58$  (correspond to a 99% significance level). Skewness is a measure of the symmetry of a distribution around a mean of an item. An item will have a normal distribution if it has value of skewness range within two times of the standard error. If the skewness value of the item exceeds two times of its standard error, the item is said to have non-normality distribution with significance degree. Kurtosis is a measure of the peakedness or flatness of a distribution when compared to a normal distribution shape. An item will have a normal distribution if it has value of kurtosis within two times of its standard error. If the kurtosis value of the item exceeds two times of its standard error, the item is said to have non-normality

distribution with significance degree. The statistical value (z) for the skewness value is calculated as  $Z_{skewness} = \text{skewness}/(\sqrt{6/N})$  and  $Z_{kurtosis} = \text{kurtosis}/(\sqrt{24/N})$ , where N is the sample size (Hair et al., 2006). In this study, 56 observed variables are subjected to normality test. Table 5.2 shows the skewness and kurtosis of data in this study.

**Table 5.2: Skewness and Kurtosis Statistic of All Variable**

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Z-score	Statistic	Z-score
U1: Receive What I want	3.5424	.66593	.296	3.395	-.294	-1.687
U2: Quality	3.6679	.65218	.163	1.880	-.407	-2.345
U3: Reliability	3.6704	.67981	-.033	-.382	-.225	-1.300
U4: Trust	3.6463	.68680	-.130	-1.503	.128	.739
U5: Convenient	3.6241	.75741	-.191	-2.201	-.172	-.991
U6: Speediness	3.4273	.75248	-.035	-.402	.017	.100
U7: Promise Delivery	3.4574	.69006	-.060	-.677	.310	1.762
H1: Fun	3.4711	.76753	-.212	-2.446	.033	.190
H2: Escape	3.6116	.79485	-.233	-2.681	-.126	-.723
H3: Happiness	3.5082	.77541	-.231	-2.656	.209	1.203
H4: Feeling Good	3.6483	.76432	-.237	-2.740	.112	.644
H5: Return	3.5113	.82875	-.301	-3.473	.305	1.761
H6: Relax	3.6053	.75196	-.113	-1.305	-.109	-.631
H7: Good Memory	3.5789	.75352	-.085	-.977	-.035	-.201
S1: Feel Acceptance	3.3377	.76514	-.150	-1.705	.437	2.473
S2: Self Image	3.2396	.78958	.023	.264	.178	1.009
S3: Good Impression	3.3550	.78842	-.109	-1.246	.061	.351
S4: Social Acceptance	3.1704	.77785	-.073	-.825	.312	1.768
SA1: Satisfaction	3.5364	.77048	-.147	-1.695	-.096	-.550

**Table 5.2: Skewness and Kurtosis Statistic of All Variable Continue**

	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Z-score	Statistic	Z-score
P1: Attractiveness	3.3342	.66583	.292	3.365	.666	3.842
P2: Modernity	3.4705	.73887	-.086	-.987	.192	1.108
P3: Layout	3.4868	.76440	-.353	-4.070	.324	1.869
P4: Cleanliness	3.6078	.71393	-.114	-1.309	.023	.134
P5: Ambient	3.6454	.73336	-.291	-3.361	.202	1.167
P6: Customer's expectation	3.3690	.73712	-.158	-1.812	.578	3.322
P7: Perception of owner	3.4381	.72474	-.157	-1.793	.337	1.925
P8 :Meet Customer's Objective	3.4257	.70676	-.090	-1.035	.075	.429
P9: Appliance	3.5013	.70087	-.180	-2.074	.143	.826
ST1: Overall Interaction	3.4493	.67138	.098	1.134	.109	.632
ST2: Nonformality	3.4875	.66963	-.193	-2.225	-.080	-.461
ST3: Willingness	3.4831	.68639	-.056	-.643	.183	1.056
ST4: Understand Need	3.3846	.67578	.142	1.629	.157	.905
ST5: React to Need	3.3854	.66061	.151	1.737	.038	.216
ST6: Speediness	3.2679	.74097	-.101	-1.168	.223	1.281
ST7: Trust	3.3758	.65522	.129	1.479	.033	.192
ST8: Knowledgeable	3.2839	.71448	.021	.243	.012	.068
ST9: Beyond Responsibility	3.2726	.73531	.017	.195	.522	3.009
ST10: Higher than Expect	3.1950	.77977	-.019	-.223	.323	1.859
ST11: Professional	3.4176	.66899	.189	2.180	-.129	-.742
ST12: Meet Expect	3.3852	.69704	.180	2.080	-.007	-.038
ST13: Politeness	3.5847	.69955	-.171	-1.975	-.037	-.211
ST14: Warmness	3.4485	.70834	-.105	-1.206	.323	1.860
ST15: Friendliness	3.5496	.70648	-.047	-.547	-.112	-.646
ST16: Personal	2.8934	1.00383	-.201	-2.301	-.505	-2.893
ST17: Remember me	2.7865	.96513	-.158	-1.811	-.507	-2.903
ST18: Anticipate need	2.9683	.81094	-.185	-2.126	.294	1.688
ST19: Listening	3.1803	.74164	.000	.002	.206	1.174
ST20: Special	3.1474	.88547	-.227	-2.606	-.120	-.690
SO1: Impression from others on service	3.1520	.73887	.113	1.293	.792	4.526
SO2: Effect on serviceability	3.1317	.71515	.012	.135	.705	4.024
SO3: Owner Perception	3.2050	.71637	-.088	-.987	.102	.574
SO4: Wish to Meet	3.0356	.77788	-.176	-2.012	.234	1.337
SO5: The same group	2.9477	.77875	-.104	-1.190	.282	1.611
SO6: Satisfy to share with	3.0928	.71358	-.137	-1.568	.987	5.654
SO7: Joyfulness	2.9936	.78712	-.114	-1.310	.455	2.603
SO8: Others' behavior	3.1014	.78525	.245	2.814	.318	1.826



In the normality test, not all data in this sample has a normal distribution. Data item which skewness Z-score value or Kurtosis Z-score value exceeds 1.96 will have non-normal distribution. For items represent customer experience value construct, items u1,u2,u5,h1, h2,h3,h4,h5,s1 shows sign of non-normal distribution. And for items represent customer experience antecedents construct, items p1,p3,p5,p6,p9,st2,st9,st11,st12,st13,st16, st17,st18,st20,so1,so2,so4,so6,so7,so8 shows sign of non-normal distribution. The sample data either shows sign of kurtosis which refers to the peakness of the distribution compared with the normal distribution or skewness which used to describe the balance of the distribution. However, the effect of sample size is important and should bring into consideration when discussion the non-normality of the data (Hair et al., 2006). In large sample sizes (more than 200), the effect of sample size itself can reduce the detrimental effects of non-normality. Therefore, in this study even though the sample data shows some sign of non-normality, no remedy for non-normality is applied.

## **5.2 Respondents' Profile**

In this study, respondents are collected from two groups of hotels. The first group of hotel consists of 1-3 star-rating hotel. The second group of hotel consists of 4-5 start-rating hotel. All the hotels in this study are officially accredited by Thai Hotels Association. The first group of respondents consists of 400 respondents which are sampled from 1-3 star-rating hotel that consists of 8 hotels across major tourist cities. They consist of Best Western Hotel, Mercure Hotel, St. James Hotel, Viengtai hotel, Pung-Wann Resort, Baan Talau Dao, Grand Ville Hotel and Hua Hin Grand Hotel. The second group of respondents consists of 400 respondents which are

sampled from 4-5 star-rating hotel that consists of 8 hotels across major tourist cities. They consist of Long Beach Garden & Spa, Novotel Bangkok, Siam Bayshore, Dusit Thani Hua Hin, Royal Cliff Long Beach, Pathumwan Princess, Charoen Thani Princess, Cape Panwa Hotel. The completed list of hotels and sample size are shown in table 5.3

**Table 5.3: The Completed List of Hotel Sampling**

no.	List of the hotel	Rating	Location	Samples
1	Best Western Hotel	3	Pattaya,Chonburi	50
2	Mercure Hotel	3	Pattaya,Chonburi	50
3	St. James Hotel	3	Bangkok	50
4	Viengtai hotel	3	Bangkok	50
5	Pung-Wann Resort	3	Kanchanaburi	50
6	Baan Talau Dao	3	Huahin, Prachuab Khiri Khan	50
7	Grand Ville Hotel	3	Bangkok	50
8	Hua Hin Grand	3	Huahin, Prachuab Khiri Khan	50
9	Long Beach Garden&Spa	4	Pattaya,Chonburi	50
10	Novotel Bangkok on Siam Square	4	Bangkok	50
11	Siam Bayshore	4	Pattaya,Chonburi	50
12	Dusit Thani Hua Hin	5	Huahin, Prachuab Khiri Khan	50
13	Royal Cliff Long Beach	5	Pattaya,Chonburi	50
14	Pathumwan Princess	4	Bangkok	50
15	Charoen Thani Princess	4	Khoakaen	50
16	Cape Panwa	4	Phuket	50

The sample sizes of each hotel are 50 that are collected from hotel guests who use any services in that hotel. Research assistants will intercept hotel guests from locations inside the hotel to ask whether they are willing to participate in the questionnaire survey. After the completion of the questionnaire, a nice stationary is given to the respondents upon receiving the filled questionnaires. Respondents' profile in each dimension will be shown in the next paragraph.

### ***5.2.1 Respondents' Demographic Data***

The respondents' data are collected from various hotels previously stated in table 5.3. To prevent any cultural effect that may interfere the result of the study, only Thai citizens whose age is over 18 are sampling. Because the researcher believes that respondents from different groups of hotel may yield different findings, this study divides respondents into two group according to the hotels that they visited that are 1 to 3 star-rating hotel and 4-5 star-rating hotel. Upon the receiving of the questionnaire, respondents rate the questionnaire related to various antecedents and dimensions of customer experience value using a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree) to 56 questions in the questionnaire. The characteristics of respondents including respondents' demographic data, the reason for choosing the hotel, duration and frequency of using the hotel are shown as the following.

#### **5.2.1.1 Data from 1-3 Star Rating Hotel.**

The data sampling from 1-3 star-rating hotel shows that the percentage of women in this group is larger than that of men which is 52.1% comparing to 47.9 %. The majority of the respondents that is 40.7% has age in range 26 – 35 while 24.8% has age in range 36-45. For the marriage status, the percentage of single person is larger than a married person that is 55.6% comparing to 41.7 %. The majority of respondents in this group that is 62.1% has at least Bachelor degree while 28.5% of respondent in this group has a Master degree in education. For the career of the respondents, 48.5% of respondents works in private company while 21 % of respondent works in his/her own company. The largest percentage of respondent that accounts for 44.1% has salary in range of 25,001-50,000 baht/month while 30 % of

respondent has salary in range of 10,001-25,000 baht/month. Table 5.4 shows the detail of the respondents in this group.

**Table 5.4: Sex, Marriage Status, Education, Career, Age and Salary for Respondents in the 1-3 Star-Rating Hotel.**

		<b>Frequency</b>	<b>Valid Percent</b>
<b>Gender</b>	male	190	47.9
	female	207	52.1
<b>age</b>	18-25	73	18.4
	26-35	161	40.7
	36-45	98	24.8
	46-55	47	11.8
	55+	17	4.3
<b>Status</b>	single	220	55.6
	married	165	41.7
	widow	4	1.0
	divorce	7	1.8
<b>Education</b>	lower than Bachelor degree	35	8.8
	Bachelor/equivalent	246	62.1
	Master/equivalent	113	28.5
	Doctoral/equivalent	2	.5
<b>Career</b>	Private employee	189	48.5
	Entrepreneur	82	21.0
	Household	23	5.9
	Student	49	12.6
	Government	42	10.8
	Freelance	4	1.0
	General worker	1	.3
<b>income</b>	less than 10000	34	10.3
	10001-25000	99	30.0
	25001-50000	146	44.1
	50001-75000	27	8.2
	75001-100000	21	6.4
	>100000	4	1.0

### **5.2.1.2 Data from 4-5 Star-Rating Hotel.**

The data sampling from 4-5 star-rating hotel shows that the percentage of women in this group is larger than that of men that is 61.6% comparing to 38.4 %. The majority of the respondent that is 48.2% has age in range 26–35 while 19.1% has age in range 36-45. For the marriage status, the percentage of single person is larger than a married person that is 63.3% comparing to 32 %. The majority of respondents in this group which is 47% has at least Bachelor degree while 43% of respondent in this group has Master degree in education. For the career of the respondents, 67.5% of respondents works in private company while 15.9 % of respondents works in his/her own company. The largest percentage of respondent that accounts for 40.2% has salary in range of 25,001-50,000 baht/month while 18.9 % of sample has salary in range of 10,001-25,000 baht/month. Table 5.5 shows the detail of the respondents in this group.

**Table 5.5: Sex, Marriage Status, Education, Career, Age and Salary for Respondents in the 4-5 Star-Rating Hotel**

		<b>Frequency</b>	<b>Valid Percent</b>
<b>Gender</b>	male	153	38.4
	female	245	61.6
<b>age</b>	18-25	59	15.2
	26-35	187	48.2
	36-45	74	19.1
	46-55	43	11.1
	55+	25	4.4
<b>Status</b>	single	252	63.3
	married	127	32.0
	widow	8	2.0
	divorce	11	2.7
<b>Education</b>	lower than Bachelor degree	35	8.8
	Bachelor/equivalent	188	47.0
	Master/equivalent	172	43.0
	Doctoral/equivalent	5	1.2
<b>Career</b>	Private employee	263	67.5
	Entrepreneur	62	15.9
	Household	13	3.3
	Student	32	8.2
	Government	17	4.3
	Freelance	3	.8
<b>income</b>	less than 10000	40	10.6
	10001-25000	71	18.9
	25001-50000	151	40.2
	50001-75000	38	10.1
	75001-100000	41	10.9
	>100000	35	9.3



## ***5.2.2 Respondents' Expectation Data***

### **5.2.2.1 Data from 1-3 Star-Rating Hotel.**

The majority of respondents in this group that is 60.7 % chooses the hotel by his or her own decision while another 39.3 % states that someone has made a decision for them. The majority of respondents that is 51.3% chooses the hotel based on the expectation of staying or expectation from using the hotel facilities while another 32.2 % states that someone has choose the hotel for them. Another 12.4% of respondent states that he or she chooses the hotel based on attractive promotion. The majority of respondents that is 47.4% spends less than 2,500 baht per visit while another 41.6% spends between 2,501-5,000 baht per visit. Most of the respondents that are 54.9% are first time customers while another 13.4 % has been here 1-2 years ago. The majority of respondents that is 79.7% visits the hotel once a year while another 15.2 % visits the hotel every 6 months.

**Table 5.6: Type of Payment, Expense per Visit, Reason of Visit and Frequency of Visit for Respondents in 1-3 Star-Rating Hotel**

		Frequency	Valid Percent
<b>payment</b>	myself	232	60.7
	Others	150	39.3
<b>expense</b>	less than 2500	156	47.4
	2501-5000	137	41.6
	5001-7500	11	3.3
	7501-10000	18	5.5
	10001+	7	2.2
<b>Reason</b>	expectation	199	51.3
	Attractive promotion	48	12.4
	not decide by myself	125	32.2
	Nice breakfast	5	1.3
	Recommend by someone	7	1.8
	Near tourist attraction	4	1.0
<b>Last visit</b>	First time	217	54.9
	less than 6 months	32	8.1
	between 6-12 months	34	8.6
	between 1-2year	53	13.4
	between 2-3 year	28	7.1
	between 3-4 year	19	4.8
	more than 4 year	12	3.0
<b>Frequency</b>	once a year	315	79.7
	once every 6 month	60	15.2
	once every 3 months	11	2.8
	every month	2	.5
	2 times a month	4	1.0
	3 times a month	3	.8

#### **5.2.2.2 Data from 4-5 Star Rating Hotel.**

The majority of respondents in this group that is 53.3 % chooses the hotel by his or her own decision while another 46.7 % states that someone has made a decision for them. The majority of respondents that is 36.8% chooses the hotel based on the expectation of staying or using the hotel facilities while another 48.6 % states that someone has choose the hotel for them. Another 11% states that they chooses the

hotel based on attractive promotion. The majority of respondents that is 42.3% spends between 2,501-5,000 baht per visit while another 28.8% spends less than 2,500 baht per time. Most of the respondents that are 52% is first time customers while another 14.8 % has been here 1-2 years ago. The majority of respondents that is 72.6% visits the hotel once a year while another 15.1% visits the hotel every 6 months.



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**Table 5.7: Type of Payment, Expense per Visit, Reason of Visit and Frequency of Visit for Respondents in 4-5 Star-Rating Hotel**

		<b>Frequency</b>	<b>Valid Percent</b>
<b>payment</b>	myself	184	46.7
	others	210	53.3
<b>expense</b>	less than 2500	90	28.8
	2501-5000	132	42.3
	5001-7500	20	6.4
	7501-10000	50	16.0
	10001+	20	6.4
<b>Reason</b>	expectation	147	36.8
	Attractive promotion	44	11.0
	not decide by myself	194	48.6
	Nice breakfast	1	.3
	Recommend by someone	6	1.5
	Nearby hotel is full	2	.5
	Become membership	1	.3
	Near tourist attraction	4	1.0
<b>Last visit</b>	First time	208	52.0
	less than 6 months	36	9.0
	between 6-12 months	26	6.5
	between 1-2year	59	14.8
	between 2-3 year	32	8.0
	between 3-4 year	23	5.8
	more than 4 year	16	4.0
<b>Frequency</b>	once a year	289	72.6
	once every 6 month	60	15.1
	once every 3 months	15	3.8
	every month	11	2.8
	2 times a month	2	.5
	3 times a month	6	1.5
	More than 43 times a month	15	3.8

### **5.3 Measurement Model Assessment, Construct Reliability and Validity**

Structural equation modeling is a statistical technique that seeks to explain the relationships among interesting constructs. The most obvious difference from other multivariate techniques is the use of separate relationships for each dependent construct (Hair et al., 1998). Structural equation modeling comprises of two parts: measurement model and structural model. Before conducting a structural equation modeling, the testing of the proposed structural model, the measurement model and construct validity should be addressed (Anderson and Gerbing, 1988). The measurement model represents the specification of the measurement theory that shows how constructs are operationalized by sets of measured variables while structural model represents one or more dependence relationships that link the hypothesized model's construct. As a result, the measurement model provides a confirmatory assessment of convergent validity and discriminant validity (Campbell and Fiske, 1959) while the test of structural model constitutes a confirmatory assessment of nomological validity. This study adopts the two stage approach by Anderson and Gerbing (1988) in which confirmatory factor analysis will be examined prior to structure equation modeling.

By doing a confirmatory factor analysis, validity tests will be examined prior to ensure the validity of the result that includes measurement model fit, construct validity and construct reliability. Measurement model fit refers to how well the specified model reproduces the covariance matrix among the indicators items. Construct validity refers to the extent that a set of measured items actually reflects the theoretical latent construct those items are designed to measure. To ensure construct

validity, four important validity tests need to be confirmed including convergent validity, discriminant validity, nomological validity and face validity. Construct reliability refers to the internal consistency among items. It means that all measurement items represent the same construct. In this section, the assessment of the model will be assessed. The detail is in the following section.

