A study of Japanese guests' satisfaction with hotel attributes and performance in Taiwan

Chih-Lin Lee
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A study of Japanese guests' satisfaction with hotel attributes and performance in Taiwan

Lee, Chih-Lin, M.S.

University of Nevada, Las Vegas, 1992
A STUDY OF JAPANESE GUESTS’ SATISFACTION WITH HOTEL ATTRIBUTES AND PERFORMANCE IN TAIWAN

by

Chih-Lin Lee

A thesis submitted in partial fulfillment of the requirements for the degree of

Master of Science

in

Hotel Administration
William F. Harrah College of Hotel Administration

University of Nevada, Las Vegas
December, 1992
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University of Nevada, Las Vegas
December, 1992

ii
ABSTRACT

The objective of this study is to investigate the relationship between hotel performance and guest’s satisfaction using the evaluative congruity theory framework.

The findings indicate that the guest’s satisfaction of hotel services is a positive function of the functional evaluative congruity between a guest’s expectation of hotel attributes and perceived performance outcome. More specifically, the level of satisfaction is the highest among those individuals who have lower expectations but positive perceptions of performance, followed by individuals who have higher expectations and higher perceptions of performance. Those who have lower expectations and lower perceptions of performance, and those with higher expectations and lower perceptions of performance report less and less satisfaction.

This study contributes to the hospitality marketing by introducing a model of guest’s satisfaction measure and the existing knowledge in consumer behavior by providing empirical findings with regard to the functional congruity model in explaining the Consumer Satisfaction/Dissatisfaction phenomenon.
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I would like to acknowledge Brad Kirk, Rooms Director of the Grand Hyatt, Taipei, for his suggestions and his recommendations that I write this thesis to contribute to Taiwan’s hospitality industry.

Finally, I dedicate this thesis to my father, because of his never-ending love for me, and to my sister for her encouragement and support. I also express my heartfelt appreciation to my wife, Hui-Yin, whose support and love has helped me throughout my academic career.
Chapter I

INTRODUCTION

PROBLEM CONTEXT

The Japanese outbound tourism market, already the world's fourth largest, seems set to record an explosive growth. Hoteliers worldwide are all very eager to get a share of this growing market. Taiwan is no exception. Taiwan has long been a popular destination for Japanese tourists. This study intends to provide information about Japanese travel behaviors, perceptions, expectations of hotel performance and satisfaction with hotel choice as related to Taiwan's tourism industry.

The tourism industry is the seventh largest contributor to Taiwan's foreign exchange earnings. Figures from the Taiwan Tourism Bureau show that total receipts from tourism in Taiwan rose from US$110 million in 1971 to US$2,700 million in 1989. In addition, the total number of tourist arrivals in Taiwan increased from 540,000 in 1971 to about 2 million in 1990. The entire market multiplied 4 times during the last 19 years (Taiwan Tourism Report Statistics 1991).

In recent years, a rapid increase of foreign investments in the hospitality industry has occurred in Taiwan. For example, three major hotels -- a Regent, a Sherwood and a Grand Hyatt -- opened in 1989. The Promus Corporation is also currently scouting sites. The reason for these foreign investments in Taiwan has been the country's move to Western financial investment and practices such as opening up the credit card and stock markets (Bergsman 1991). In addition,

This thesis follows the style of the Journal of Travel and Tourism Marketing.
United Airlines has set up its minihub in Taiwan and the American Society of Travel Agents convened its annual meeting in Taiwan in 1991. Both of these incidents show recognition of Taiwan as both an important business and a convention destination. With Taiwan’s strong currency and a fairly strong economy, combining with the growing internationalization of lodging chains, the trend of foreign investments in Taiwan’s hospitality industry is likely to continue.

Although the strength of the Yen allowed Japanese travelers to go far abroad after 1985 and the cost of living in Taiwan has become the highest in the far east outside of Japan, the Japanese still account for half of the tourist arrivals in Taiwan (Monthly Report on Tourism 1990; Lin 1990). According to the Report on Tourism Statistics (1991) published by the Tourism Bureau, Ministry of Transportation and Communication, Taiwan, the number of Japanese travelers to Taiwan increased from 516,400 in 1976 to 900,000 in 1989. In fact, Taiwan is the fifth largest destination in terms of numbers of Japanese visitors, ranking behind only the United States, Korea, Hong Kong and Singapore. Japanese guests comprise the most important market segment of Taiwan hospitality industry.