### ***5.3.1: Measurement Model of Antecedents***

Following Hair et al., (1998) recommendation on the assessment of the measurement model, construct validity and reliability, the goodness of fit of the model, convergent validity, discriminant validity and Cronbach's alpha will be examined in detail in next paragraph.

There are 37 items in the questionnaire distributed to the respondents in both group of hotels which represent three constructs that act as antecedents to customer experience value construct. These constructs are physical environment, staff characteristic and social environment. For customer experience value side, there are 19 items in the questionnaire that represent three underlying constructs of customer experience value. These constructs are utilitarian value, hedonic value and social value. This section examines confirmatory factor analysis for each construct in order to refine the measurement items before conducting structural equation model. Items that have low factor loading will be deleted prior to structural equation model. The result for each construct will be discussed in length separately in the next section.



### 5.3.1.1 Physical Environment

Physical environment construct is measured using 9 items (p1-p9). Before conducting CFA (Confirmatory Factor Analysis), correlation matrix and Bartlett's test of Sphericity will be conducted first to check whether these items are correlated to each other that mean they measure the same construct. Table 5.8 shows correlation matrix, and the result of KMO and Bartlett's test of Sphericity of physical environment items.

**Table 5.8 Intercorrelation Matrix for Physical Environment Items**

		Correlations								
		p1	p2	p3	p4	p5	p6	p7	p8	p9
p1	Attractiveness	1	.651**	.349**	.439**	.457**	.366**	.447**	.372**	.365**
p2	Modernity	.651**	1	.359**	.511**	.478**	.426**	.464**	.451**	.406**
p3	Layout	.349**	.359**	1	.463**	.337**	.323**	.276**	.328**	.302**
p4	Cleanliness	.439**	.511**	.463**	1	.602**	.474**	.454**	.495**	.483**
p5	Ambient	.457**	.478**	.337**	.602**	1	.554**	.528**	.475**	.534**
p6	Customer's Expectation	.366**	.426**	.323**	.474**	.554**	1	.501**	.504**	.467**
p7	Owner's Perception	.447**	.464**	.276**	.454**	.528**	.501**	1	.562**	.473**
p8	Customer's Objective]	.372**	.451**	.328**	.495**	.475**	.504**	.562**	1	.561**
p9	Appliance	.365**	.406**	.302**	.483**	.534**	.467**	.473**	.561**	1

#### **KMO and Bartlett's Test**

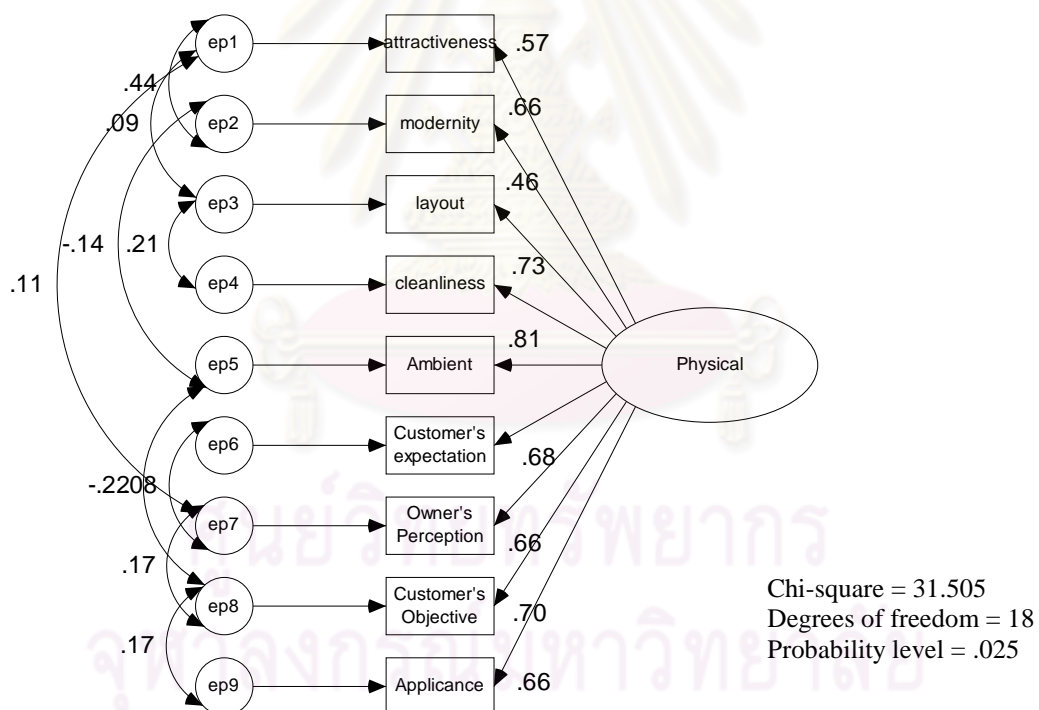
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.90
Bartlett's Test of Sphericity	Approx. Chi-Square
	3008.56
	Df
	190
	Sig.
	.000

The result shows that correlations of all pairs of items are different from zero at significance level 0.01. The lowest correlation is 0.276 that is the correlation between layout (p3) and owner's perception (p7) and the highest correlation is 0.65 that is the correlation between attractiveness (p1) and modernity (p2). Bartlett's test of Sphericity Chi-Square is 3008.56 at a level of significance 0.05, KMO is 0.90, and all items have MSA between 0.851 and 0.932. As a result, it can be concluded that the correlation matrix of items that represent physical environment is considered correlated. . Moreover, the preferred construct reliability estimate should be higher than 0.7 (Hair et al., 1998) which in this case is 0.88. Therefore, physical environment measurement model has an acceptable reliability.

The finding of CFA is shown in figure 5.1 and table 5.9. In figure 5.1, the parameter estimate between layout (p3) and physical environment has been fixed into 1 because layout (p3) has the lowest factor loading comparing to other items in the model. Table 5.9 shows the factor loading of all items in the model. Standardized factor loading of items has ranged from 0.46 – 0.81. All of the factor loadings show sign of significance at a level of significance 0.05.  $R^2$  has ranged from 0.21-0.65. The chi-square test of the model is 31.50 with degree of freedom = 18 and p-value = 0.025. All the indicators show sign of model fit which includes CMIN/DF = 1.75, CFI = 0.99, NFI = 0.99, RMSEA = 0.031. These values imply the goodness of fit of the model between observed and estimated covariance matrix. Even though p-value less than 0.05 which implies the reject of the assumption that estimated covariance matrix is equal to observed covariance matrix, but because chi-square value does not depends only on the difference of covariance matrix but on the sample size as well. Therefore, various goodness of fit will be used to consider the acceptance of measurement model.

As a result, it can be concluded that this measurement model is fit and can be used in further analysis. However Hair et al., (1998) suggests that items should be deleted from the measurement model if the factor loading is less than 0.7, therefore items attractiveness, modernity, layout, customer's expectation, owner's perception and appliance (p1,p2,p3,p6,p7,p9) will be delete from further analysis due to low factor loading. Therefore, only cleanliness, ambient and customer's objective (p4,p5,and p8) are proceeded to further analysis.

**Figure 5.1: The Result of CFA of Physical Environment Measurement Model**



**Table 5.9: Standardized Factor loading, t-value, and composite reliability of Physical Environment Model**

	Factor Loading		Standard error	t-value	p-value
	Unstandardized	Standardized			
Physical ---> Attractiveness	1.079	0.57	0.096	11.242	***
Physical ---> Modernity	1.409	0.66	0.123	11.473	***
Physical ---> Layout	1	0.46			
Physical ---> Cleanliness	1.497	0.73	0.112	13.309	***
Physical ---> Ambient	1.707	0.81	0.138	12.361	***
Physical ---> Customer's Expectation	1.438	0.68	0.122	11.757	***
Physical ---> Owner's Perception	1.369	0.66	0.118	11.558	
Physical ---> Customer's Objective	1.418	0.70	0.122	11.58	***
Physical ---> Appliance	1.334	0.66	0.115	11.572	***

### **5.3.1.2 Staff Characteristic**

Staff characteristic construct is measured using 20 items (st1-st20). Before conducting CFA, correlation matrix and Bartlett's test of Sphericity will be conducted first to check whether these items are correlated to each other that mean they measure the same construct. Table 5.10 shows correlation matrix, and the result of KMO and Bartlett's test of Sphericity of staff characteristic items.

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**Table 5.10: Intercorrelation Matrix for Staff Characteristic Items**

		Correlations																			
		st1	st2	st3	st4	st5	st6	st7	st8	st9	st10	st11	st12	st13	st14	st15	st16	st17	st18	st19	st20
st1	Overall Interaction	1	.639**	.566**	.472**	.503**	.473**	.476**	.447**	.458**	.451**	.490**	.487**	.473**	.510**	.531**	.259**	.215**	.300**	.339**	.428**
st2	Nonformality	.639**	1	.610**	.521**	.531**	.484**	.475**	.441**	.417**	.472**	.498**	.513**	.490**	.528**	.533**	.267**	.225**	.339**	.368**	.455**
st3	Willingness	.566**	.610**	1	.646**	.605**	.545**	.569**	.493**	.501**	.464**	.545**	.533**	.495**	.543**	.577**	.271**	.257**	.361**	.411**	.501**
st4	Understand Need	.472**	.521**	.646**	1	.628**	.612**	.545**	.488**	.481**	.524**	.497**	.527**	.475**	.506**	.466**	.283**	.305**	.395**	.436**	.507**
st5	React to Need	.503**	.531**	.605**	.628**	1	.620**	.538**	.573**	.539**	.494**	.531**	.534**	.501**	.505**	.504**	.293**	.307**	.379**	.464**	.473**
st6	Speediness	.473**	.484**	.545**	.612**	.620**	1	.533**	.585**	.540**	.574**	.511**	.541**	.460**	.499**	.491**	.386**	.417**	.439**	.456**	.505**
st7	Trust	.476**	.475**	.569**	.545**	.538**	.533**	1	.533**	.499**	.505**	.559**	.536**	.490**	.537**	.485**	.274**	.266**	.363**	.404**	.487**
st8	Knowledgeable	.447**	.441**	.493**	.488**	.573**	.585**	.533**	1	.584**	.541**	.555**	.543**	.488**	.485**	.490**	.374**	.347**	.431**	.484**	.487**
st9	Beyond Responsibility	.458**	.417**	.501**	.481**	.539**	.540**	.499**	.584**	1	.598**	.526**	.536**	.466**	.487**	.495**	.399**	.420**	.476**	.453**	.502**
st10	Higher than Expect	.451**	.472**	.464**	.524**	.494**	.574**	.505**	.541**	.598**	1	.563**	.560**	.485**	.532**	.473**	.493**	.492**	.527**	.442**	.608**
st11	Professional	.490**	.498**	.545**	.497**	.531**	.511**	.559**	.555**	.526**	.563**	1	.691**	.610**	.556**	.559**	.281**	.293**	.388**	.450**	.540**
st12	Meet Expect	.487**	.513**	.533**	.527**	.534**	.541**	.536**	.543**	.536**	.560**	.691**	1	.582**	.585**	.515**	.305**	.315**	.442**	.465**	.499**
st13	Politeness	.473**	.490**	.495**	.475**	.501**	.460**	.490**	.488**	.466**	.485**	.610**	.582**	1	.629**	.657**	.272**	.226**	.316**	.424**	.483**
st14	Warmness	.510**	.528**	.543**	.506**	.505**	.499**	.537**	.485**	.487**	.532**	.556**	.585**	.629**	1	.673**	.382**	.331**	.382**	.433**	.544**
st15	Friendliness	.531**	.533**	.577**	.466**	.504**	.491**	.485**	.490**	.495**	.473**	.559**	.515**	.657**	.673**	1	.324**	.264**	.327**	.404**	.516**
st16	Personal	.259**	.267**	.271**	.283**	.293**	.386**	.274**	.374**	.399**	.493**	.281**	.305**	.272**	.382**	.324**	1	.682**	.544**	.389**	.480**
st17	Remember me	.215**	.225**	.257**	.305**	.307**	.417**	.266**	.347**	.420**	.492**	.293**	.315**	.226**	.331**	.264**	.682**	1	.660**	.445**	.455**
st18	Anticipate need	.300**	.339**	.361**	.395**	.379**	.439**	.363**	.431**	.476**	.527**	.388**	.442**	.316**	.382**	.327**	.544**	.660**	1	.577**	.562**
st19	Listening	.339**	.368**	.411**	.436**	.464**	.456**	.404**	.484**	.453**	.442**	.450**	.465**	.424**	.433**	.404**	.389**	.445**	.577**	1	.519**
st20	Special	.428**	.455**	.501**	.507**	.473**	.505**	.487**	.487**	.502**	.608**	.540**	.499**	.483**	.544**	.516**	.480**	.455**	.562**	.519**	1

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.960
Bartlett's Test of Sphericity	Approx. Chi-Square	9995.300
	Df	190
	Sig.	.000

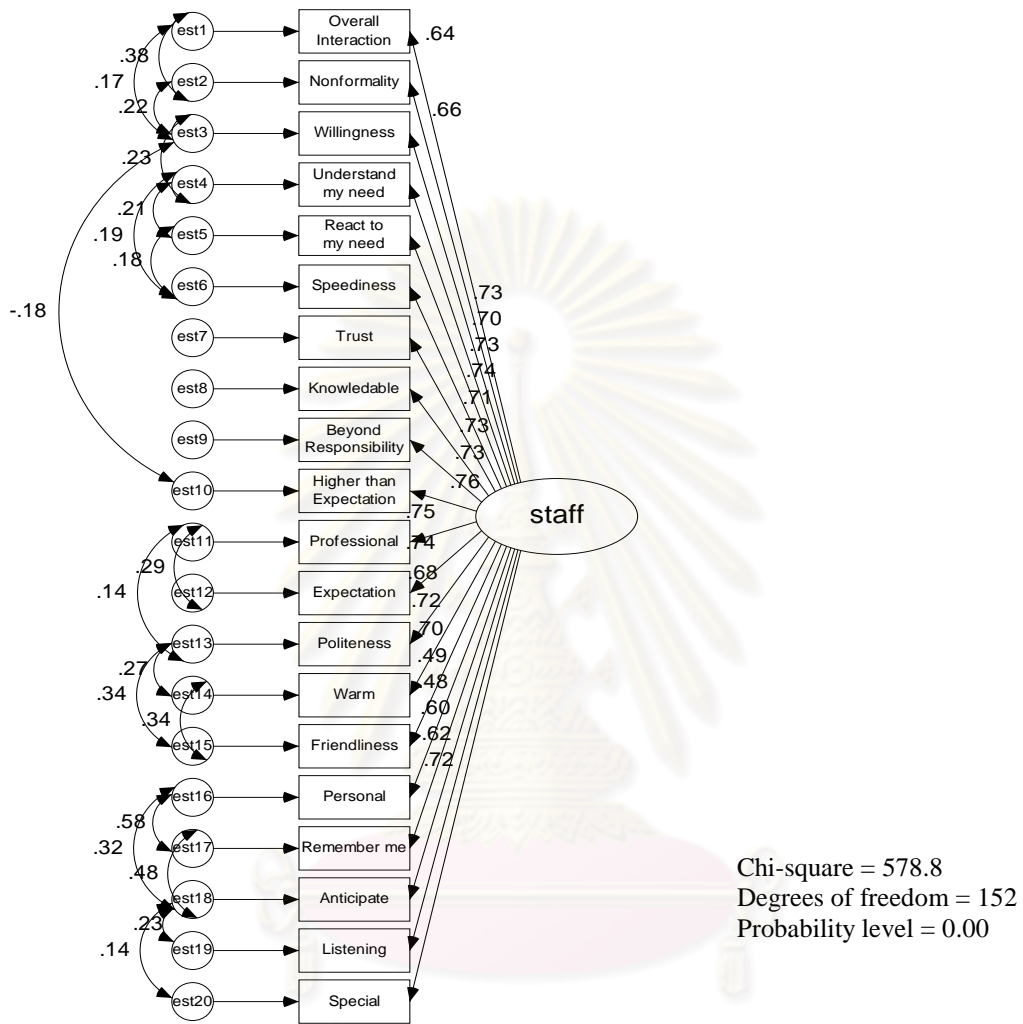
The result shows that the correlations of all pairs of items are different from zero at significance level 0.01. The lowest correlation is 0.215 that is the correlation between overall interaction (st1) and remember me (st17) and the highest correlation is 0.68 that is the correlation between remember me (st17) and personal (st16). Bartlett's test of Sphericity Chi-Square is 9995.300 at a level of significance 0.05 while KMO is 0.969. All items have MSA between 0.877 and 0.983. As a result, it can be concluded that the correlation matrix of items that represent staff characteristic is considered correlated. Moreover, the preferred construct reliability estimate should be higher than 0.7 (Hair et al., 1998) which in this case is 0.944. Therefore, staff characteristic environment measurement model has an acceptable reliability.

The finding of CFA is shown in figure 5.2 and table 5.11. In figure 5.2, the parameter between friendliness (st15) and staff characteristic has been fixed to 1 because friendliness (st15) has the lowest factor loading comparing to other items in the model. Table 5.11 shows the factor loading of all items in the model. Standardized factor loading of items has ranged from 0.485 to 0.744. All factor loadings show sign of significance at a level of significance 0.05.  $R^2$  has ranged from 0.23-0.55. The Chi-square test of the model is 578.8 with degree of freedom = 152 and p-value = 0.00.



Even though p-value is less than 0.05 that implies the rejection of the assumption that estimated covariance matrix is equal to observed covariance matrix, but because Chi-square value does not depend only on the difference of covariance matrix but on the sample size as well. Therefore, various goodness of fit will be used to consider the acceptance of measurement model. All the indicators show sign of model fit which include CMIN/DF = 3.808, CFI = 0.96, NFI = 0.94, RMSEA = 0.059. Even though CMIN/DF is higher than the recommended value (2.0) but other fit indices show a good sign of fit for the measurement model and imply a good fit between observed and estimated covariance matrix. As a result, it can be concluded that this measurement model is fit and can be used in further analysis. However Hair et al., (1998) suggests that items should be deleted from the measurement model if the factor loading is less than 0.7, therefore 8 items will be deleted from the analysis including overall interaction, nonformality, politeness, friendliness, personal, remember me, anticipate and listening (st1,st2,st13,st15,st16,st17,st18,st19). Only willingness, understand need, react to need, speediness, trust, knowledgeable, beyond responsibility, higher than expect, professional, meet expect, warmness and special (st3,st4,st5,st6,st7,st8,st9,st10,st11,st12 st14,st20) are proceeded to further analysis.

**Figure 5.2: The Result of CFA of Staff Characteristic Measurement Model**



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**Table 5.11: Standardized Factor loading, t-value, and composite reliability of Staff Characteristic Model**

			Factor Loading		Standard error	t-value	p-value
			Unstandardized	Standardized			
staff	--->	Overall Interaction	0.875	0.639	0.051	17.123	***
staff	--->	Nonformality	0.895	0.656	0.051	17.558	***
staff	--->	Willingness	1.02	0.732	0.052	19.454	***
staff	--->	Understand Need	0.963	0.704	0.051	18.752	***
staff	--->	React to Need	0.979	0.729	0.05	19.423	***
staff	--->	Speediness	1.111	0.737	0.057	19.633	***
staff	--->	Trust	0.948	0.712	0.05	19.027	***
staff	--->	Knowledgeable	1.062	0.731	0.054	19.498	***
staff	--->	Beyond Responsibility	1.088	0.727	0.056	19.407	***
staff	--->	Higher than Expect	1.201	0.757	0.06	20.135	***
staff	--->	Professional	1.013	0.747	0.051	19.883	***
staff	--->	Meet Expect	1.057	0.744	0.053	19.827	***
staff	--->	Politeness	0.964	0.678	0.043	22.346	***
staff	--->	Warmness	1.041	0.722	0.044	23.854	***
staff	--->	Friendliness	1	0.695			***
staff	--->	Personal	1.001	0.492	0.075	13.312	***
staff	--->	Remember me	0.946	0.485	0.072	13.109	***
staff	--->	Anticipate need	0.956	0.597	0.06	16.038	***
staff	--->	Listening	0.926	0.619	0.056	16.64	***
staff	--->	Special	1.295	0.72	0.067	19.22	***

### **5.3.1.3 Social Environment**

Social environment construct is measured using 8 items (so1-so8). Before conducting CFA, correlation matrix and Bartlett's test of Sphericity will be conducted first to check whether these items are correlated to each other that mean they measure the same construct. Because of large number of missing value for items owner's perception on the effect of other customers (so3), item so3 will be omitted from the analysis. Therefore, only items so1, so2, so4, so5, so6, so7 and so8 are proceeded to

further analysis. Table 5.12 shows correlation matrix, and the result of KMO and Bartlett's test of Sphericity of customer environment items.

**Table 5.12: Intercorrelation Matrix for Social Environment Items**

		so1	so2	so4	so5	so6	so7	so8
so1	Impression from Others	1	.400**	.365**	.259**	.331**	.337**	.267**
so2	Effect on Serviceability	.400**	1	.393**	.256**	.401**	.330**	.431**
so4	Wish to Meet	.365**	.393**	1	.552**	.476**	.487**	.327**
so5	Same Group	.259**	.256**	.552**	1	.468**	.422**	.268**
so6	Satisfy to Share with	.331**	.401**	.476**	.468**	1	.612**	.338**
so7	Joyfulness	.337**	.330**	.487**	.422**	.612**	1	.365**
so8	Others' behavior	.267**	.431**	.327**	.268**	.338**	.365**	1

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.832
Bartlett's Test of Sphericity	Approx. Chi-Square
	1640.739
	Df
	190
	Sig.
	.000

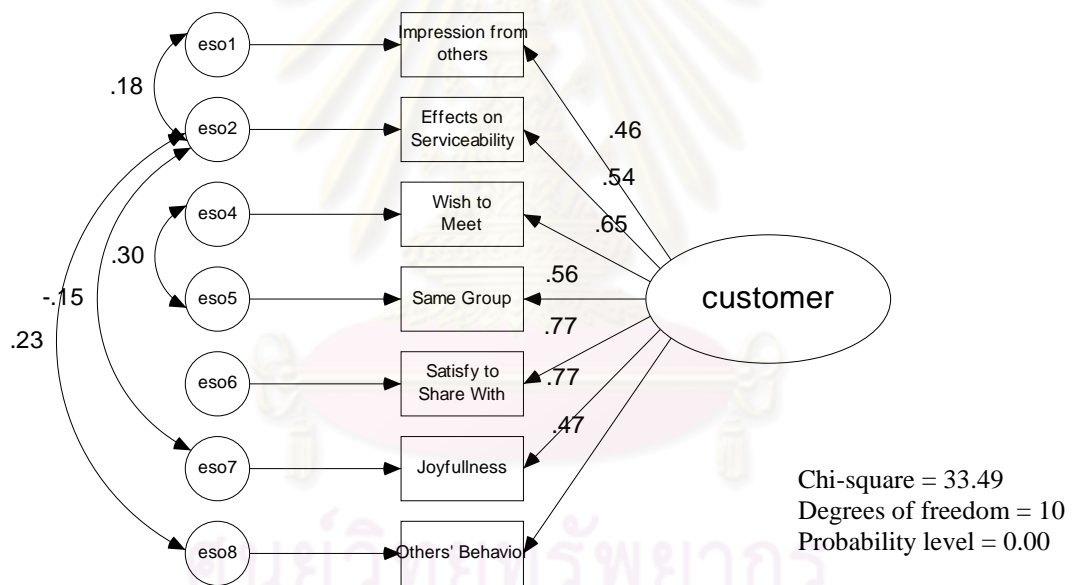
The result shows that correlations of all pairs of items are different from zero at significance level 0.01. The lowest correlation is 0.256 which is the correlation between effect on serviceability (so2) and same group (so5) and the highest correlation is 0.612 which is the correlation between satisfy to share with (so6) and

joyfulness (so7). Bartlett's test of Sphericity Chi-Square is 1640.739 at a level of significance 0.05 while KMO is 0.832. All items have MSA between 0.81 and 0.88. As a result, it can be concluded that the correlation matrix of items that represent social environment is considered correlated. Moreover, the preferred construct reliability estimate should be higher than 0.7 (Hair et al., 1998) which in this case is 0.814. Therefore, social environment measurement model has an acceptable reliability.

The finding of CFA is shown in figure 5.3 and table 5.13. In figure 5.3, the parameter between impression from others (so1) and customer environment has been fixed to 1 because impression from others (so1) has the lowest factor loading comparing to other items in the model. Table 5.13 shows the factor loading of all items in the model. Standardized factor loading of items has ranged from 0.46 to 0.77. All of the factor loadings show sign of significance at a level of significance 0.05.  $R^2$  has ranged from 0.21-0.59. The chi-square test of the model is 33.49 with degree of freedom = 10 and p-value = 0.00. Even though p-value is less than 0.05 that implies the rejection of the assumption that estimated covariance matrix is equal to observed covariance matrix, but because chi-square value does not depend only on the difference of covariance matrix but on the sample size as well. Therefore, various goodness of fit will be used to consider the acceptance of measurement model. All the indicators show sign of model fit which includes CMIN/DF = 3.349, CFI = 0.986, NFI = 0.980, RMSEA = 0.054. Even though CMIN/DF is higher than the recommended value (2.0) but other fit indices show good sign of fit for the measurement model that imply a good fit between observed and estimated covariance matrix. As a result, it can be concluded that this measurement model is fit and can be used in further analysis.

However Hair et al., (1998) suggests that items should be deleted from the measurement model if the factor loading is less than 0.7, therefore 5 items will be deleted from the analysis including impression form others, effect on serviceability, wish to meet, same group and others' behavior (so1,so2,so4,so5,so8). Therefore only, satisfaction to share time with other customers (so6) and joyfulness with other customers (so7) are proceeded to further study.

**Figure 5.3: The Result of CFA Customer Environment Measurement Model**





**Table 5.13: Standardized Factor loading, t-value, and composite reliability of Customer Environment Model**

	Factor Loading		Standard error	t-value	p-value
	Unstandardized	Standardized			
Social ---> Impression from Others	0.919	0.463	0.098	9.421	***
Social ---> Effect on serviceability	1.029	0.537	0.09	11.396	***
Social ---> Wish to Meet	1.357	0.648	0.12	11.33	***
Social ---> Same group	1.18	0.564	0.112	10.541	***
Social ---> Satisfy to share	1.481	0.77	0.122	12.111	***
Social ---> Joyfulness	1.638	0.772	0.136	12.081	***
Social ---> Others' behavior	1	0.472			

#### **5.3.1.4 Utilitarian Value**

Utilitarian value construct is measured using 7 items (u1-u7). Before conducting CFA, correlation matrix and Bartlett's test of Sphericity will be conducted first to check whether these items are correlated to each other that mean they measure the same construct. Table 5.14 shows correlation matrix, the result of KMO and Bartlett's test of Sphericity of utilitarian value items.

**Table 5.14: Intercorrelation Matrix for Utilitarian Value Items**

	u1	u2	u3	u4	u5	u6	u7
u1 Receive What I want	1	.666**	.592**	.503**	.454**	.495**	.456**
u2 Quality	.666**	1	.662**	.561**	.434**	.513**	.472**
u3 Reliability	.592**	.662**	1	.618**	.465**	.472**	.476**
u4 Trust	.503**	.561**	.618**	1	.486**	.485**	.464**
u5 Convenient	.454**	.434**	.465**	.486**	1	.488**	.412**
u6 Speediness	.495**	.513**	.472**	.485**	.488**	1	.539**
u7 Promise Delivery	.456**	.472**	.476**	.464**	.412**	.539**	1

**KMO and Bartlett's Test**

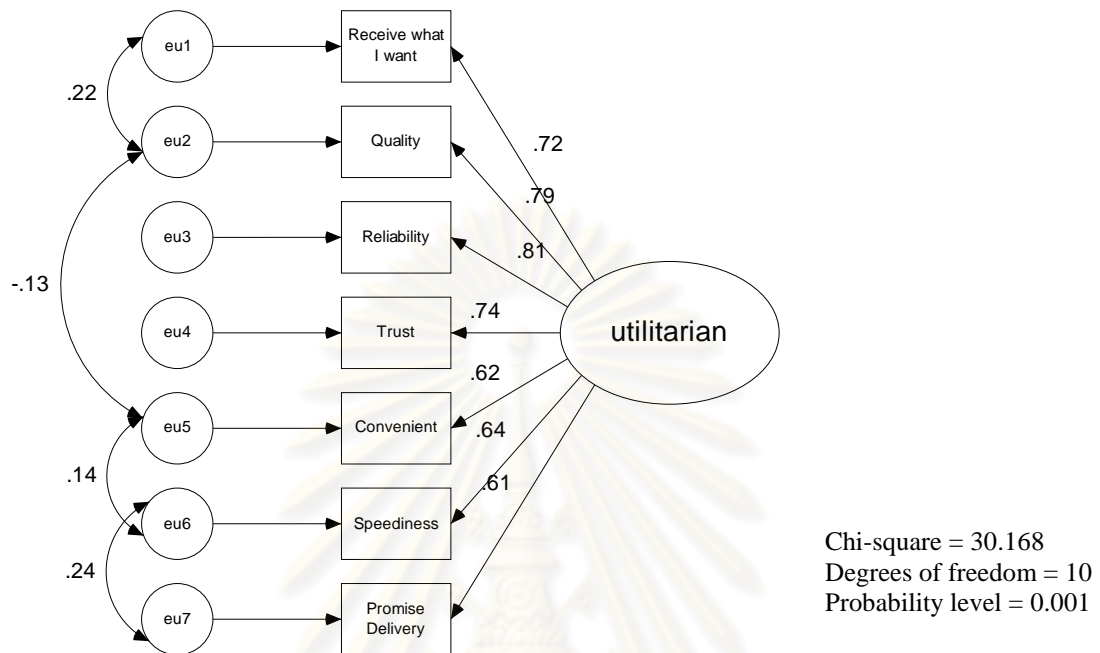
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.898
Bartlett's Test of Sphericity	Approx. Chi-Square
	2505.486
	Df
	21
	Sig.
	.000

The result shows that correlation of all pairs of items is different from zero at significance level 0.01. The lowest correlation is 0.412 which is the correlation between convenient (u5) and promise delivery (u7) and the highest correlation is 0.66 which is the correlation between receive what I want (u1) and quality (u2). Bartlett's test of Sphericity Chi-Square is 2505.486 at a level of significance 0.05 while KMO is 0.898. All items have MSA between 0.872 and 0.923. As a result, it can be concluded that the correlation matrix of items that represent utilitarian value is considered correlated. Moreover, the preferred construct reliability estimate should be higher than

0.7 (Hair et al., 1998) which in this case is 0.877. Therefore, utilitarian value measurement model has an acceptable reliability.

All of the factor loadings show sign of significance at a level of significance 0.05.  $R^2$  has ranged from 0.37-0.65. The chi-square test of the model is 30.168 with degree of freedom = 10 and p-value = 0.001. The result shows that p-value is less than 0.05 that implies the rejection of the assumption that estimated covariance matrix is equal to the observed covariance matrix. However chi-square value does not depend only on the difference of covariance matrix but on the sample size as well. Therefore, various goodness of fit will be used to consider the acceptance of measurement model.

All the indicators show sign of model fit which includes CMIN/DF = 3.017, CFI = 0.99, NFI = 0.98 and RMSEA = 0.05. Even though CMIN/DF is higher than the recommended value (2.0) but others fit indices show good sign of fit for the measurement model and imply a good fit between observed and estimated covariance matrix. As a result, it can be concluded that this measurement model is fit and can be used in further analysis. However Hair et al., (1998) suggests that items should be deleted from the measurement model if the factor loading is less than 0.7, therefore 3 items will be deleted from further analysis including convenient, speediness and promise delivery (u5,u6,u7). Therefore, receive what I want, quality, reliability and trust will be proceeded for further analysis.

**Figure 5.4: The Result of CFA Utilitarian Value Measurement Model****Table 5.15: Standardized Factor loading, t-value, and composite reliability of Utilitarian Value Model**

	Factor Loading		Standard error	t-value	p-value
	Unstandardized	Standardized			
Utilitarian value ---> Receive What I want	1.156	0.725	0.073	15.933	***
Utilitarian value ---> Quality	1.245	0.794	0.074	16.896	***
Utilitarian value ---> Reliability	1.32	0.808	0.076	17.355	***
Utilitarian value ---> Trust	1.225	0.741	0.075	16.426	***
Utilitarian value ---> Convenient	1.13	0.62	0.08	14.2	***
Utilitarian value ---> Speediness	1.149	0.636	0.068	16.828	***
Utilitarian value ---> Promise Delivery	1	0.612			

### 5.3.1.5 Hedonic Value

Hedonic value construct is measured using 7 items (h1-h7). Before examining CFA, correlation matrix and Bartlett's test of Sphericity will be conducted first to check whether these items are correlated to each other which implies that they measure the same construct. Table 5.16 shows correlation matrix, means and standard deviation of the items.

**Table 5.16: Intercorrelation Matrix for Hedonic Value Items**

	h1	h2	h3	h4	h5	h6	h7
h1 Fun	1	.522**	.537**	.512**	.530**	.503**	.477**
h2 Escape	.522**	1	.625**	.535**	.490**	.569**	.519**
h3 Happiness	.537**	.625**	1	.618**	.592**	.601**	.549**
h4 Feeling Good	.512**	.535**	.618**	1	.625**	.605**	.595**
h5 Return	.530**	.490**	.592**	.625**	1	.631**	.621**
h6 Relax	.503**	.569**	.601**	.605**	.631**	1	.632**
h7 Good Memory	.477**	.519**	.549**	.595**	.621**	.632**	1

#### **KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.924
Bartlett's Test of Sphericity	Approx. Chi-Square
	2932.936
	Df
	12
	Sig.
	.000

The result shows that correlations of all pairs of items are different from zero at significance level 0.01. The lowest correlation is 0.477 that is the correlation

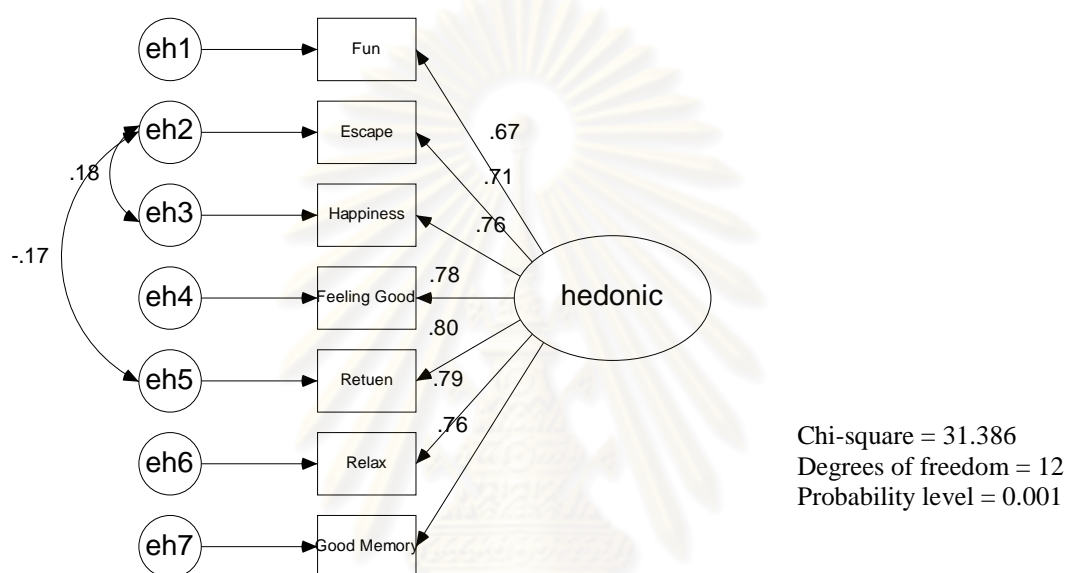
between fun (h1) and memory (h7) and the highest correlation is 0.632 that is the correlation between relax (h6) and good memory (h7). Bartlett's test of Sphericity Chi-Square is 2932.936 at a level of significance 0.05 while KMO is 0.921. All items have MSA between 0.911 and 0.943. As a result, it can be concluded that the correlation matrix of items that represent hedonic value is considered correlated. Moreover, the preferred construct reliability estimate should be higher than 0.7 (Hair et al., 1998) which in this case is 0.90. Therefore, hedonic value measurement model has an acceptable reliability.

All of the factor loadings show sign of significance at a level of significance 0.05.  $R^2$  has ranged from 0.43 0.64. The Chi-Square test of the model is 31.386 with degree of freedom = 12 and p-value = 0.002. The result shows that p-value is less than 0.05 that implies the rejection of the assumption that estimated covariance matrix is equal to the observed covariance matrix. However chi-square value does not depend only on the difference of covariance matrix but on the sample size as well. Therefore, various goodness of fit will be used to consider the acceptance of measurement model. All the indicators show sign of model fit which includes CMIN/DF = 2.616, CFI = 0.99, NFI = 0.99 and RMSEA = 0.045. Even though CMIN/DF is higher than the recommended value (2.0) but other fit indices show good sign of fit for the measurement model and imply a good fit between observed and estimated covariance matrix. As a result, it can be concluded that this measurement model is fit and can be used in further analysis. However Hair et al., (1998) suggests that items should be deleted from the measurement model if the factor loading is less than 0.7, thus fun



item will be deleted (h1) from further analysis. Therefore, escape, happiness, feeling good, return, relax and good memory are proceeded to the next analysis.