There are two main reasons that contribute to a large number of Japanese visitors to Taiwan — geography and cultural ties. Taiwan is only three hours away by air from Japan and Taiwan is the closest democratic nation to Japan except for Korea. However, unlike Korea, which is virtually at the same latitude as Japan, Taiwan’s climate is considerably warmer than that of Japan and Korea. Japanese visitors can still engage in outdoor activities such as golfing and mountain climbing that would not be possible in Japan in winter. In addition, as a Japanese colony from 1895 to 1945, Taiwan has been deeply influenced by Japanese culture. Most elderly Taiwanese can still speak Japanese.
Entertainment interests such as "karaoke" and "nagashi" are still kept. Based on the reasons above, Taiwan is a comfortable destination for Japanese tourists (Lin 1990). With this large number of Japanese tourists visiting Taiwan each year, hotel managers in Taiwan are concerned about marketing to this important market.

Research on guests' evaluation and satisfaction with hotels is an important management tool in the hospitality industry (Pearce and Moscardo 1985). The American Marketing Association defines "marketing" as "the process of planning and executing conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives" (Lewis and Chambers 1989). This means that consumer satisfaction is the ultimate goal of marketing. Theories have been advanced to explain consumer decision making process. Many consumer purchase decision models indicate that the consumer's repeat purchase and brand loyalty are closely associated with his/her satisfaction or dissatisfaction with an initial purchase (Berkman and Gilson 1986). Therefore, the research on guest satisfaction, which translates into the more practical considerations of whether guests will return to an establishment or recommend it to other tourists, is crucial to the success of the hotel business.

Determining customers' satisfaction can be directly translated into a dollars-and-cents, bottom line approach to financial and business management because dissatisfied customers mean diminished business (Beasley 1990). There is an underlying cost motive to the premise that only satisfied customers come back. In fact, it costs more to get a new customer than to keep the existing one. The ratio is about ten to one. For every $10 you spend on advertising, public relations, price incentives, and other promotions to get a new customer, it costs
about $1 to retain a current customer (Knutson 1988). Hotels rely heavily on repeat business. Consequently, it becomes more important for hotel management to understand whether the customers are satisfied with the services provided by the hotel and to understand guest satisfaction may be measured effectively and correctly.

Effective management depends on effective information. Guest surveys could offer crucial information for evaluating current policies and making management decisions, but many survey methods in use today obscure as much as they reveal (Lewis 1981). Traditionally, hotel managers rely on techniques such as guest comment cards to understand guest satisfaction/dissatisfaction. While comment cards may provide some useful information, however, there are at least two important reservations about using them. First, comment card suffers from poor sampling procedures in which cards or questionnaires are usually left in rooms or given to visitors as they enter a facility. Studies indicate that only those guests who are either highly satisfied or dissatisfied with their stays tend to complete the comment cards. Therefore, the opinions reflected in the comment cards are limited to a narrow range of responses. Second, the response rate is too low. Trice and Layman (1984) conducted an interview of 100 guests who did not fill out guest comment cards, asking those guests the reasons for their non-response. The primary reasons for non-response were: (1) there was nothing to report; (2) the guests thought that no actions would follow a comment card even if they completed one; and (3) guests felt that life was too full of such forms already. Whichever reason underlines the non-response, guest comment cards fail to fully and adequately measure guest satisfaction. Therefore, hotel management can not rely on guest comment cards alone and
they have to improve their guest survey methods to be able to measure guest satisfaction more effectively.

In order to improve guest's satisfaction, one should identify customers' needs and wants. There are various kinds of service that provide to customers not necessarily increase guest's satisfaction. For example, there have been many arguments about the effectiveness of the personal care amenities and the frequent guest program (Evans and Murrmann 1989). Therefore, there is a need for hotel managers to identify what attributes guests really do appreciate so that the hotel is able to provide services to enhance their satisfaction. At the same time, the hotel manager should also identify those attributes that guests really want, but the hotel fails to provide, in order to minimize the dissatisfaction.