**Figure 5.5: The Result of CFA Hedonic Value Measurement Model**



**Table 5.17: Standardized Factor loading, t-value, and composite reliability of Hedonic Value Model**

	Factor Loading		Standard error	t-value	p-value
	Unstandardized	Standardized			
Hedonic value ---> Fun	1	0.666			
Hedonic value ---> Escape	1.101	0.71	0.063	17.445	***
Hedonic value ---> Happiness	1.151	0.76	0.061	18.757	***
Hedonic value ---> Feeling Good	1.165	0.778	0.061	19.218	***
Hedonic value ---> Return	1.296	0.798	0.066	19.527	***
Hedonic value ---> Relax	1.169	0.793	0.06	19.538	***
Hedonic value ---> Good Memory	1.121	0.759	0.059	18.841	***

### 5.3.1.6 Social Value

Social value construct is measured using 4 items (s1-s4). Before examining CFA, correlation matrix and Bartlett's test of Sphericity will be conducted first to check whether these items are correlated to each other which implies that they measure the same construct. Table 5.18 shows correlation matrix, means and standard deviation of the items.

**Table 5.18: Intercorrelation Matrix for Social Value Items**

		s1	s2	s3	s4
s1	Feel Acceptance	1	.614**	.518**	.470**
s2	Self Image	.614**	1	.628**	.642**
s3	Good Impression	.518**	.628**	1	.583**
s4	Social Acceptance	.470**	.642**	.583**	1

#### **KMO and Bartlett's Test**

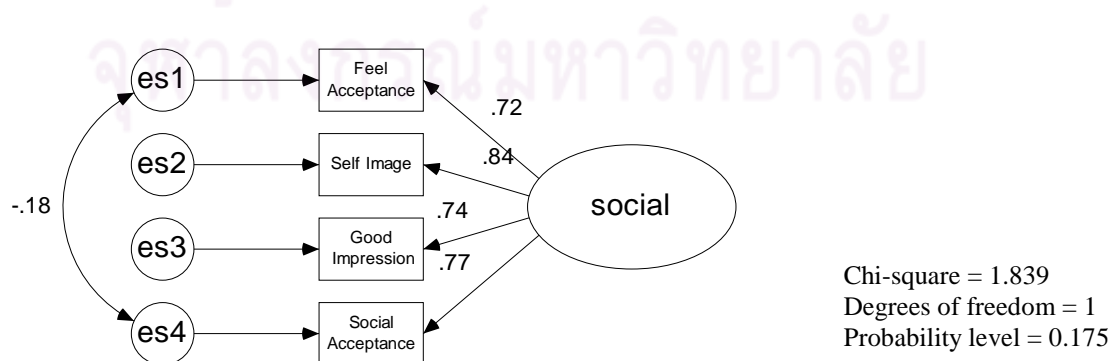
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.803
Bartlett's Test of Sphericity	Approx. Chi-Square
	1317.598
	Df
	12
	Sig.
	.000

The result shows that correlations of all pairs of items are different from zero at significance level 0.01. The lowest correlation is 0.47 which is the correlation between feel acceptance (s1) and social acceptance (s4) and the highest correlation is

0.63 which is the correlation between self image (s2) and good impression (s3). Bartlett's test of Sphericity Chi-Square is 1317.598 at a level of significance 0.05 while KMO is 0.803. All items have MSA between 0.759 and 0.83. As a result, it can be concluded that the correlation matrix of items that represent social value is considered correlated. . Moreover, the preferred construct reliability estimate should be higher than 0.7 (Hair et al., 1998) which in this case is 0.845. Therefore, social value measurement model has an acceptable reliability.

All of the factor loadings show sign of significance at a level of significance 0.05.  $R^2$  has ranged from 0.52 - 0.70. The chi-square test of the model is 1.839 with degree of freedom = 1 and p-value = 0.175. All the indicators show sign of model fit which includes CMIN/DF = 1.839, CFI = 0.99, NFI = 0.99 and RMSEA = 0.032. As a result, it can be concluded that this measurement model is fit and can be used in further analysis. Factor loading of all items are greater than 0.7 as suggested by Hair et al., (1998), therefore all items including feel acceptance, self-image, good impression and social acceptance will be proceeded for further analysis.

**Figure 5.6: The Result of CFA Social Value Measurement Model**



**Table 5.19: Standardized Factor loading, t-value, and composite reliability of Social Value Model**

			Factor Loading		Standard error	t-value	p-value
			Unstandardized	Standardized			
Social value	--->	Feel Acceptance	1	0.717			
Social value	--->	Self-Image	1.217	0.845	0.062	19.499	***
Social value	--->	Good Impression	1.079	0.743	0.059	18.337	***
Social value	--->	Special Acceptance	1.088	0.768	0.06	18.06	***

### ***5.3.2 Descriptive Statistics***

Mean and correlation estimates of all constructs after deleting low factor loading items will be examined prior to the structural equation modeling to ensure that the data pass the basic assumption of the statistical method. Means, median, standard deviation, Skewness, Z-score of skewness, kurtosis, Z-score of kurtosis of respondents will be shown in table 5.20.

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**Table 5.20: Descriptive Statistic of an Antecedents to Customer Experience****Value Construct**

Descriptive Statistics for 1-3 star-rating customers

	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Z-score	Statistic	Z-score
<b>Phy_score</b>	3.40	.03	.56	.22	1.81	-.07	-.28
Cleanliness	3.43	.04	.72	-.06	-.47	.17	.69
Ambient	3.52	.04	.73	-.22	-1.77	-.25	-1.03
Customer's expectation	3.25	.03	.66	.11	.88	-.08	-.31
<b>Staff_score</b>	3.20	.02	.46	.44	3.56	.47	1.91
Willingness	3.38	.03	.63	.11	.92	-.16	-.65
Understand Need	3.27	.03	.62	.40	3.28	.40	1.65
React to Need	3.22	.03	.60	.06	.48	.39	1.61
Speediness	3.09	.03	.67	.09	.77	.05	.20
Trust	3.27	.03	.61	.26	2.12	.18	.75
Knowledgeable	3.10	.03	.67	.18	1.45	-.05	-.20
Beyond Responsibility	3.13	.03	.69	-.05	-.39	.48	1.94
Higher than Expect	3.05	.04	.71	-.07	-.59	.21	.88
Professional	3.29	.03	.63	.18	1.46	.03	.13
Meet Expect	3.25	.03	.64	.28	2.29	.22	.89
Warmness	3.35	.03	.64	-.06	-.51	.09	.36
Special	3.00	.04	.88	-.23	-1.92	-.36	-1.47
<b>Cus_score</b>	3.00	.03	.55	-.18	-1.46	.63	2.58
Satisfy to share with	2.97	.04	.70	-.45	-3.67	.62	2.51
Joyfulness	2.91	.04	.72	-.15	-1.21	.48	1.95
<b>Uti_score</b>	3.45	.03	.51	.36	2.96	.15	.62
Receive What I want	3.34	.03	.57	.57	4.65	.14	.59
Quality	3.48	.03	.60	.38	3.14	-.31	-1.27
Reliability	3.47	.03	.66	.05	.43	-.20	-.80
Trust	3.51	.03	.68	-.17	-1.40	.37	1.51
<b>Hed_score</b>	3.42	.03	.57	.17	1.39	-.16	-.65
Escape	3.42	.04	.76	-.01	-.10	-.18	-.73
Happiness	3.37	.04	.73	.08	.68	-.04	-.16
Feeling Good	3.52	.04	.70	-.09	-.74	-.22	-.89
Return	3.38	.04	.76	-.01	-.10	-.01	-.06
Relax	3.41	.03	.69	-.07	-.54	-.25	-1.04
Good Memory	3.44	.04	.71	.21	1.70	.06	.26
<b>So_score</b>	3.10	.03	.56	.31	2.56	.56	2.31
Feel Acceptance	3.19	.03	.70	-.04	-.35	.09	.36
Self Image	3.04	.03	.70	.19	1.54	.57	2.32
Good Impression	3.16	.04	.72	.17	1.39	.00	.00
Special Acceptance	2.99	.04	.72	.19	1.57	.65	2.65

**Table 5.20: Descriptive Statistic of an Antecedents to Customer Experience****Value Construct Continue**

Descriptive Statistics for 4-5 star-rating customers

	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Statistic	Z-score	Statistic	Z-score
<b>Phy_score</b>	3.72	.03	.58	-.28	-2.32	1.18	4.83
Cleanliness	3.79	.03	.66	-.05	-.44	-.20	-.82
Ambient	3.77	.04	.71	-.38	-3.09	.87	3.54
Customer's expectation	3.60	.04	.71	-.37	-3.02	.71	2.92
<b>Staff_score</b>	3.48	.03	.59	-.08	-.65	1.16	4.74
Willingness	3.58	.04	.73	-.27	-2.24	.50	2.04
Understand Need	3.50	.04	.71	-.14	-1.16	.28	1.14
React to Need	3.55	.03	.67	.10	.85	-.23	-.95
Speediness	3.45	.04	.76	-.42	-3.40	.82	3.34
Trust	3.48	.03	.67	-.04	-.31	.09	.38
Knowledgeable	3.47	.04	.70	-.18	-1.50	.48	1.97
Beyond Responsibility	3.41	.04	.75	-.02	-.14	.62	2.54
Higher than Expect	3.34	.04	.82	-.12	-.98	.43	1.74
Professional	3.55	.03	.68	.13	1.08	-.24	-.98
Meet Expect	3.52	.04	.72	.01	.08	-.04	-.15
Warmness	3.55	.04	.76	-.25	-2.02	.47	1.93
Special	3.29	.04	.86	-.22	-1.83	.17	.69
<b>Cus_score</b>	3.19	.03	.60	.22	1.78	.95	3.86
Satisfy to share with	3.21	.03	.70	.18	1.43	1.22	4.98
Joyfulness	3.07	.04	.83	-.17	-1.36	.49	2.00
<b>Uti_score</b>	3.81	.03	.55	.04	.30	.31	1.27
Receive What I want	3.74	.03	.69	-.07	-.53	-.17	-.68
Quality	3.86	.03	.64	-.08	-.66	-.11	-.46
Reliability	3.87	.03	.64	-.06	-.47	-.15	-.62
Trust	3.79	.03	.67	-.08	-.66	-.17	-.70
<b>Hed_score</b>	3.73	.03	.65	-.53	-4.36	1.15	4.70
Escape	3.80	.04	.78	-.52	-4.24	.47	1.90
Happiness	3.65	.04	.79	-.58	-4.75	.93	3.80
Feeling Good	3.78	.04	.80	-.46	-3.79	.52	2.14
Return	3.64	.04	.87	-.62	-5.03	.81	3.29
Relax	3.80	.04	.76	-.30	-2.48	.22	.91
Good Memory	3.72	.04	.76	-.40	-3.30	.33	1.35
<b>So_score</b>	3.46	.03	.65	-.58	-4.71	1.99	8.11
Feel Acceptance	3.48	.04	.78	-.36	-2.91	1.16	4.72
Self Image	3.44	.04	.80	-.26	-2.16	.54	2.19
Good Impression	3.55	.04	.79	-.46	-3.80	.82	3.35
Special Acceptance	3.35	.04	.76	-.39	-3.17	.90	3.67

For customer who stayed at 1-3 star-rating hotel, mean of all items range from 2.91 (joyfulness) to 3.52 (ambient and feeling good) and means of all constructs range from 3.00 (Social environment or Cus\_score) to 3.45 (Utilitarian value). Moreover, for customers who stayed at 4-5 star-rating hotel, mean of all items range from 3.07 (joyfulness) to 3.87 (reliability) and means of all constructs range from 3.19 (Social environment or Cus\_score) to 3.81 (Utilitarian value). However, structure equation model method requires that all variables should have normal distribution for a robust result. Items will have normal distribution if they have skewness z-score and kurtosis z-score between  $\pm 1.96$ . From table 5.20, not all items have a normal distribution. As a result the basic assumption of structural equation model has not been met. However, the effect of sample size is important and should be taken into consideration when discussion the non-normality of the data (Hair et al., 1998). In large sample sizes (more than 200), the sample size itself reduce the detrimental effects of non-normality. Therefore, no remedy for non-normality is necessary and all the data are proceed to structural equation modeling technique.

### **5.3.2.1 Correlation Analysis**

A correlation matrix for respondents is shown in table 5.21. A correlation matrix represents the intercorrelation among constructs. It shows the direction and relative linear relationship among constructs in this study. The means and standard deviation of 6 constructs are also included in the table 5.21.



**Table 5.21: Correlation Matrix of Constructs of Antecedents to Customer Experience Value Framework**

	phy_score	Staff_score	Cus_score	Uti_score	Hed_score	So_score
phy_score	1	.589**	.360**	.617**	.612**	.432**
Staff_score	.589**	1	.441**	.587**	.605**	.526**
Cus_score	.360**	.441**	1	.332**	.358**	.362**
Uti_score	.617**	.587**	.332**	1	.688**	.494**
Hed_score	.612**	.605**	.358**	.688**	1	.584**
So_score	.432**	.526**	.362**	.494**	.584**	1
Mean	3.56	3.34	3.10	3.63	3.58	3.28
Std. Deviation	0.59	0.54	0.58	0.56	0.63	0.63

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.875
Bartlett's Test of Sphericity	Approx. Chi-Square
	2083.837
	Df
	15
	Sig.
	.000

Mean of three exogenous construct range from 3.1 (social environment) to 3.56 (Physical environment) while means of three endogenous constructs range from 3.28 (Social value) to 3.63 (Utilitarian value). The result also shows that correlations of all pairs of items are different from zero at significance level 0.01. The lowest correlation is 0.332 which is the correlation between utilitarian value and social

environment and the highest correlation is 0.688 which is the correlation between utilitarian value and hedonic value. Bartlett's test of Sphericity Chi-Square is 2083.837 at a level of significance 0.05 while KMO is 0.875. All items have MSA between 0.848 and 0.905. As a result, it can be concluded that the correlation matrix of items that represent constructs in this study is considered correlated. Moreover, the preferred construct reliability estimate should be higher than 0.7 (Hair et al., 1998) which in this case is 0.859. Therefore, the overall measurement model has an acceptable reliability and can be proceeded further for structural equation modeling analysis.

### ***5.3.3 Measurement Model Assessment***

In this section, researcher examines the reliability and validity of a measurement model of antecedents to customer experience value framework. The aim of measurement model assessment is to examine the reliability and validity of items and constructs to ensure the reliability and validity of structural equation modeling techniques.

#### **5.3.3.1 Reliability test**

Reliability of the measurement model is the extent to which a set of items is consistent in what it is intended to measure. High reliability of a construct represents the high opportunity of all items in the construct to measure the same thing. It differs from validity in that it does not relate to what should be measured, but instead how it is measured (Hair et al., 1998). Reliability is a necessary but not sufficient condition to ensure the validity of the construct. Cronbach's alpha is the most widely used

measurement to represent the reliability of a set of items. The acceptable level of Cronbach's alpha is 0.7 to represent a sufficient internal consistency (Nunnally and Bernstein, 1994: 264-265). The result of a reliability test for all constructs is shown in table 5.22. The results show that all constructs have an acceptable level of reliability.

**Table 5.22: Cronbach's alpha of all six constructs**

Construct	Number of variables	Cronbach's alpha
<b>Exogenous</b>		
Physical Environment	3	0.88
Staff Characteristic	12	0.94
Social Environment	2	0.81
<b>Endogenous</b>		
Utilitarian Value	4	0.88
Hedonic Value	6	0.9
Social Value	4	0.85

### **5.3.3.2 Validity test**

Validity refers to the extent that an items or a set of items correctly represents the interested construct. Unlike reliability, validity is concerned with how well the construct is defined by the items. To test the validity of a measurement model, confirmatory factor analysis (CFA) will be examined. CFA is used to test how well a set of items represent a smaller number of construct. The composite reliability  $R^2$  is used to test the reliability of each item in the measurement model. This measurement

represents how well items serve as measurement items for construct. Hair et al., (1998) suggests that  $R^2$  should be higher than 0.5 for every items to be considered having a good reliability. The composite reliability has a value between 0-1 where 1 represents a perfect representation of the construct. In table 5.23, all items except cleanliness, ambient, meet customer's objective, beyond responsibility, special, owner perception, trust, escape and social acceptance (p4,p5,p8,st9,st20,so3,u4,h2,s4) have  $R^2$  greater than 0.5. The low  $R^2$  of these items indicates a low reliability. Therefore these items should be deleted from further analysis. However, Hair et al., (1998) suggests that factor loading between items and constructs should be used as criteria when deleting items from the analysis. Factor loading is a correlation between the items and the construct. It represents the extent to which the item is explained by a factor. Hair et al., (1998) suggests that if the factor loading for the item is lower than 0.7 then that item should be deleted from the measurement model. The findings show that only ambient, owner perception, trust and escape (p5, so3, u4, and h2) have factor loading lower than 0.70, therefore these items will be deleted from the measurement model.

**Table 5.23: Factor loading, Standard Error, t-value and Composite Reliability of a Measurement Model**

Items	Abbre.	Factor loading	Standard Error	t-value	R <sup>2</sup>
<b>Physical Environment</b>					
Cleanliness	p4	0.7	0.06	16.56	0.49
Ambient	p5	0.67	0.06	16.05	0.45
Meet Customer's Objective	p8	0.7			0.49
<b>Staff Characteristic</b>					
Willingness	st3	0.75	0.04	19.88	0.56
Understand Need	st4	0.71	0.04	18.9	0.50
React to Need	st5	0.74	0.04	19.71	0.55
Speediness	st6	0.73	0.04	19.33	0.53
Trust	st7	0.73	0.04	19.46	0.53
Knowledgeable	st8	0.72	0.04	19.2	0.52
Beyond Responsibility	st9	0.7	0.04	18.58	0.49
Higher than Expect	st10	0.73	0.04	21.29	0.53
Professional	st11	0.75	0.04	20.03	0.56
Meet Expect	st12	0.75	0.04	19.86	0.56
Warmness	st14	0.73	0.04	19.5	0.53
Special	st20	0.7			0.49
<b>Social Environment</b>					
Satisfy to share with	so6	0.77	0.05	15.53	0.59
Joyfulness	so7	0.77			0.59
<b>Utilitarian Value</b>					
Receive What I want	u1	0.77			0.59
Quality	u2	0.84	0.04	24.21	0.71
Reliability	u3	0.78	0.04	22.23	0.61
Trust	u4	0.68	0.04	19.08	0.46
<b>Hedonic Value</b>					
Escape	h2	0.66			0.44
Happiness	h3	0.74	0.05	21.48	0.55
Feeling Good	h4	0.77	0.05	19.17	0.59
Return	h5	0.79	0.05	19.46	0.62
Relax	h6	0.8	0.05	19.69	0.64
Good Memory	h7	0.78	0.05	19.2	0.61
<b>Social Value</b>					
Feel Acceptance	s1	0.73			0.53
Self Image	s2	0.8	0.05	20.1	0.64
Good Impression	s3	0.77	0.05	19.83	0.59
Social Acceptance	s4	0.7	0.05	17	0.49

For construct Validity, various types of fit indices determine how well the fit between estimated covariance matrix and observed covariance matrix. Several suggested indices to evaluate the fit of the model are Chi-square test, root mean square error of approximation (RMSEA), comparative fit index (CFI), normal fit index (NFI), incremental fit index (IFI) and relative fit index (RFI). Carmines and McIver (1981) suggests Chi-square to degree of freedom ration lower than 3 to 1 indicates a good fit between estimated and observed covariance matrix. Bentler and Bonett (1980) suggests a good fit if the model has NFI value higher than 0.90. Marsh, Balla and Hau (1996: 318) suggests a good if the model has CFI, IFI and RFI value higher than 0.90. Browne and Cudeck (1993) suggests the value of RMSEA to be lower than 0.1 to represents a good fit of the measurement model.

Table 5.24 shows various indices for testing measurement model of antecedents to customer experience value framework. The Chi-square to degree of freedom value is 1.99 which suggests a good fit between estimated and observed covariance matrix of the measurement model. The p-value is lower than 0.05 that suggests a rejection of a hypothesis that estimated covariance matrix is equal to the observed covariance matrix. However, large sample sizes can increase the Chi-square value of the measurement model even when the difference between estimated and observed covariance matrix is the same. Therefore, Fornell and Larcker (1981) suggests that researchers should consider other fit indices. All other fit indices value, NFI, CFI, IFI and RFI, are greater than 0.90 which suggests a good fit of the model. RMSEA is lower than 0.1 which also supports the good fit of the model. Therefore, these fit indices demonstrate a good fit between an estimated and an observed covariance matrix of the measurement model.

**Table 5.24: Fit Indices for Testing Measurement Model of Antecedents to Customer Experience Value Framework**

Parameter	Value
Chi-Square	859.198
Degree of freedom	431
p-value	0
RMSEA	0.035
NFI	0.94
CFI	0.97
IFI	0.97
RFI	0.93

#### 5.4 Hypothesis Testing

In this section, all hypotheses of the proposed framework are examined together with the coefficient of determination and total effect of endogenous variables. To check the validity and robustness of the result, researcher further analyzes data from two groups of respondents. The comparison of the result from two groups of respondents will help researcher gain more understanding of the relationships among constructs in this study. The hypotheses of antecedents to customer experience value framework are shown in table 5.25.



**Table 5.25: Hypotheses of Antecedents to Customer Experience Value****Framework**

<b>Hypotheses</b>	
<b>Physical Environment (Antecedents)</b>	
H1a:	The higher customer favorable perception of physical environment cues is, the higher utilitarian value of customer experience is
H1b:	The higher customer favorable perception of physical environment cues is, the higher hedonic value of customer experience is
H1c:	The higher customer favorable perception of physical environment cues is, the higher social value of customer experience is
<b>Staff Characteristics (Antecedents)</b>	
H2a:	The higher customer favorable perception of staff characteristics, the higher hedonic value of customer experience is
H2b:	The higher customer favorable perception of staff characteristics, the higher social value of customer experience is
<b>Social Environment (Antecedents)</b>	
H3a:	The higher customer favorable perceptions of social environment cues is, the higher hedonic value of customer experience
H3b:	The higher customer favorable perceptions of social environment cues is, the higher social value of customer experience
<b>Utilitarian Value (Consequences)</b>	
H4a:	The higher utilitarian value of customer experience is, the higher hedonic value of customer experience is
H4b:	The higher social value of customer experience is, the higher hedonic value of customer experience is
<b>Overall Customer Satisfaction (Consequences)</b>	
H5a:	The higher utilitarian value of customer experience is, the higher level of overall customer satisfaction is
H5b:	The higher hedonic value of customer experience is, the higher level of overall customer satisfaction is
H5c:	The higher social value of customer experience is, the higher level of overall customer satisfaction is

### ***5.4.1 Antecedents:***

In order to examine the effects of antecedents to customer experience value, researcher tests hypotheses H1a to H3b proposed earlier in chapter 2. Results are shown in Figure 5.7 and table 5.26. In this study, antecedents to customer experience value can be separated into 3 factors: physical environment, staff characteristics and social Environment. For Physical environment, H1a, H1b and H1c are tested. The result shows that physical environment has a positive effect on utilitarian (H1a) and social value (H1c) while physical environment does not have an effect on hedonic value (H1b). Therefore H1a and H1c are fully supported and H1b is not supported. For staff characteristics, H2a and H2b are tested. The result shows that staff characteristic has an effect on both hedonic (H2a) and social value (H2b). Therefore, H2a and H2b are fully supported. For social environment, H3a and H3b are tested. The result shows that social environment has a positive effect on social value (H3b) while social value does not have any effect on hedonic value (H3a). Therefore H3b is fully supported while H3a is not supported.

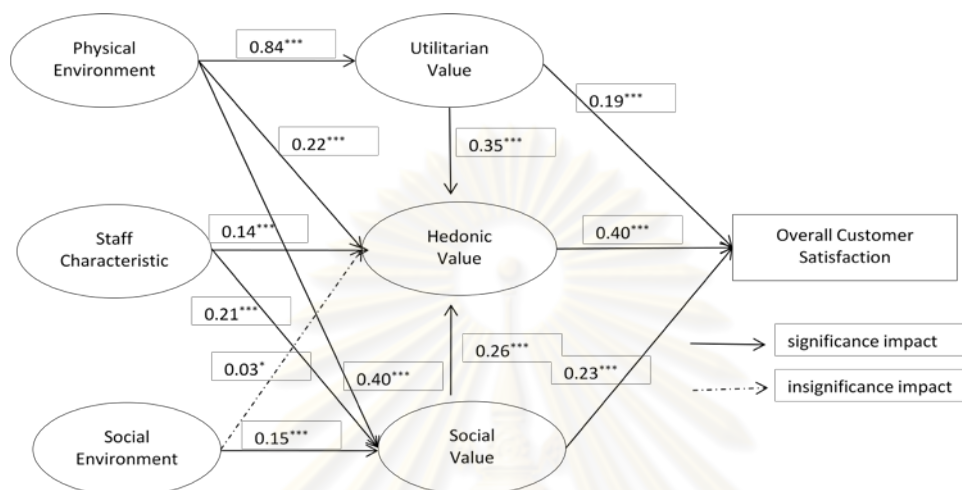
### ***5.4.2 Consequences:***

The effects of utilitarian value and social value on hedonic value are tested together with the effects of utilitarian, hedonic and social value on an overall customer satisfaction. Results are shown in Figure 5.7 and table 5.26. The effects of utilitarian value and social value on hedonic value are tested. The results show that both utilitarian value (H4a) and social value (H4b) have a significance positive effect on hedonic value. Therefore, H4a and H4b are fully supported. The effects of utilitarian,

hedonic and social value on an overall customer satisfaction are also investigated. The results show that all utilitarian value (H5a), hedonic value (H5b) and social value (H5c) have significant effect on an overall customer satisfaction. Therefore, H5a, H5b and H5c are fully supported.

A standardized structure parameter estimate demonstrates size and direction of the effect between two constructs. It is used to compare the relative effect or the importance among constructs in the model. A standardized structural parameters estimated of all paths are included in figure 5.7 and table 5.26. Figure 5.7 shows that among the dimensions of customer experience value, hedonic value has the most influential effect (0.401) on an overall customer satisfaction while social value (0.229) has the second most influential effect. Utilitarian value (0.193) has the lowest influential effect on an overall customer satisfaction. Physical environment (0.84) has the most influential effect on utilitarian value. Staff characteristic (0.214) has the most influential effect on social value. In conclusion, hedonic value is the most influential factor to increase an overall customer satisfaction of respondents.

**Figure 5.7: Structural Model of Antecedents to Customer Experience Value Framework with Standardized Parameter Estimates and Statistical Significance**



Notes \*\*\* significance level at 0.01

\* significance level at 0.1

**Table 5.26: Standardized Structural Equation Parameter Estimates and t-Value of Antecedents to Customer Experience Value Framework**

Parameter	Standardized	t-value
Phy Env ---> utilitarian	0.84***	15.858
Phy Env ---> social	0.40***	5.394
Staff ---> social	0.21***	3.145
Soc Env ---> social	0.15***	3.547
Phy Env ---> Hedonic	0.22***	1.897
Soc Env ---> Hedonic	0.03***	0.766
Social ---> Hedonic	0.26***	6.186
Staff ---> Hedonic	0.14***	2.592
utilitarian ---> Hedonic	0.35***	4.445
utilitarian ---> Sat	0.19***	3.79
Social ---> Sat	0.23***	5.46
Hedonic ---> Sat	0.40***	6.461

Next, coefficient of determination ( $R^2$ ) is determined.  $R^2$  is the measure of the proportion of the variance of the dependent variable that is explained by the independent variables. It ranges from 0 to 1. The closer value to 1, the greater the explanatory power of the independent variable. For coefficient of determinants of three dimension of customer experience value, 71% of utilitarian value, 74% of hedonic value and 44% of social value is explained by three antecedents, physical environment, staff characteristics and social environment constructs. Additionally, 54% of an overall customer satisfaction is explained by three dimensions of customer experience value.

**Table 5.27: Coefficient of Determinants of Endogenous Construct of Antecedents to Customer Experience Value Framework**

Construct	Coefficient of Determinants
Utilitarian Value	0.706
Hedonic Value	0.737
Social Value	0.441
Overall Customer Satisfaction	0.542

The standardized direct effects are the relationship linking two constructs with a single arrow while indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. The standardized total effect is the sum of the direct effect and indirect effect between two constructs. In table 5.28, the total effects of three dimensions of customer experience value to

overall customer satisfaction are shown. The total effect of utilitarian value, hedonic value and social value are 0.33, 0.40 and 0.334 respectively. It can be concluded that hedonic value has a strongest impact on overall customer satisfaction.

**Table 5.28: Standardized Total Effects of Endogenous Constructs of Antecedents to Customer Experience Value Framework**

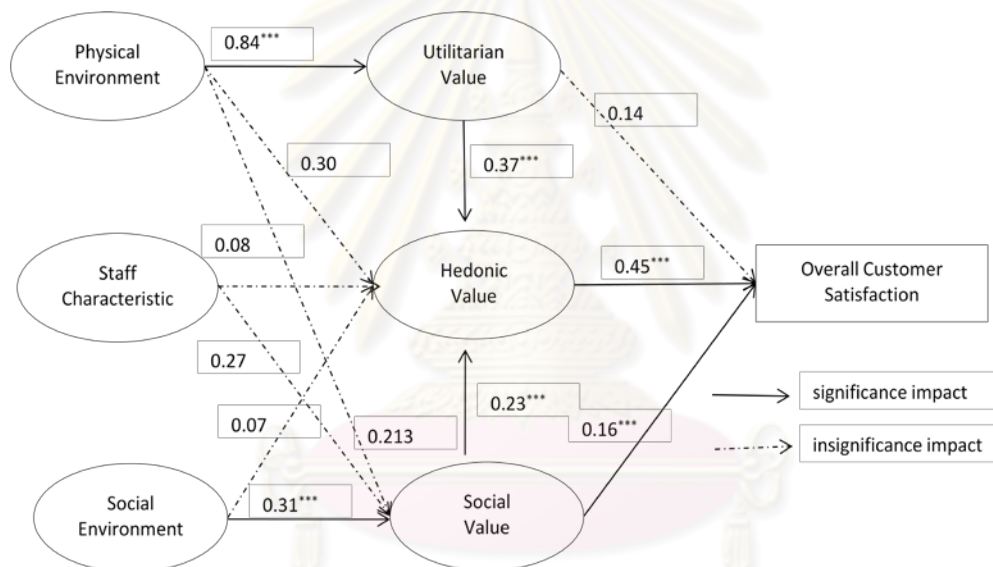
Construct	Overall Customer Satisfaction		
	Direct effect	Indirect effect	Total effect
Utilitarian Value	0.19	0.14	0.33
Hedonic Value	0.4	0	0.4
Social Value	0.23	0.104	0.334

#### ***5.4.3 The Result from Respondents in Different Hotel Class***

Additionally, researcher wants to examine whether relationships among constructs are different for respondents who stayed at difference class of hotel. Therefore, researcher conducts further analysis by dividing respondents into two groups according to the class of hotel that they visited. The hotels are divided into 1-3 star-rating hotel and 4-5 star-rating hotel. Expectation for customers who stayed at 1-3 star-rating hotel and 4-5 star-rating hotel is different between these 2 groups of hotel. Therefore, the difference in expectation will affect relationships among customer experience antecedents, customer experience value and an overall customer satisfaction. As a result, a separated analysis for each group of respondents is needed in order to gain more understanding on the relationship among customer experience

antecedents, customer experience value and an overall customer satisfaction. The results for both respondents who stayed at 1-3 star-rating hotel and 4-5 star-rating hotel are shown in figure 5.8 and 5.9 respectively.

**Figure 5.8: Structural Model of Antecedents to Customer Experience Value Framework with Standardized Parameter Estimates and Statistical Significance for 1-3 star-rating hotel**

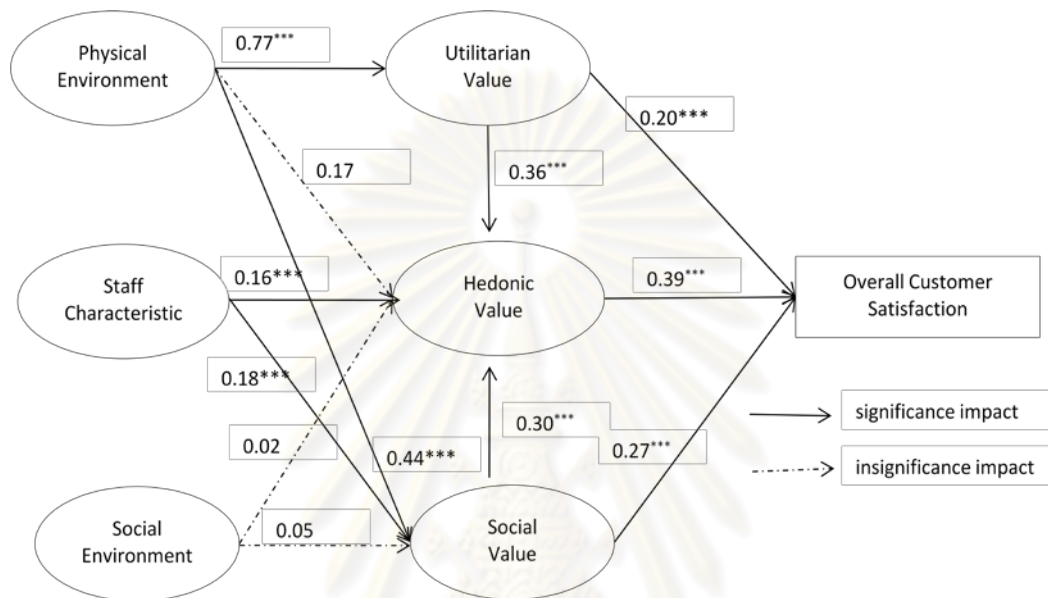


Notes \*\*\* significance level at 0.01

\* significance level at 0.1



**Figure 5.9: Structural Model of an Antecedents to Customer Experience Value Framework with Standardized Parameter Estimates and Statistical Significance for 4-5 star-rating hotel**



Notes \*\*\* significance level at 0.01

\* significance level at 0.1

#### **5.4.3.1 Result from Respondents who stayed at 1-3 Star-Rating Hotel**

For Physical environment, H1a, H1b and H1c are tested. The result shows that physical environment has a positive effect only on utilitarian value (H1a). Physical environment does not have an effect on hedonic value or social value (H1b and H1c). Therefore only H1a is fully supported. For staff characteristics, H2a and H2b are tested. The result shows that staff characteristic has no effect on both hedonic (H2a) and social value (H2b). Therefore, H2a and H2b are not supported. For social environment, H3a and H3b are tested. The result shows that social environment has an effect only on social value (H3b) but not on hedonic value (H3a). Therefore only H3b

are not supported. The effects of utilitarian value and social value on hedonic value are tested. The results show that both utilitarian value (H4a) and social value (H4b) have a significance positive effect on hedonic value. Therefore, H4a and H4b are fully supported. The effects of utilitarian, hedonic and social value on an overall customer satisfaction are also investigated. The results show that only hedonic value and social value have a significant effect on an overall customer satisfaction. Hedonic value has the strongest effect on overall customer satisfaction (0.45) while social value has the second strongest effect on overall customer satisfaction (0.16). Utilitarian value has the lowest effect on overall customer satisfaction and is not significant. Therefore, only H5b and H5c are supported.

#### **5.4.3.2 Result from Respondents who stayed at 4-5 Star-Rating Hotel**

For Physical environment, H1a, H1b and H1c are tested. The result shows that physical environment has a positive effect on utilitarian value (H1a) and social value (H1c). Physical environment does not have an effect on hedonic value (H1b). Therefore H1a and H1c are fully supported. For staff characteristics, H2a and H2b are tested. The result shows that staff characteristic has a positive effect on both hedonic (H2a) and social value (H2b). Therefore, H2a and H2b are fully supported. For social environment, H3a and H3b are tested. The result shows that social environment does not have a significant effect on either hedonic value or social value. Therefore, H3a and H3b are not supported. The effects of utilitarian value and social value on hedonic value are tested. The results show that both utilitarian value (H4a) and social value (H4b) have a significance positive effect on hedonic value. Therefore, H4a and H4b are fully supported. The effects of utilitarian, hedonic and social value on an overall

customer satisfaction are also investigated. The results show that utilitarian value (H5a), hedonic value (H5b) and social value (H5c) have a significant effect on an overall customer satisfaction. Therefore, all H5a, H5b and H5c are supported. A standardized structure parameter estimate demonstrates size and direction of the effect between two constructs. It is used to compare the relative effect or the importance among constructs in the model. Standardized structural parameter estimates of all paths are included in figure 5.8 and table 5.30. Figure 5.8 shows that among the dimensions of customer experience value, hedonic is the most influential effect (0.39) on an overall customer satisfaction while social value has the second strongest effect on an overall customer satisfaction (0.39). Utilitarian value has the lowest yet significant effect on an overall customer satisfaction (0.20). Therefore, H5a, H5b and H5c are fully supported.

Next, Coefficient of determination ( $R^2$ ) is determined.  $R^2$  is the measure of the proportion of the variance of the dependent variable about its mean that is explained by the independent variables. It has range from 0 to 1. The closer value to 1, the greater the explanatory power of the independent variable.

#### **5.4.3.3 Coefficient of Determinant for Respondents who stayed at 1-3 Star-Rating Hotel**

For coefficient of determinants of three dimension of customer experience value, 71% of utilitarian value, 79% of hedonic value and 47% of social value are explained by three antecedents; physical environment, staff characteristics and social

environment. Additionally, 47% of overall customer satisfaction is explained by three dimensions of customer experience value. The result is shown in table 5.29.

**Table 5.29: Coefficient of Determinants of Endogenous Construct of Antecedents to Customer Experience Value Framework**

Construct	Coefficient of Determinants
social Value	0.472
Utilitarian Value	0.711
Hedonic Value	0.786
Overall Customer Satisfaction	0.471

The standardized direct effects are the relationship linking two constructs with a single arrow while indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. The standardized total effect is the sum of the direct effect and indirect effect between two constructs. In table 5.30, the total effects of three dimensions of customer experience value to overall customer satisfaction are shown. The total effect of utilitarian value, hedonic value and social value are 0.30, 0.45 and 0.26 respectively. It can be concluded that hedonic value has a strongest impact on overall customer satisfaction.