There have been many studies describing consumer satisfaction/dissatisfaction (CS/D) both in marketing and in tourism literature. According to Hunt (1977), CS/D is an emotional response to an evaluation of a product, store, or service consumption experience. Hunt’s argument is that satisfaction is likely to result when actual performance levels either meet or exceed expected levels. Dissatisfaction occurs when a negative disconfirmation is present, that is when actual outcome falls below the expected levels of performance. According to Oliver (1977, 1980), prepurchase expectations are beliefs about anticipated performance of the product. Disconfirmation refers to the differences between prepurchase expectations and perceptions of post-purchase. Prepurchase expectations are confirmed when the product performs as expected and are disconfirmed when it does not. There are two types of disconfirmation: negative disconfirmation occurs when product performance is less than expected, and positive disconfirmation occurs when product performance is better than expected. Satisfaction occurs when performance is better than expected and
dissatisfaction occurs when performance is worse than expected. Oliver found that satisfaction experiences influence both post-purchase attitudes and repurchase intentions.

According to the theories of CS/D, hotel managers would be able to measure guests' satisfaction by assessing their expectation of hotel attributes and hotel performance. Guest satisfaction is likely to result when actual hotel performance levels either meet or exceed guest's expected levels. Dissatisfaction occurs when actual performance falls below the expected levels of performance. Chon (1990) stated that a tourist's satisfaction was correlated with his/her expectations of a destination and perceptions. When the tourist's expectation of a destination was low but perceptions were positive, the tourist was most satisfied. When the expectation was high and perceptions were positive, the level of satisfaction was moderate. When the tourist's expectation was low and perceptions were negative, the tourist's satisfaction was low. When the tourist's expectation was high but perceptions were negative, the tourist was least satisfied. From the information above, there might be a way to test hotel guest's satisfaction level by assessing the guest's expectation and perception of hotel attributes.

Empirical research has demonstrated that consumer satisfaction is a function of both expectations related to certain important attributes and judgments of attributes performance. In light of these considerations, Importance-Performance Analysis (IPA) has been found to be a useful technique for evaluating the elements of a marketing program (Martilla and James 1977). Knowing which factors are most likely to earn compliments or complaints can help a manager to improve the services and increase guest satisfaction.
Therefore, the IPA can be used to assess the hotel performance in terms of the importance of the hotel attributes.

Previously, there has been stating that guest’s satisfaction is important because satisfied guests will return and be influential to others. It implies that satisfying Japanese customers does not only mean the return the one client, but other business from friends and relatives. The hotel operator in Taiwan heavily depends on Japanese clienteles and that is why this study, in consideration of the significance of the Japanese market, is important. This paper can help the hotel managers understand more about Japanese tourists and behaviors and provide a guideline for managers to measure the Japanese guests’ satisfaction. It can enhance the quality of the tourists’ experiences and help hotels better market their services.

THE PROBLEM STATEMENT

As stated in previous paragraphs, guest’s satisfaction is important to hotel operators. Therefore, the problem statement is to test the consumer satisfaction / dissatisfaction model in the hotel context only using the Japanese guest as a situation. In addition, a variety of different services have been provided to cater to Japanese guests in the lodging industry worldwide. For example, the Ritz Carlton in Atlanta provides amenities such as green tea bags, along with an electric tea-kettle and a tray that is set with a teapot and teacups to provide Japanese a touch of home (Quan 1990). However, there are no studies which determine whether providing green tea in hotel rooms actually enhances the Japanese guests' satisfaction with the hotel. No research has been conducted to identify what hotel attributes in general might increase Japanese guests' satisfaction. This study is intended to fill the gap by assessing Japanese
preferences regarding hotel attributes and by evaluating guests’ satisfaction from
the guests’ perception of hotel performance.

In order to measure the performance of the hotel attributes, the hotel
attributes that Japanese guests consider important when selecting hotels in
Taiwan have to be identified. Previous studies have identified a variety of hotel
attributes that Japanese visitors to Taiwan desire (Chen 1991). To establish a set
of attributes, the various hotel attributes identified by other research were
brought together with additional items unique to the Asian/Pacific region that
meet the cultural and geographic differences. In order to process the comparison
of these hotel attributes for this study, seventeen items of hotel attribute are
identified and used to test the hypotheses and evaluate the Japanese guests’
satisfaction.