**Table 5.30: Standardized Total Effects of Endogenous Constructs of Antecedents to Customer Experience Value Framework**

Construct	Overall Customer Satisfaction		
	Direct effect	Indirect effect	Total effect
Utilitarian Value	0.14	0.16	0.30
Hedonic Value	0.45	0	0.45
Social Value	0.16	0.10	0.26

#### ***5.4.3.4 Coefficient of Determinant for Respondents who stayed at 4-5 Star-Rating Hotel***

For coefficient of determinants of three dimension of customer experience value, 60% of utilitarian value, 69% of hedonic value and 36% of social value are explained by three antecedents, physical environment, staff characteristics and social environment. Additionally, 56% of overall customer satisfaction is explained by three dimensions of customer experience value. The result is shown in table 5.31.

**Table 5.31: Coefficient of Determinants of Endogenous Construct of Antecedents to Customer Experience Value Framework**

Construct	Coefficient of Determinants
social Value	0.357
Utilitarian Value	0.597
Hedonic Value	0.689
Overall Customer Satisfaction	0.559

The standardized direct effects are the relationship linking two constructs with a single arrow while indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. The standardized total effect is the sum of the direct effect and indirect effect between two constructs. In table 5.32, the total effects of three dimensions of customer experience value to overall customer satisfaction are shown. The total effect of utilitarian value, hedonic value and social value are 0.34, 0.39 and 0.39 respectively. It can be concluded that hedonic value and social value have an equal impact on overall customer satisfaction. The summarize of hypothesizes for both models are shown in table 5.33

**Table 5.32: Standardized Total Effects of Endogenous Constructs of Antecedents to Customer Experience Value Framework**

Construct	Overall Customer Satisfaction		
	Direct effect	Indirect effect	Total effect
Utilitarian Value	0.20	0.14	0.34
Hedonic Value	0.39	0	0.39
Social Value	0.27	0.12	0.39

**Table 5.33: Summarize of Hypothesizes for Both Group of Respondents**

Hypotheses	Result of Hypothesis	
	1-3 Star	4-5 Star
<b>Physical Environment (Antecedents)</b>		
H1a: The higher customer favorable perception of physical environment cues is, the higher utilitarian value of customer experience is	support	support
H1b: The higher customer favorable perception of physical environment cues is, the higher hedonic value of customer experience is	not support	not support
H1c: The higher customer favorable perception of physical environment cues is, the higher social value of customer experience is	not support	support
<b>Staff Characteristics (Antecedents)</b>		
H2a: The higher customer favorable perception of staff characteristics, the higher hedonic value of customer experience is	not support	support
H2b: The higher customer favorable perception of staff characteristics, the higher social value of customer experience is	not support	support
<b>Social Environment (Antecedents)</b>		
H3a: The higher customer favorable perceptions of social environment cues is, the higher hedonic value of customer experience	not support	not support
H3b: The higher customer favorable perceptions of social environment cues is, the higher social value of customer experience	support	not support
<b>Utilitarian Value (Consequences)</b>		
H4a: The higher utilitarian value of customer experience is, the higher hedonic value of customer experience is	support	support
H4b: The higher social value of customer experience is, the higher hedonic value of customer experience is	support	support
<b>Overall Customer Satisfaction (Consequences)</b>		
H5a: The higher utilitarian value of customer experience is, the higher level of overall customer satisfaction is	not support	support
H5b: The higher hedonic value of customer experience is, the higher level of overall customer satisfaction is	support	support
H5c: The higher social value of customer experience is, the higher level of overall customer satisfaction is	support	support



## **5.5 Summary of Hypotheses Testing and the Estimated Models.**

Table 5.33 summarizes the result of the hypotheses testing, Hypothesized H1a, H1b and H1c proposes that physical environment positively affects utilitarian value, hedonic value and social value respectively. Results show that only physical environment has a positive effect across both groups of respondents. In 1-3 star-rating hotel group, physical environment only has significant effect on utilitarian value while in 4-5 star-rating hotel group, physical environment has a significant effect on both utilitarian and social value. Therefore H1a is fully supported, H1b is not supported and H1c is partially supported

Hypothesis 2 examines the effect of staff characteristic on hedonic and social value. Hypothesis H2a and H2b propose that staff characteristics positively affect hedonic value and social value respectively. Result shows that for 1-3 star-rating hotel group, staff characteristic does not have any significant effect on either hedonic or social value. However, for 4-5 star-rating hotel group, staff characteristic has a significant effect on both hedonic and social value. Therefore, H2a and H2b are partially supported.

Hypothesis 3 examines the effect of customer environment on hedonic and social value. Result shows that for 1-3 star-rating hotel group, customer environment has a significant effect only on social value while in 4-5 star-rating hotel group, customer environment does not have any effect on hedonic or social value. Therefore, H3a is not supported while H3b is partially supported.

Hypothesis 4 examines the effect of utilitarian value and social value on hedonic value. Hypothesis H3a and H3b propose that customer environment positively affects hedonic value and social value respectively. Result shows that for

both groups, both utilitarian and social value have a significant effect on hedonic value. Therefore, H4a and H4b are supported.

Hypothesis 5 examines the effect of utilitarian value, hedonic value and social value on the overall customer satisfaction. Hypothesis H5a, H5b and H5c propose that utilitarian value, hedonic value and social value positively affect overall customer satisfaction respectively. Result shows that for 1-3 star-rating hotel, only hedonic and social value affects overall customer satisfaction while in 4-5 star-rating hotel, utilitarian, hedonic and social all have a positive effect on overall customer satisfaction. Therefore, H5a is partially supported while H5b and H5c are fully supported.

### ***5.5.1 Summary of the Estimated Models***

This section summarizes the statistics of the estimated models which includes the goodness of fit indices and explained variances endogenous variables. These indices help evaluating a model. Table 5.34 shows the statistics of the previously analyzed model. While most of the model has p-value less than 0.05, other goodness of fit indices show a good sign of model fit including RMSEA, CFI and NFI. RMSEAs are between 0.04 and 0.052, which are very close to zero. NFIs are between 0.90 to 0.94 which are very close to 1, and CFI are between 0.95 to 0.97. All the goodness of fit indices are higher than the recommended value by Hair et al., (2006). Estimates of explained variance of utilitarian value and hedonic value across all models are high: they are between 60% and 79%. The explained variance of overall customer satisfaction is also high across all models.

**Table 5.34: Summary of Estimated Models.**

Goodness of Fit indices	Model for both groups of respondents	Sub-model for different group	
		1-3 star rating	4-5 star rating
Chi-square	801.197	578.055	733.522
Df	352	352	352
p-value	0	0	0
RMSEA	0.04	0.04	0.052
NFI	0.94	0.9	0.91
CFI	0.97	0.96	0.95
Explained Variance R <sup>2</sup>			
Utilitarian Value	0.706	0.711	0.597
Hedonic Value	0.737	0.786	0.689
Social Value	0.441	0.472	0.357
Overall Customer Satisfaction	0.542	0.471	0.559

The summary of the hypothesis testing results and summary of the estimated models help answer the research question in this study. All three research questions will be answered and explained in detail in the next chapter.

ศูนย์วิทยทรัพยากร  
จุฬาลงกรณ์มหาวิทยาลัย

## **Chapter VI**

### **Discussion**

This chapter discusses the result and conclusion of the paper “Factors Influencing Customer Experience Management and Customer Experience Value”. The topics will be included the summary of result, discussion of result, managerial contribution, academic contribution and limitation and further suggestion. Each topic will be discussed in length in the following paragraph.

#### **6.1 Summary**

This paper “Factors Influencing Customer Experience Management and Customer Experience Value” aims to study the relative effects of customer experience antecedents on customer experience value along with the effect of each dimension of customer experience value on an overall customer satisfaction. The rationale behind this current paper is that traditional marketing strategy is obsolete. Marketing strategies such as better quality, superior functionality, lower price, wider availability and accessibility, faster delivery or better customer support are no longer effective to create a loyalty of customers. As a result, firms need to understand the importance of creating customer experience because firms need to create an engaging and lasting experience for the customers as this will become a better marketing strategy to create a sustainable competitive advantage (Macmillan and McGrath, 1997; Carbone, 1998;

Pine and Gilmore, 1998; Rowley, 1999; Wyner, 1999; Calhoun, 2001; Arussy, 2002; Berry et al., 2002; Gilmore and Pine, 2002; Lamperes, 2002).

The research in customer experience construct is relatively new since it has just emerged in 1982. As a result, many aspects of the customer experience construct have not fully explained and some of these become the rationales of this paper. First, most customer experience research have been done in retail context, none of them has been conducted in the service context. Hence, customer experience research that is conducted in service context helps broadening and confirming the results of the previous research. Second, past research has proposed a possible effect of a group of antecedents to customer experience value. None of them have been done in a empirical research. Thus an empirical research is an important and needed to confirm the findings. Third, social environment construct has been ignored from the study of customer experience construct. Most of the research focuses on the interaction effect between firms or their staffs with customers while ignoring the interacting effect among customers. Including social environment in the research may significantly change the existing finding. Fourth, social value has been accepted as one of the important values that customers considers when making a purchase decision but it has been ignored from the study of customer experience construct. Including the social value in the study may significantly change the previous understanding regarding customer experience construct.

Delivering superior customer experience becomes one of the main objectives of service firms in this current business environment. It is no longer sufficient to deliver only superior utilitarian value to customers while neglecting hedonic and social value. By conducting this study, this research extends the current knowledge

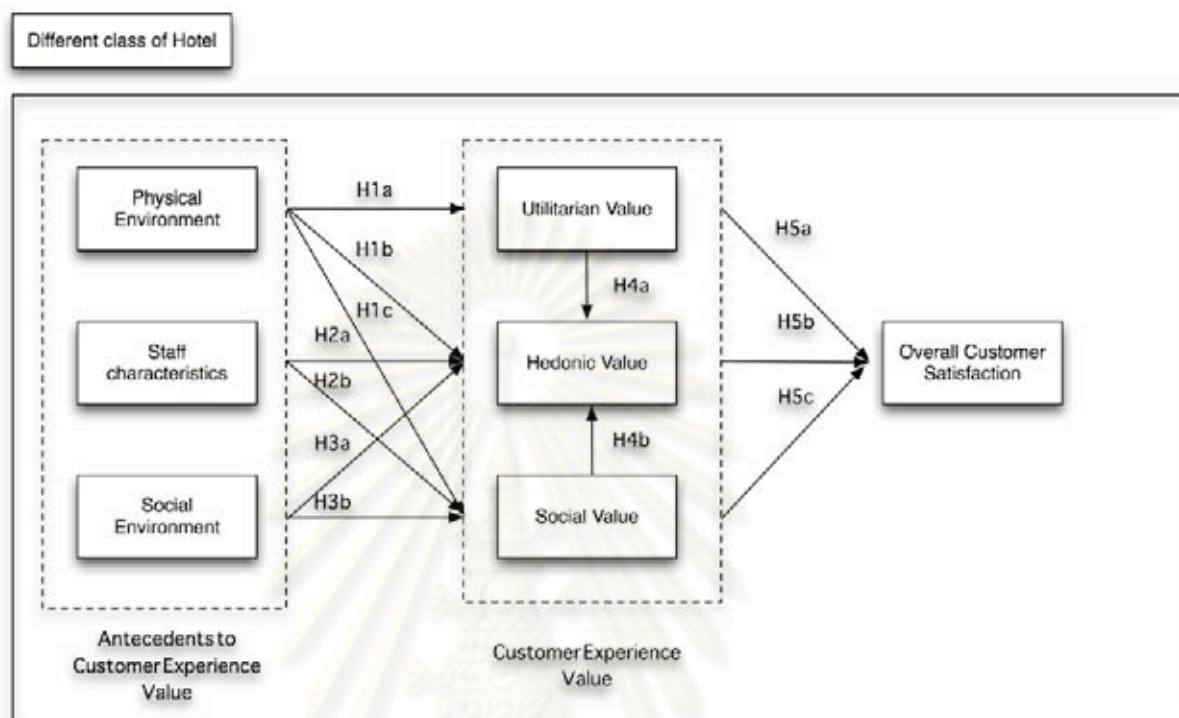
in the area of customer experience and fills the gap mentioned earlier. There are three objectives of these current researches that are. First, to study the effect of customer experience antecedents on each dimension of customer experience value. Second, to study the effect of each dimension of customer experience value on the overall customer satisfaction. Third, to study the whether the relationship among antecedents of customer experience, customer experience value and an overall customer satisfaction is different among different group of respondents who stayed at different class of hotel (1-3 star-rating hotel vs. 4-5 star-rating hotel).

This research proposes the conceptual model to explain the relationship among customer experience antecedents, various customer experience value dimensions and an overall customer satisfaction. While the analysis of the result has been conducted for different group of respondents, the result shows that the model can be used across all groups of respondents with an acceptable goodness of fit. The differences in each group of respondents are on the effect of each antecedents and the effect of each dimension of customer experience value on an overall customer satisfaction. The proposed model is shown in figure 6.1

ศูนย์วิทยพัทยากร  
จุฬาลงกรณ์มหาวิทยาลัย



**Figure 6.1: The Conceptual Model**



The population of this study is Thai citizens aged over 18 years old that are drawn from major tourist destinations across country. This study excludes foreigners because cultural effect may interfere the result. The overall respondents are 800 respondents that are collected from two groups of hotels: 1-3 star-rating hotel and 4-5 star rating hotel. This study collects 400 respondents from 8 hotels for each group of hotel. The analytical tools to investigate the relationships among constructs on factors influencing customer experience management and customer experience value framework are SPSS 17 and AMOS 16. SPSS 17 is used to conduct a descriptive statistic and reliability analysis of the constructs while AMOS 16 is used to conduct a preliminary analysis, validity of measurement and the structure modeling equation in this study.



The results show that physical environment has the strongest effect on creating customer experience value for all groups of respondents. The effect of staff characteristic and social environment depends on whether the respondents are in 1-3 star-rating hotel or 4-5 star-rating hotel. For respondents in 1-3 star-rating hotel, social environment that is related to the satisfaction and joyfulness that other customers bring into the environment significantly affect the customer experience value of respondents. However, the effect of social environment is limited to only on the social value dimension of customer experience value. On the other hand, staff characteristic has no significant effect on creating customer experience value. For respondents in 4-5 star-rating hotel, only staff characteristic has a significant effect on creating customer experience value. It affects both hedonic value and social value dimension of customer experience value. Therefore, the antecedents of customer experience value affects customer experience value differently depending on the hotel class.

For the effect of customer experience value on an overall customer satisfaction, the result shows that across all groups of respondents, hedonic value has the strongest effect on creating an overall customer satisfaction. Social value has the second strongest effect and utilitarian value has the lowest effect on an overall customer satisfaction. Even in the case of 1-3 star-rating hotel, utilitarian value has no significant effect on creating an overall customer satisfaction. These relative effects of each dimensions of customer experience value on an overall customer satisfaction are the same for all groups of respondents. The results also show that utilitarian value and social value have an interacting effect on hedonic value. Utilitarian value show stronger effect on hedonic value comparing to that of social value. This interacting effect is the same for both groups of respondents. Even though both groups share the

same model to explain their relationships among constructs, the hotel class does significantly moderate the relationship between these two groups of respondents only on the relationship between social environment and social value.

## **6.2 Discussion**

It is the one of the objectives of this research to study the effect of customer experience antecedents on customer experience value. Even though this research separately respondents into two groups according to the hotel that they visited, there are common finding across these two groups of respondent.

### ***6.2.1 Common Finding among Groups of Respondent***

First, results show that physical environment has the strongest significant effect across two groups of respondents. Only two characteristics of the physical environment are of importance to respondents. They are the cleanliness of the place and the ability of the environment to meet respondents' objective. In both groups of respondents, physical environment has a significant strongest direct effect on an utilitarian value dimension of customer experience value. The results confirm Shostack (1997) finding that customers are more attentive to use tangible aspects as a cue of service result. The difference between these two groups of respondents is that in 1-3 star-rating respondents, physical environment only has a significant effect on utilitarian value while it has a significant effect on both utilitarian value and social value in 4-5 star-rating respondents. It is because respondents who visit 4-5 star-rating hotel pay more expense comparing to those who visit 1-3 star-rating hotel, as a result

they expect more from the hotel they are visited. So the effect of physical environment extends far beyond the utilitarian value but to social value as well. Moreover, respondents who visit 4-5 star-rating hotel does not want the intended value from a consumption of a service alone (both 1-3 star-rating and 4-5 star-rating hotel do not vary in their offering on the utilitarian value) but respondents want to enhance social-self-concept that they'll receive only by visiting a 4-5 star-rating hotel as well.

Second, hedonic value has the strongest effect on an overall customer satisfaction across both groups of respondents. It confirms the notion that tradition marketing strategies are no longer effective in creating customer loyalty. It is not because the utilitarian value is no longer significant to customers but because competitors can do well and can match the superiority in that dimension as well. The hedonic value, on the other hand, represents the immediate gratification provided by consumption of the services. It is more subjective and personal than that of utilitarian value and social value. Therefore, it is the most difficult if not possible for respondents to find identical offering from other places. Results show that utilitarian value has the lowest effect on creating an overall customer experience value. Even social value that is less intangible than that of hedonic value has a stronger significant effect on an overall customer satisfaction than utilitarian value. However, comparing social value and hedonic value, respondents can find a substitute offering that can offer the same level of social value easier than that of hedonic value. The difficulty of finding a substitute offering may explain why hedonic value has been mostly valued by respondents in both groups of respondents. Results show that the more intangible characteristic of customer experience value, the more effect it has on an overall customer satisfaction.

Third, in both groups of respondents (1-3 star-rating hotel and 4-5 star-rating hotel), social environment has no significant direct effect on hedonic value. However, social environment has an indirect effect on hedonic value via social value for respondents who visited 1-3 star-rating hotel. Even though previous researchers emphasize the role of other customers as a potential source that will positively or negatively affects other customers' experience (Langeard et al., 1981; Grove and Fisk, 1983; Booms and Bitner, 1981; Baker, 1987), the results show that it does not have a direct effect on hedonic value as hypothesized. Social environment has only an indirect effect on hedonic value via social only for respondents in 1-3 star-rating hotel. However, when looking closely to the items that are significant to respondents, only satisfaction and joyfulness that other respondents bring into the environment are significant. Only good side of customers' behavior is considered important at least under Thai respondent. Therefore, this research finds the important finding that the value respondents received that result from the fun and playfulness of a consumption experience does not come from other customers who share the same environment but will indirectly receive from the social value and utilitarian respondents' received. This research shows some interesting result and further research is needed to give more understanding on the reason behind this.