OBJECTIVES OF THE STUDY

The main research concern in this study is to develop and test the
relationship between hotel performance and guests’ satisfaction. The research
question related to this objective is: What is the relationship between guests’
expectation, guests’ evaluation of hotel performance and satisfaction?

To answer this question, this study measures the expectation and
performance of hotel attributes as perceived by Japanese travelers during their
trips to Taiwan. The objective of this study is to introduce a relationship among
the hotel attributes, hotel performance and guest satisfaction. Specifically, this
study focuses on the congruency between the guests’ expectation and the hotel
performance to achieve guest satisfaction.
RESEARCH HYPOTHESES

Specific research hypotheses related to the above objectives are presented as follows:

Hypothesis 1: Guest’s satisfaction with hotel services is a positive function of the functional evaluative congruity between a guest’s expectation of hotel attributes and perceived performance outcome. More specifically, it can be categorized into the four sub-hypotheses as follows:

Hypothesis 1-1: Under a positive incongruity condition in which the guest’s expectation of a hotel performance is negative but his/her perceived outcome is positive, he/she would be most satisfied.

Hypothesis 1-2: Under a positive congruity condition in which the guest’s expectation of a hotel performance is positive and his/her perceived outcome is positive, he/she would be moderately satisfied. His/her satisfaction level would be lower than condition of positive incongruity but higher than condition of negative congruity.

Hypothesis 1-3: Under a negative congruity condition in which the guest’s expectation of a hotel performance is negative and his/her perceived outcome is negative, his/her satisfaction level would be lower than that of a positive congruity condition but higher than that of negative incongruity condition.

Hypothesis 1-4: Under a negative incongruity condition in which the guest’s expectation of a hotel performance is positive but his/her perceived outcome is negative, he/she would be least satisfied.
The hypothetical relationship of the guest's expectation, perceived performance outcome and his/her satisfaction is shown in Table 1.

### Table 1

**Hypothesized Relationship of Hotel Guest's Expectancy, Outcome Performance Perceptions and Hotel Guest's Satisfaction**

<table>
<thead>
<tr>
<th>Performance Expectation (PE)</th>
<th>Performance Outcome (PO)</th>
<th>Evaluative Congruity</th>
<th>Rank Order of Satisfaction Level</th>
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<tbody>
<tr>
<td>Negative</td>
<td>Positive</td>
<td>Positive</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Incongruity</td>
<td></td>
</tr>
<tr>
<td>Positive</td>
<td>Positive</td>
<td>Positive</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Congruity</td>
<td></td>
</tr>
<tr>
<td>Negative</td>
<td>Negative</td>
<td>Negative</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Congruity</td>
<td></td>
</tr>
<tr>
<td>Positive</td>
<td>Negative</td>
<td>Negative</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Incongruity</td>
<td></td>
</tr>
</tbody>
</table>

**CONTRIBUTION OF THIS STUDY**

There are three potential contributions of this study to the hospitality industry:

1. introduces a model for the measurement of guest's satisfaction measure.
2. helps hotel managers understand more about Japanese tourists' attitudes.
3. helps Taiwanese hotel managers identify those areas of service that need to be enhanced and those areas of service that perform well.
DEFINITIONS OF TERMS

1. Tourist: In this study, a tourist is defined according to the definition adopted by the United Nations Conference on International Travel and Tourism in Rome in 1963 (Yau and Chan 1990). In this context, a tourist refers to a visitor who crosses a border for leisure or business and stays at least 24 hours, but less than one year.

2. International Tourist Hotels in Taiwan: International Tourist Hotels are hotels which are denoted by Five or Four Plum Blossoms. The criteria for a Plum Blossom Awarding System are set by a group of hotel Specialists, which include the facilities of the hotel, the architectural design, management, sanitation, quality of food, and service, etc... The result of evaluating the international tourist hotels can be categorized into two groups, those being awarded Five Plum Blossoms and those with Four Plum Blossoms. Tourist Hotels are hotels which are denoted by Three or Two Plum Blossoms. Currently, there are 46 international tourist hotels and fifty-one tourist hotels comprise a total of 20,275 hotel rooms in Taiwan (Guide to Tourist Hotels in Taiwan 1991).

3. Evaluative Congruity: Evaluative Congruity refers to the degree of match or mismatch between a perceptual value and evoked counterpart for the purpose of evaluating a stimulus object that the percept represents (Sirgy 1984). In this study, evaluative congruity refers to functional evaluative congruity and it refers to the degree of match or mismatch between a hotel guest's expectation of functional (utilitarian) attributes of a hotel and his/her perceived performance outcome.
DELIMITATIONS

Study is based on a convenience sample of 258 Japanese visitors to Taiwan. A minimum required sample size was determined to be 250 based on the following three reasons.

First, theoretical nature of the study. It would be best to use the stratified random sample in the study; however, it is not necessary nor possible. The objective of this study is not necessarily to generalize the results to all Japanese, but to contribute to the literature of hospitality marketing by introducing a model of guest’s satisfaction measure by using Japanese as an example. Therefore, 250 would be enough for the theory nature of the study.

Second, time and money. A large samples will definitely be better. However, there are money and time involved in conducting the survey, consequently, there is a need to set up some limitation. Based on the personal communication with the thesis committee, the final decision was to set up at the 250 of usable respondents.

Third, there is always sampling bias in the study. However, one way to minimize the bias is to do best to make the sample as cross-section as possible. Therefore, different types of survey method were used in this study to try to get a better representative cross-section of the market and generate more reliable and valid results.

ORGANIZATION OF THE STUDY

Chapter One provides a background of this study, including problem statement and objectives. Chapter Two is literature review. The literature review mainly covers the literature on the Japanese travel behaviors, hotel guests’ expectations of hotel attributes and theoretical framework in customers’
satisfaction. Chapter Three discusses research methodology including surveys and questionnaire design. Chapter Four presents the result and analysis of data to test hypothesis. Chapter Five provides a conclusion in relation to the study objectives and provides implications for future research.
CHAPTER II

REVIEW OF RELATED LITERATURE

INTRODUCTION

The study is intended to test the consumer satisfaction/dissatisfaction model in the hotel context only using the Japanese guest as a situation. Based on the theoretical nature of this study, this chapter focuses on the theoretical framework of consumer satisfaction/dissatisfaction. In addition, in order to measure the Japanese guests' satisfaction in terms of hotel attributes and hotel performance, this chapter also reviews literature related to Japanese travel behaviors, those hotel attributes regarded important by Japanese travelers and the issue of guest satisfaction. Therefore, the topics in this chapter include: (1) Japanese tourism history and current travel trends; (2) Hotel guests' expectations of hotel attributes; (3) Types of specific services provided to attract Japanese guests; (4) Measuring guest's satisfaction in hotels; and (5) Theoretical framework of customer satisfaction/dissatisfaction.

JAPANESE TOURISM HISTORY AND CURRENT TRAVEL TRENDS

A. Japanese Tourism History

After World War II, the people of Japan were forced to concentrate their efforts on rebuilding their damaged country. Overseas travel by Japanese was only permitted for educational, cultural or business reasons. Due to the more healthy economy and stable government, the Japanese began to discover vacation during the 1960s. Due to government restrictions, only the elderly people were permitted to travel. Places such as Taiwan, Philippines and Guam
became their preferred travel destinations because of its proximity. With all the
government restrictions lifted by the early 1970s, the Japanese soon discovered
more far away destinations like the United States as affordable travel
destinations (Price 1987).

Government statistics show that there was a dramatic increase of Japanese
overseas travel in the 1980s. The most important impetus for the Japanese
overseas travel rush comes from the high value of the Yen. In 1985, the G-5
members (United States, Japan, West Germany, United Kingdom and France)
through the Plaza Accord decided to re-value the Japanese Yen as an attempt to
solve the huge trade deficit between the United States and Japan. The Yen went
from 235 to the US dollar to 175 to the US dollar within six months. This made
Japanese tourists stay abroad much cheaper (Polunin 1989). In fact, after the
Plaza Accord in 1985, the Yen's rapid appreciation was paralleled precisely by an
increasing number of Japanese going abroad. After the yen peaked at the 128 yen
to the dollar level in 1988, there has been a gradual weakening in its strength.
The dollar continued to regain value, surging to 149 yen to the dollar in 1990.
However, the tendency toward overseas travel by greater numbers of tourists
was not affected (Keizai 1991).