Fourth, the results show that utilitarian and social value have a significant effect on hedonic value in 1-3 star-rating hotel and 4-5 star-rating hotel. The results confirm Babin et al., (2004) that utilitarian value leads to hedonic value. Moreover, the results confirm this research proposed hypothesized that social value leads to hedonic value. It confirms the proposed logic in this research that, for customers, belonging to some of their preferred particular social group create hedonic value for

them. The feeling of belonging to the preferred group creates hedonic value to that person. As a result, this research contributes an important finding that there is a significant relationship between social value and hedonic value.

## ***6.2.2 Difference Finding among Groups of Respondents***

### **6.2.2.1 For 1-3 Star-Rating Hotel**

#### **Effect of Customer Experience Antecedents on Customer Experience Value**

The result shows that physical environment plays an important role in creating customer experience value. The results show that it is the most important factor that has a significant effect on utilitarian value. Its coefficient is 0.84 that is the highest among customer experience antecedents. Unlike the effect in 4-5 star-rating hotel, physical environment has a positive effect only on utilitarian value in 1-3 star-rating hotel. Physical environment has no significant effect on both hedonic value and social value. From the result, physical environment does not affect the value respondents received from the fun and playfulness of consumption experience. It may be because for 1-3 star-rating hotel, the physical environment is less attractive comparing to that of 4-5 star-rating hotel. The decoration might be just enough to serve the intent benefit or utilitarian value of customers who visit hotel in this group. As a result physical environment does not have a significant effect on hedonic value. Moreover, physical environment does not have a significant effect on social value as well. The explanation might be the same as the case for hedonic value. That is, the physical environment for 1-3 star-rating hotel is not designed to serve other benefit to

customers rather than its direct intent benefit from consumption of the service (utilitarian value). So the physical environment cannot enhance the social-self concept of the customers. Therefore only H1a is supported. It confirms Bitner (1990) that physical environment is, in general, more important in service settings because customers often experience the firm's facility. As a result, for 1-3 star-rating hotel, improving physical environment is the most effective way to create a better customer experience value and thus increase overall customer satisfaction. Moreover, it is the only way to create a hedonic value to customers because hedonic value cannot be created directly. To increase the physical environment, hotel should focus more on the cleanliness and the ability of the environment to serve or fulfill respondents' objective.

Staff characteristic does not play a significant role to create customer experience value to customers for 1-3 star-rating hotel. Both H2a and H2b are not significant at 0.05. Result shows that respondents in this group place an emphasis only on the physical environment. As a result, hotel in this group should not spend too many resources on staff characteristics, it is better to allocate those resources to increase the quality of physical environment to create better customer experience value to customers. The possible explanation may come from the fact that most 1-3 star-rating hotel provides relatively lower level of service quality especially in term of staff characteristic comparing to those for 4-5 star rating hotel. So customers who stay at 1-3 star-rating hotel may get used to that level of service already. As a result, they do not expect much from staff characteristic comparing to that from physical environment that has more direct utilitarian to them. Therefore, staff characteristic has no significant effect on both hedonic value and social value to respondents who



visited 1-3 star-rating hotel. As Bitner (1990) states that physical environment is more important in service setting than others because customers often experience the firm's facility.

Unlike staff characteristic that does not have a significant effect on customer experience value, social environment has a significant effect on social value. Only satisfaction and joyfulness that other customers bring into the environment have a significant effect on social value. There are two things that can be concluded from the results. First, it can be concluded from the finding that only the good side of other customers are significant to Thai respondents. Further research should be conducted to explore in depth about this findings. Second, other customers have an effect on the social-self concept that one customers will perceived or to be perceived by others rather than on the ability to bring joyfulness and satisfaction to the environment. It can be explained by the fact that Thai people are classified as collectivistic. As collectivist, Thai people emphasizes the interdependence of other people in the same collective group and the position of oneself related to others in the group is important. As a result, social acceptance and social-self concept are important to Thai people.

#### **Effect of Customer Experience Value on an Overall Customer Satisfaction**

The effect on customer experience value on an overall customer satisfaction for 1-3 star-rating hotel is the same as that of 4-5 star-rating hotel. Hedonic value has the strongest significant effect on an overall customer satisfaction. Moreover, it is the way that utilitarian value and social value assert their indirect effect on an overall customer satisfaction. Social value has lower significant effect while utilitarian has no significant effect on an overall customer satisfaction in 1-3 star-rating hotel. The result



confirms that rational of the study that traditional marketing is no longer effective in current business environment. Utilitarian value is the value that can be imitated easily by competitors and has the lowest effect on creating an overall customer satisfaction. Hedonic value that is hardest to imitate by competitors has the highest effect on creating an overall customer satisfaction. As a result, hotels should focus on creating the hedonic value to their customers. However, it is not to say that utilitarian value and social value should be neglected by hotels. On the other hand, utilitarian value is the intended value that customers seek from consumption any services. The insignificance of utilitarian value from respondents is because all other hotels can satisfy utilitarian value to their customers so it is no longer a significant factor that affects their overall satisfaction.

#### **6.2.2.2 For 4-5 Star-Rating Hotel**

##### **Effect of Customer Experience Antecedents on Customer Experience Value**

The effect of physical environment on utilitarian value is confirmed on all groups of respondents. However, it asserts its affect differently depending on the groups of respondents. For respondents who visited 4-5 star-rating hotel, physical environment has a positive effect on utilitarian value that is the same as respondents who visited 1-3 star-rating hotel. And unlike respondents who visited 1-3 star-rating hotel, physical environment has a positive effect on social value for respondents who visited 4-5 star rating hotel. Physical environment does not have a significant effect on hedonic value for respondents who visited 1-3 star-rating and 4-5 star-rating hotel. For all groups of respondents, cleanliness and the ability to satisfy customers' objective of

stay are two characteristics that respondents are looking for under the physical environment antecedents. However, for 4-5 star-rating hotel, these characteristics quality should be enough to satisfy most of the respondents so the insignificant effect of physical environment on hedonic value of respondents cannot come from the unattractiveness of the environment. It is also make a logic sense because the cleanliness and the ability to satisfy customers' objective should not have an effect on the fun and playfulness from the consumption of services. The other difference for respondents who visited 4-5 star-rating hotel is the significance effect of physical environment on social value. It is because the expectation of customers who visited 4-5 star-rating hotel is higher than that who visited 1-3 star-rating hotel. Customer in 4-5 star-rating hotel not only expect the physical environment to meet their intended benefit of consumption the services but also expect the physical environment to enhance their social-self-concept. This may explain why the item the ability of the physical environment to meet customers' objective are importance for customers. To enhance their self-concept is one of the objectives customers seek when choosing where they want to consume the services.

Staff characteristics are important for customers who visited 4-5 star-rating hotel. Unlike customers who visited 1-3 star-rating hotel, the effect of staff characteristic is significant for both hedonic value and social value. It confirms Shostack (1977) that emphasizes the importance of staff's behavior because staffs represent the firm and define its product. It also confirms Hoffman and Ingram (1992) that customer perceptions of firms are significantly affected by their staffs. However, the results of this study further explain into which dimension that staff characteristic asserts its effect on customer experience value. Results show that staff characteristic

has a significant effect on both hedonic value and social value. The effect on hedonic value and social value is almost identical (0.16 and 0.18 respectively). So the characteristics of staffs significantly affect the fun and playfulness value that customers' received from consumption of service. Moreover, customers feel that their social self- concept is enhanced or they may feel that they have a good self-image because they received a good service from a good characteristic staff. Customers feel good about themselves when they received good services from firms' staffs.

On the other hand, social environment does not have a significance effect on social value or hedonic value. In other word, other customers do not have a significant effect on creating customer experience value for customers who visited 4-5 star-rating hotel. It contradicts the result of other studies that find the significant effect of using famous people to promote the usage of the hotel. Further study should be done to see whether these results are confined for Thai culture or across culture as well. However, for the results of this study, the use of famous person to increase the self-image or the social self-concept of customers who visited 4-5 star-rating hotel is not effective. Moreover, social value does not have a significance effect on hedonic value for customers who visited 1-3 star-rating and 4-5 star-rating hotel. Therefore, we can conclude from the result that other customers do not have a significant effect on the value that customers received from the fun and playfulness of consumption the services.

### **Effect of Customer Experience Value on an Overall Customer Satisfaction**

For respondents who visited 4-5 star-rating hotel, all dimensions of customer experience value have a significance effect on an overall customer satisfaction. It also

confirms that fact that because customers who visited 4-5 star-rating hotel pay more, they also expect more from the received services in return. As a result, every dimensions of customer experience value has a significant effect on creating an overall customer satisfaction. However, the relative effect of each dimension of customer experience value on an overall customer satisfaction is the same for customers in both groups (1-3 star-rating hotel and 4-5 star-rating hotel). Hedonic value has the strongest effect on creating an overall customer satisfaction to customers while social value has the second strongest effect on creating an overall customer satisfaction. Unlike the insignificance effect of utilitarian value on creating an overall customer satisfaction for customers who visited 1-3 star-rating hotel, utilitarian value has a significance effect on creating an overall customer satisfaction for customers who visited 4-5star-rating hotel as well. Therefore, hotels need to consider every dimension of customer experience value because they all significantly affect the overall customer satisfaction. The results also support the fact that traditional marketing strategies such as higher quality, lower price, and better service are no longer effective to create an overall customer satisfaction as utilitarian value is still significance but has the lowest effect on an overall customer satisfaction. Hedonic value and social value that are more difficult to imitate or offer by competitors have more significance effect on creating an overall customer satisfaction. The results are true across both groups of customers. Therefore, we can conclude from the finding that customers place more importance on an intangible value (hedonic value and social value) from consumption services more than the tangible value (utilitarian value) and hence it is the marketing strategy that hotels should effectively implemented.

### 6.3 Academic Contribution

This study has successfully answered three research objectives that state earlier in this chapter. Moreover, this study extends the literature on customer experience value antecedents and on the dimensions of customer experience value constructs.

First, previous researches only emphasize the importance of customer experience as a tool to create competitive advantage, however most of the research are either conceptual-based or practitioner-oriented (Verhoef et al., 2009). This research provides the first cognitive based model to explain to effect of customer experience antecedents on an individual dimension of customer experience value and the overall effect of each dimension of customer experience value on an overall customer satisfaction. This study also extends the knowledge related to the underlying customer experience antecedents and the completed dimensions of customer experience value. Second, the results also provide an understanding on the effect of customer interaction or social environment in the overall context of the effect of customer experience antecedents on customer experience value. The results show the significance effect of customer interaction on social value dimension only for customers who visited 1-3 star-rating hotel. The customer interaction effect or social environment does not have a significant effect on customer experience value dimension for customers who visited 4-5 star-rating hotel. The results also show that only the good side of customer interaction is significant to respondents in this study. Only satisfaction and joyfulness that other customers bring into the environment have a significant loading on social environment. The effect of bad behavior customers or “Jay Customer” does not have a significant loading in this study. This finding should be a potential for a further study to confirm the result of this study in different cultural context. Third, this study

provides a cognitive based model to fully explain the effect of every dimension of customer experience value on an overall customer satisfaction. It incorporates the effect of social value that has been neglected in previous literatures. The result shows that social value has a significance effect on creating an overall customer satisfaction for all customers. For all customers, social value has stronger effect on creating an overall customer satisfaction than that of utilitarian value. It stresses the importance of customer experience management because it confirms the ineffectiveness of traditional marketing strategies that place more emphasis on utilitarian value. Moreover, this study is the first study to provide an empirical evidence to support the importance of social value and the results show that it has stronger effect on creating an overall customer satisfaction than that of utilitarian value. This study answers Verhoef et al., (2009) that “the next stage of research should be focused on a richer conceptualization of customer experience that goes beyond utilitarian and hedonic values and should include social and physical components”. Fourth, the study incorporates the effect of hotel class to explain the effect of customer experience antecedents on an overall customer satisfaction. The results show that customer experience antecedents assert their effect differently depending on the hotel class customers visited. However, for all customers, physical environment has the strongest effect on creating customer experience value while the effect of staff characteristic and social value is dependent upon hotel class. Staff characteristic has a significance effect on creating customer experience value only for customers who visited 1-3 star-rating hotel while social environment has a significance effect on creating customer experience value only for customers who visited 1-3 star-rating hotel.



The generalization of the result from this research is also an important academic contribution. Even though this research has been done in hotel setting, the result can be generalized beyond hotel setting to some area of service setting that are either high in customer interaction or high in inseparability of service characteristic. According to Lovelock (1983), the nature of service can be classified by asking whom (or what) is the act directed and is this act tangible or intangible in nature. The classification shows that the service which the direct recipient of the service is people and the nature of the service act is tangible actions has a nature of high customer interaction. As a result, the result of this research is likely to be generalized to cover the following service setting: health care, passenger transportation, beauty salons, exercise clinics, restaurants and haircutting (Lovelock, 1983). Future research should be conducted to confirm the generalization of this study in those recommended service setting.

#### **6.4 Managerial Contribution**

This research provides valuable insights for managers and practitioners in service industry. The results show that the effective marketing strategy that delivers an overall customer satisfaction to customers is different between a lower end hotel (1-3 star-rating hotel) and a higher end hotel (4-5 star-rating hotel). Therefore, it is essential for managers and practitioners to adopt different customer experience management strategies to different kinds of hotel. The suggestions of the effective customer experience management strategies for different level of hotel are further described in detail.



**For lower end hotel (1-3 star-rating hotel)**

The results show that customers who stay at lower end hotel (1-3 star-rating hotel) have different expectation and different preference comparing to customers who stay at higher end hotel (4-5 star-rating hotel). The results show that physical environment has the strongest effect while social environment has the second strongest effect on creating customer experience value. On the other hand, staff characteristic does not have a significant positive effect on creating customer experience value to customers. As a result, it is the objective of managers and practitioners to enhance the positive level of physical environment and social environment because these factors deliver a positive customer experience value to customers. For physical environment, there are two factors that significantly affect customer experience value. These are “cleanliness” and “meet customer objective”. Cleanliness refers to the cleanliness of the overall ambient and environment of the service facilities. The results show that cleanliness is one of the most important criteria that customers judge when they try to evaluate the customer experience value they received. As a result, managers and practitioners must ensure that the service facilities must remain clean and tidy all the time. Another important factor that customers place the highest importance when they evaluate customer experience value is the ability of the service facility to serve customers’ objective of stay. Different customers have different objectives of stay. Some customers may want to have fun and excitement while other customers may want to relax during their stay. As a result, these two customers have different preferences on the physical environment of the service facilities For example, customers who seek for fun and excitement during their stay will prefer the physical environment that stimulated the interaction between

customers such as game room, beach volley ball area or other service facilities that stimulate fun activities such as pool slider and foam party maker. However, other customers who want to have relaxation may want quieter and more private environment. They may not like the pool slider which may create a noisy environment for them. As a result, managers and services practitioner must know about their customer objective of stay in order to improve their physical environment for better customer experience value. For social environment, there are two factors that significantly improve customer experience value. They are “satisfaction with other customers” and “joyfulness with other customer”. Satisfaction with other customers refers to the satisfaction that customer felt when they share a pleasant moment with other customers. The results show that satisfaction with other customers is the most important criteria that customers judge when they try to evaluate the customer experience value they received. Therefore, managers and practitioners must ensure that customers should feel satisfied with other customers who share the same service facilities. Another important and related factor that is significant importance when customers evaluate customer experience value is the ability of other customers to make one feel joyful. This factor differs from the previous one in the sense that this factor places more emphasis on the fun and joyfulness customer felt when sharing time with other customers while the previous one emphasizes on just the satisfaction feeling. There are many ways that managers and practitioners can achieve this objective.

For

example, Manager and practitioners may try to develop customer voluntary performance (CVP) program. It refers to a program that develops helpful, discretionary customers that support firms' service performance and quality. For

example, some customers are so knowledgeable in service facilities or service offering that they are willing to assist other customers. These customers act as partial employees that help create good experience to other customers. On the other hand, it is the role of managers and practitioners to prevent some customers who act in a way that destroy the experience of other customers that are called “jay customers”. Jay customers refer to customers who deliberately act in a thoughtless or in an abusive manner and cause problems to the firms, employees and other customers. These customers will destroy the good experience of other customers with their bad behavior such as talk loudly, drunk or argue with other customers in public area. Therefore, managers and practitioners need to attract good behavior customers and manage the service environment to foster customer-to-customer interactions that will enhance customer experience while control and prevent the bad behavior customers into their service facilities.

Not all customer experience value has an equal effect on an overall customer satisfaction. For lower end customer (1-3 star-rating hotel), only hedonic value and social value have a significant effect on an overall customer satisfaction. The results show that hedonic value has the strongest effect while social value has the second strongest effect on creating an overall customer satisfaction. As a result, it is managers and practitioners responsibility to enhance hedonic value and social value in order to increase an overall customer satisfaction. However, it does not mean that utilitarian value is not significant nor it should be neglected. Quite contrary, managers and practitioners can only indirectly increase hedonic value by increasing utilitarian value of customers. This can be done by improving the quality of the physical environment that has already been discussed in length earlier. On the other hand, managers and

practitioners can enhance the social value customers received by improving the social environment. By this way, managers and practitioners can improve and deliver the highest possible level of satisfaction to their customers.

**For higher end hotel (4-5 star-rating hotel)**

The results show that unlike customers who stay at 1-3 star-rating hotel, customers who stay at 4-5 star-rating hotel place a significance importance on the quality of physical environment and staff characteristic but not on the quality of social environment. To enhance the level of physical environment, managers and practitioners should follow the suggestions that already discussed previously. For staff characteristic, there are many important characteristics that create a significant effect on customer experience value and managers and practitioners should constantly monitor and improve. These characteristics are “willingness”, “understanding”, “react to and speediness”, “knowledgeable and professional”, “beyond responsibility and exceed expectation”, “warm and friendly” and “special”. Staff willingness ability refers to the behavior of staffs to show strong willingness to help customers solve their problem or to serve their need. Understanding ability refers to the behavior of staffs to show that they understand what customers need. Managers and practitioners must ensure that their staffs must express in a way that they know and understand what customers really want from consumption of service. React to and speediness abilities refer to the behavior of staffs to quickly react to what customers need. It is not enough to react to customers request but staffs must response in a timely fashion in order to deliver a good experience to their customers. Knowledgeable and professional abilities refer to the characteristic of staffs that they make customers feel that they

have proper knowledge in order to effectively serve customers in a professional way. It is the responsibility of managers and practitioners to constantly monitor and train their staffs with proper knowledge and skill so they can work confidently and effectively. Beyond responsibility and exceed expectation abilities refer to the behavior of staffs to go further in order to serve their customers beyond their expectation even it is beyond their responsibility. Warm and friendly abilities refer to the behavior of staffs to show their polite and warm behavior when they have any interaction with customers. Lastly, special ability refers to the behavior of staffs to make customers feel that they are special. For example, staffs that can remember their customer name, remember that they like or dislike what kind of foods or what is customer favorite room fragrance make customers feel that they are special. Staffs make customers feel that they are remembered as individual persons and not just other customers. The results show that these characteristics are valued by customers and they deliver memorable experience to customers. As a result, managers and practitioners must make sure that their staffs have developed these characteristics by proper way of constant training. It is strongly important to let staffs know that these characteristics are highly valued by customers and it is their responsibility to behave accordingly. Managers and practitioners must ensure that staffs realize that they represent the firm, define the service customers received and play an important part to deliver a memorable experience to their customers.