The second most important reason was government promotion. During
the administration of Prime Minister Nakasone, two major programs influencing
overseas travel were announced. First, the 'Silver Columbia' program (Silver
means old age and Columbia means discovery overseas) was proposed to
develop Japanese retirement centers overseas. Another proposal, called the '10
Million Program' launched in 1987, was to encourage the Japanese to travel
overseas and produce a volume of ten million overseas travelers by 1991.
Japanese government used these promotions to reduce the trade surplus (Nobuo
1988; Polunin 1989). In fact, there has been about 11 million Japanese travelers going overseas in 1990. With the increase of Japanese travelers overseas, Japan has become the world's No. 1 deficit nation in the balance of international travel trade. The amount spent by Japanese travelers at their travel destinations amounted to a total of $21.1 billion. As to the revenue of international travel trade, Japan reports a meager figure of only $3.2 billion (Japan Travel Bureau Foundation 1991).

The third reason comes from the change of lifestyle and leisure time of the Japanese. The fourth reason is the sky-rocketing land and housing prices in Tokyo area over the past years. Many people have given up the dream of owning their own home and lost the desire to save money. This new kind of attitude helps support the overseas travel industry. The increase of international airline services has added momentum to capacity expansion. Based on the reasons above, Japanese overseas travel has increased dramatically. For example, there was an increase of 1.33 million Japanese travelers in 1990 and it represented a 13.8% increase compared to the previous year. This figure was 2.4 times as many, or 6.05 million more travelers, than in 1985. Table 2 shows the outbound Japanese travel from 1979 to 1990 and there is a trend of increasing overseas travel especially after 1986 (Ministry of Justice, Japan 1991). Table 3 shows the Japanese arrivals to Taiwan from 1980 to 1991 and it also shows a dramatical increase (40%) from 1986 to 1990 (Report on Tourism Statistics, Taiwan 1991). However, the Japanese visitors to Taiwan began to drop since 1990.
### Table 2

Japanese Outbound Travel from 1980 to 1990

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of travelers</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>3,909,333</td>
<td></td>
</tr>
<tr>
<td>1981</td>
<td>4,038,338</td>
<td>+3.4</td>
</tr>
<tr>
<td>1982</td>
<td>4,086,138</td>
<td>+1.1</td>
</tr>
<tr>
<td>1983</td>
<td>4,232,246</td>
<td>+3.6</td>
</tr>
<tr>
<td>1984</td>
<td>4,658,833</td>
<td>+10.1</td>
</tr>
<tr>
<td>1985</td>
<td>4,948,366</td>
<td>+6.2</td>
</tr>
<tr>
<td>1986</td>
<td>5,516,193</td>
<td>+11.5</td>
</tr>
<tr>
<td>1987</td>
<td>6,829,338</td>
<td>+23.8</td>
</tr>
<tr>
<td>1988</td>
<td>8,427,000</td>
<td>+23.4</td>
</tr>
<tr>
<td>1989</td>
<td>9,663,000</td>
<td>+14.7</td>
</tr>
<tr>
<td>1990</td>
<td>1,0997,000</td>
<td>+13.8</td>
</tr>
</tbody>
</table>