For a higher end customers (4-5 star-rating hotel), all utilitarian value, hedonic value and social value significantly affect an overall customer satisfaction of customers. Among these three customer experience value, hedonic value has strongest effect on creating an overall customer satisfaction while social value has the second

strongest effect on creating an overall customer satisfaction to customers. Utilitarian value has the lowest but significant effect on creating an overall customer satisfaction to customers. In order to enhance the hedonic value of customers, managers and practitioners can directly improve the hedonic value by improving the quality of staff characteristic that has been discussed earlier. Moreover, social value of customer can be enhanced by improving either the quality of physical environment or the quality of staff characteristic. And managers and practitioners can improve the quality of utilitarian value by improving the quality of physical environment. In conclusion, for customer in higher end hotel (4-5 star-rating hotel), improving the quality of physical environment and the quality of staff characteristic have an effect on improving all dimensions of customer experience value and thus result in a higher overall customer satisfaction.

## **6.5 Limitations and Future Research**

First, the customer experience antecedents construct scales are combined and refined from numerous related scales developed in developed countries.. The difference in the countries where the scales have been developed and the developing countries where the scales have been used may explain why lots of items have relatively low factor loadings. Even though the pre-test results on the measurement model and construct validity are satisfactory, the more suitable scales for developing countries that may have difference culture or preference may improve the factor loadings and may yield a more thoroughly understanding on the items that customers feel importance to create a customer experience value to them.



Second, the previous literatures on the customer experience antecedents and the customer experience value and conducted in either western or developed countries. The preference of customers in those countries may yield a difference results on the effect of each antecedents to customer experience and the effect of each dimensions of customer experience value. It is the intention of this study to limit the population to only Thai people to prevent any cultural effect that may interfere the results. However, at the same time, the consequence is it limited ability to extend the finding beyond Thai cultural context.

Third, the majority of respondents whose objective of stay at the hotel is for leisure are 95% of total respondents in this study. The extremely low level of hotel cooperation prevents interviewers to quota and sampling hotel respondents based on their objective of stay. Only 5% of respondents whose objective of stay is for business can be interviewed. As a result, the lower percentage of business customers comparing to leisure customers prevents the use of structural equation modeling to analyze the possible effect of customer objective in this research.

## **6.6 Future Research**

First, future research should be focused on developing a measurement scale in the context of developing countries. Customers in developed and developing countries are likely to have difference in preference on customer experience antecedents and customer experience value. Therefore, some important items for customers from developing countries might not be covered by using scales developed from developed or western countries. The scales that are developed especially for developing countries

may probe more and better understanding in the factors that affect customer experience value comparing to the scales developed for developed countries.

Second, this study is limited to study on Thai people to prevent any cultural effect that may bias the results. As a result, the generalization ability of this study might be limited to developing countries. Further study will enhance the generalizability of this current study by conducting the research in different cultural context such as developed countries and compare the findings with this current study. Moreover, the findings in this study should be confirmed by another research conducted in developing countries as well to compare the finding and to confirm the generalizability of the current study.

Third, this study is limited to examine the effect of customer objective because of low level of hotel cooperation. As a result, the possible effect of customer objective on the relationship among customer experience antecedent, customer experience value and an overall customer satisfaction is limited. Further study should seek for more hotel cooperation so it will be able to examine the possible effect of customer objective of stay on the relationship among constructs presented in this study.

## **6.7 Conclusion**

This chapter includes and fully explains the summary, discussions of the results, academic contribution, managerial contribution, limitation of the study and further research suggestion. The results of the study for both 1-3 star-rating hotel and 4-5 star-rating hotel and thoroughly discussed. Academic and managerial contributions are suggested. Finally, the researcher is aware of the limitations of the

study and suggests the further research to broaden the existing knowledge of the study.



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## Appendices

ศูนย์วิทยทรัพยากร  
จุฬาลงกรณ์มหาวิทยาลัย



**Appendix A**

ศูนย์วิทยทรัพยากร  
จุฬาลงกรณ์มหาวิทยาลัย



## โครงการวิจัย

เรื่อง ปัจจัยที่มีอิทธิพลต่อการจัดการประสบการณ์ลูกค้าและคุณค่า

ประสบการณ์ของลูกค้า



คณะพาณิชยศาสตร์และการบัญชี

จุฬาลงกรณ์มหาวิทยาลัย

สิงหาคม 2553- กันยายน 2553



## แบบสำรวจปัจจัยที่มีอิทธิพลต่อการจัดการประสบการณ์ลูกค้าและคุณค่าประสบการณ์ของลูกค้า

การศึกษาถึงปัจจัยที่มีอิทธิพลต่อการจัดการประสบการณ์ลูกค้าและคุณค่าประสบการณ์ลูกค้านี้เป็นส่วนหนึ่งของงานวิจัยระดับปริญญาเอก ซึ่งเป็นโครงการวิจัยที่มุ่งเน้นศึกษาถึงการจัดการประสบการณ์ลูกค้าและคุณค่าประสบการณ์ของลูกค้า ผลการศึกษาวิจัยจะได้รับรายงานในภาพรวมโดยจะไม่มีการนำข้อมูลรายบุคคลไปนำเสนอ คณะผู้วิจัยใคร่ขอขอบพระคุณทุกท่านที่ให้ความร่วมมือในการตอบแบบสอบถามครั้งนี้

รองศาสตราจารย์ ดร. สมเกียรติ เอี่ยมกาญจนาลัย

อาจารย์ประจำคณะพาณิชยศาสตร์และการบัญชี จุฬาลงกรณ์มหาวิทยาลัย

ศิริินทร์ อัครพุดมิพันธ์

นิสิตปริญญาเอก คณะพาณิชยศาสตร์และการบัญชี จุฬาลงกรณ์มหาวิทยาลัย

ศูนย์วิทยพัชกร  
จุฬาลงกรณ์มหาวิทยาลัย



## ปัจจัยที่มีอิทธิพลต่อการจัดการประสบการณ์ลูกค้าและคุณค่าประสบการณ์ของลูกค้า

### ส่วนที่ 1 คำถามเกี่ยวกับการใช้บริการของโรงแรมแห่งนี้

1. ท่านมาใช้บริการประเภทใดที่โรงแรมแห่งนี้ (ก) ห้องพัก โปรตุเกสจำนวนคืนที่พัก \_\_\_\_\_ คืน  
(ข) บริการอื่นๆในโรงแรม โปรตุเกส \_\_\_\_\_
2. ผู้รับผิดชอบค่าใช้จ่ายในการใช้บริการ ณ สถานที่แห่งนี้ (ก) ท่านเป็นผู้ชำระเงินเอง (ข) บุคคลอื่นหรือบริษัทชำระเงินให้
3. ค่าใช้จ่ายเฉลี่ยต่อครั้ง ที่ท่านใช้บริการในโรงแรมแห่งนี้ \_\_\_\_\_ บาท
4. ท่านเลือกใช้บริการ ณ. โรงแรมแห่งนี้เนื่องจาก (ก) ความคาดหวังจากสิ่งที่จะได้รับ (ข) โรงแรมนี้มี Promotion ที่ดึงดูดใจ  
(ค) ท่านไม่ได้ตัดสินใจเอง (ง) อื่นๆ โปรดระบุ \_\_\_\_\_
5. นับจนถึงปัจจุบัน ท่านได้ใช้บริการที่โรงแรมแห่งนี้มานานเท่าไร  
(ก) เป็นครั้งแรก (ข) น้อยกว่า 6 เดือน (ค) 6 เดือนแต่ไม่ถึงปี (ง) 1-2 ปี  
(จ) 2 -3 ปี (ฉ) 3 -4 ปี (ช) มากกว่า 4 ปี
6. ความถี่เฉลี่ยที่ท่านใช้บริการในโรงแรมแห่งนี้  
(ก) 1 ครั้งต่อปี (ข) 1 ครั้ง ต่อ 6 เดือน (ค) 1 ครั้งต่อ 3 เดือน (ง) 1 ครั้ง ต่อเดือน  
(จ) 2 ครั้งต่อเดือน (ฉ) 3 ครั้งต่อเดือน (ช) มากกว่า 3 ครั้งต่อเดือน

ส่วนที่ 2 ท่านได้รับคุณค่าประสบการณ์จากการใช้บริการ ณ สถานที่แห่งนี้ ในลักษณะใดบ้าง (โปรดตอบ ไม่เข้าใจ ถ้าท่านไม่เข้าใจคำถาม)	ระดับความเห็นด้วย					
	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด	ไม่เข้าใจ
1. ฉันได้รับในสิ่งที่ฉันต้องการจากการใช้บริการ ณ สถานที่แห่งนี้						
2. การบริการในสถานที่แห่งนี้มีคุณภาพดี						
3. การบริการในสถานที่แห่งนี้มีความน่าเชื่อถือ						
4. ฉันสามารถไว้วางใจในการบริการของสถานที่แห่งนี้						
5. ฉันรู้สึกสะดวกในการมาใช้บริการ ณ สถานที่แห่งนี้						
6. ฉันได้รับการบริการที่รวดเร็วจากสถานที่แห่งนี้						
7. สถานที่แห่งนี้สามารถที่จะมอบในสิ่งที่ได้สัญญาไว้ให้กับฉัน						
8. ฉันรู้สึกสนุกเมื่อได้มาใช้บริการจากสถานที่แห่งนี้						
9. ฉันรู้สึกหลุดพ้นจากความวุ่นวายเมื่อได้มาใช้บริการจากสถานที่แห่งนี้						
10. ฉันได้รับความสุขอย่างแท้จริงเมื่อได้มาใช้บริการของสถานที่แห่งนี้						
11. การมาใช้บริการจากสถานที่แห่งนี้ ทำให้ฉันรู้สึกดี						
12. ฉันรู้สึกต้องการกลับมาใช้บริการจากสถานที่แห่งนี้						
13. ฉันรู้สึกผ่อนคลายจากการใช้บริการจากสถานที่แห่งนี้						
14. ฉันมีความทรงจำที่ดีจากการใช้บริการจากสถานที่แห่งนี้						
15. การมาใช้บริการสถานที่แห่งนี้ทำให้ฉันรู้สึกเป็นที่ยอมรับ						
16. การมาใช้บริการ ณ. สถานที่แห่งนี้ช่วยเสริมภาพลักษณ์ของฉัน						
17. การมาใช้บริการจากสถานที่แห่งนี้ช่วยสร้างความประทับใจที่ดีกับคนอื่นๆ						
18. การมาใช้บริการสถานที่แห่งนี้ทำให้ฉันได้รับการยอมรับทางสังคม						
19. โดยรวมแล้วฉันมีความพึงพอใจในการใช้บริการ ณ สถานที่แห่งนี้						

ส่วนที่ 3 ท่านมีความคิดเห็นอย่างไร ต่อปัจจัยในด้านต่างๆที่มีผลต่อคุณค่า ของประสบการณ์ที่ท่านได้รับจากการใช้บริการในสถานที่แห่งนี้	ระดับความเห็นด้วย					
	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด	ไม่เข้าใจ
1 สถานที่แห่งนี้มีสิ่งสิ่งที่ทำให้รู้สึกดีใจ						
2 สถานที่แห่งนี้ได้รับการตกแต่งด้วยรูปแบบที่ทันสมัย						
3 ฉันสามารถเดินทางไปยังบริเวณต่างๆภายในสถานที่แห่งนี้ได้อย่างสะดวก						
4 สถานที่แห่งนี้ โดยรวมแล้วมีความสะอาดอยู่ในเกณฑ์ที่ดี						
5 สถานที่แห่งนี้ โดยรวมแล้วมีบรรยากาศที่ดี						
6 สภาพแวดล้อมของสถานที่แห่งนี้เป็นที่ฉันกำลังมองหา						
7 เจ้าของสถานที่แห่งนี้เห็นว่าตกแต่งที่นี้นั้นมีผลต่อการใช้บริการของฉัน.						
8 การออกแบบของสถานที่แห่งนี้สนองตอบต่อจุดประสงค์ในการมาใช้บริการของฉัน						
9 สิ่งอำนวยความสะดวกต่างๆของสถานที่นี้ สามารถใช้งานได้ดี						
10 โดยรวมแล้วการปฏิสัมพันธ์ระหว่างฉันกับพนักงานในสถานที่นี้อยู่ในเกณฑ์ที่ดี						
11 พนักงานของสถานที่แห่งนี้มีความเป็นกันเอง						
12 พนักงานของสถานที่แห่งนี้แสดงความเต็มใจเพื่อช่วยเหลือฉัน						
13 พนักงานของสถานที่นี้แสดงให้เห็นว่าพวกเขาเข้าใจความต้องการของฉัน						
14 พนักงานของสถานที่แห่งนี้สามารถสนองตอบต่อความต้องการของฉัน						
15 พนักงานของสถานที่แห่งนี้ตอบสนองต่อความต้องการของฉันได้อย่างรวดเร็ว						
16 ฉันไว้วางใจพนักงานของสถานที่นี้และเชื่อมั่นว่าพวกเขาจะรู้จักงานในหน้าที่ ของเขาเป็นอย่างดี						
17 พนักงานของสถานที่นี้สามารถตอบคำถามของฉันได้อย่างรวดเร็ว						
18 ฉันได้รับความช่วยเหลือจากพนักงานด้วยความเต็มใจแม้จะเป็นสิ่งที่นอก เหนือจากความรับผิดชอบของพนักงาน						
19 ฉันได้รับความช่วยเหลือจากพนักงานในระดับที่สูงกว่าที่ฉันคาดหวังไว้						
20 พนักงานของสถานที่นี้ปฏิบัติงานที่ได้รับมอบหมายได้เป็นอย่างดี						
21 พนักงานของสถานที่นี้ปฏิบัติงานได้ตามที่ฉันได้คาดหวังไว้						
22 พนักงานของสถานที่นี้มีความสุภาพและอ่อนน้อม						
23 พนักงานของสถานที่นี้แสดงความอบอุ่นในพฤติกรรมบริการของพวกเขา						
24 พนักงานของสถานที่นี้มีความเป็นมิตร						
25 พนักงาน สถานที่นี้ ใช้เวลาเพื่อทำความรู้จักกับฉันเป็นการส่วนตัว						
26 พนักงานของสถานที่นี้จดจำรายละเอียดของฉันได้						
27 พนักงานของสถานที่นี้คาดการณ์ได้ว่าอะไรที่ฉันต้องการ						
28 พนักงานของสถานที่นี้รับฟังฉัน						
29 พนักงานของสถานที่นี้ทำให้ฉันรู้สึกว่าเป็นคนพิเศษ						

ส่วนที่ 4 ท่านมีความคิดเห็นอย่างไรกับปัจจัยต่างๆ ดังต่อไปนี้ ที่มีผลต่อคุณค่าของประสบการณ์ที่ท่านได้รับจากการใช้บริการในสถานที่นี้ (ต่อ)	ระดับความเห็นด้วย					
	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด	ไม่เข้าใจ
30 ฉันพบว่า ลูกค้านคนอื่นๆ ที่ได้มาใช้บริการในสถานที่นี้พร้อมกับฉัน มีผลต่อความประทับใจในการใช้บริการของฉัน						
31 การใช้บริการของลูกค้านคนอื่นๆ ในสถานที่แห่งนี้พร้อมกับฉัน ไม่มีผลกระทบต่อความสามารถของพนักงานในการให้บริการที่ดีกับฉัน						
32 เจ้าของสถานที่แห่งนี้เข้าใจว่า การที่ลูกค้านคนอื่นๆ ที่เข้ามาใช้บริการพร้อมกับฉันนั้น ย่อมส่งผลกระทบต่อมุมมองของฉันต่อการบริการของสถานที่แห่งนี้						
33 กลุ่มลูกค้าที่มาใช้บริการของสถานที่นี้ เป็นกลุ่มคนที่ฉันคาดหวังจะได้พบ						
34 กลุ่มคนที่มาใช้บริการในสถานที่นี้ เป็นคนกลุ่มเดียวกับฉัน						
35 ฉันรู้สึกพึงพอใจที่ได้ใช้เวลาพร้อมกับลูกค้านคนอื่นๆ ในสถานที่แห่งนี้						
36 ลูกค้านคนอื่นๆ ในสถานที่แห่งนี้ทำให้เวลาของฉันเต็มไปด้วยความสนุกสนาน						
37 พฤติกรรมลูกค้านคนอื่นๆ ไม่มีผลกระทบต่อจุดประสงค์ของฉันในการใช้บริการที่นี่						

#### ส่วนที่ 5: ข้อมูลส่วนตัวของท่าน

- เพศ (ก) ชาย (ข) หญิง 2. อายุ \_\_\_\_\_ ปี
- สถานภาพสมรส (ก) โสด (ข) สมรส (ค) หม้าย (ง) หย่า/แยก
- จำนวนบุตร (สำหรับผู้ที่สมรส/เคยสมรส) (ก) ไม่มีบุตร (ข) มีบุตรจำนวน \_\_\_\_\_ คน
- ระดับการศึกษาสูงสุด (ก) ต่ำกว่าปริญญาตรี (ข) ปริญญาตรี/เทียบเท่า (ค) ปริญญาโท/เทียบเท่า (ง) ปริญญาเอก/เทียบเท่า
- อาชีพ (ก) พนักงานบริษัท (ข) ทำธุรกิจส่วนตัว (ค) แม่บ้าน/พ่อบ้าน (ง) นักศึกษา (จ) ข้าราชการ (ฉ) อื่น ๆ โปรดระบุ \_\_\_\_\_
- ปัจจุบันท่านมีรายได้ต่อเดือน เดือนละ \_\_\_\_\_ บาท
- หากท่านมีข้อเสนอแนะต่อแบบสอบถามฉบับนี้ โปรดแนะนำ \_\_\_\_\_

สำหรับพนักงานสัมภาษณ์

- พนักงานสัมภาษณ์ชื่อ \_\_\_\_\_
- วันที่สัมภาษณ์ \_\_\_\_\_
- ชื่อของโรงแรมที่ทำการสัมภาษณ์ \_\_\_\_\_
- โรงแรมนี้อยู่ในเครือ \_\_\_\_\_ ใช่ \_\_\_\_\_ ไม่ใช่ \_\_\_\_\_



**Appendix B**

ศูนย์วิทยทรัพยากร  
จุฬาลงกรณ์มหาวิทยาลัย

## Biography

Sirin Akaraputipun is a Bangkok native, born in January, 1981. He earned his first degree in Chemical Engineering from the Faculty of Engineering and a Master of Arts in Business and Managerial Economics from Chulalongkorn University. After earning his Master degree, he started working at RACHAYOK Co., Ltd. At age 23, he established a company specialized in industrial cleaning targeted at Thailand automobile industry. Now his company services all major automobile assembly plants in Thailand. Now he is general manager of RACHAYOK Co., Ltd, a chemical manufacturing firm specialized in producing high quality cleaning chemical.



ศูนย์วิทยทรัพยากร  
จุฬาลงกรณ์มหาวิทยาลัย