Source: Ministry of Justice, Japan, 1991

### Table 3

Japanese Outbound Travel to Taiwan from 1980 to 1991

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of travelers</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>654,413</td>
<td></td>
</tr>
<tr>
<td>1981</td>
<td>592,682</td>
<td>-9.4</td>
</tr>
<tr>
<td>1982</td>
<td>575,686</td>
<td>-2.9</td>
</tr>
<tr>
<td>1983</td>
<td>595,042</td>
<td>+3.4</td>
</tr>
<tr>
<td>1984</td>
<td>632,481</td>
<td>+6.3</td>
</tr>
<tr>
<td>1985</td>
<td>615,584</td>
<td>-2.7</td>
</tr>
<tr>
<td>1986</td>
<td>696,686</td>
<td>+13.2</td>
</tr>
<tr>
<td>1987</td>
<td>807,736</td>
<td>+5.9</td>
</tr>
<tr>
<td>1988</td>
<td>917,161</td>
<td>+13.5</td>
</tr>
<tr>
<td>1989</td>
<td>962,179</td>
<td>+4.9</td>
</tr>
<tr>
<td>1990</td>
<td>914,484</td>
<td>-5.0</td>
</tr>
<tr>
<td>1991</td>
<td>825,985</td>
<td>-9.7</td>
</tr>
</tbody>
</table>


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B. International Comparison of Travel Expenditure per Traveler

Not only is the number of Japanese travelers significant, so is the spending power. The Japanese spent US $2,178 at their overseas destination on a per capita basis and it is approximately three times as much as what other countrymen spend (Japan National Tourist Organization, Bank of Japan 1991). Keown’s (1989) research on the spending pattern of Japanese visitors in Hawaii also showed that the Japanese spent an average of US $367 in 1987 and it was approximately three times of what other visitors spent (Baum 1989). Report on Taiwan Tourism Statistics (1991) also shows that the average daily expenditures per Japanese in Taiwan was US $188, highest among all visitors and it is about two times as much as other visitors spent. In terms of travel-related expenditures (the total spent on travel and passenger fare), Japanese expenditure was 32.2 billion dollars in 1991 and this figure was slightly higher than the 31.1 billion dollars worth of imports from all the countries of western Europe, excluding Germany. This statistical information indicates the strong spending power of Japanese travelers and it further emphasize the importance of this market.

C. Japanese Travelling to Taiwan by Age and Sex

According to the report of Tourism Bureau, Ministry of Transportation and Communication, Taiwan, 920,000 overseas travelers visited Taiwan in 1990 and they consisted of 720,000 men and 200,000 women. Based on sex, the ratio is about seven men to two women and this ratio is quite different from the overall Japanese overseas travelers which ratio is six men to four women. This difference in the ratio implies that Taiwan is a more preferred traveling destination for Japanese male than female. By age group, Japanese people in their forties is predominate, followed by in their fifties and in their twenties. It means Taiwan is considered a more preferable destination by aged Japanese.
From the Japanese market segment by age and sex, it indicates juvenile and female Japanese might be two important market segments that the Taiwanese Tourism Bureau should make efforts to attract them. In fact, the Taiwan Tourism Bureau is currently working with the Taiwanese hotels, restaurants and travel agencies to market Taiwan as a more attractive tourists destination to Japanese juveniles and females. For example, there are advertisements to promote Taiwan as a tourist’s destination on Japanese electric cars and television programs to market Japanese juveniles. Taiwan Tourism Bureau also specially designed various kinds of package tour to market Japanese female such as cosmetics tour.

D. Japanese Arrivals in Selected Asian/Pacific Countries

Although the number of Japanese visitors to new destinations is increasing, current travel patterns show that traditional tourists’ destinations in the Asia Pacific regions are absorbing much of the increase in Japanese outbound travel except for the United States. Table 4 shows the Japanese arrivals in selected Asian/Pacific countries from 1986-1988 (Morris 1988). The absorption of these Japanese travelers is related to the time and cost factors and it also influences the length of time Japanese stay at their destinations.

E. Length of Stay of Japanese Overseas Travelers

Table 5 shows the length of stay of Japanese overseas travelers from 1980 and 1987 (Morris 1988). Although the average length of stay continued to be about 8.5 days, a closer examination of the figures shows that more than half of all overseas trips by the Japanese last five days or less. Constraints on time and cost have skewed the market towards destinations in Asia such as China, Taiwan, Singapore, Hong Kong and South Korea. However, for the Japanese, the
### Table 4

<table>
<thead>
<tr>
<th>Destination</th>
<th>1986</th>
<th>change over previous year (%)</th>
<th>1987</th>
<th>Change over previous year (%)</th>
<th>Share of Japanese outbound</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA-Total</td>
<td>1,681,071</td>
<td>12.4</td>
<td>2,128,481</td>
<td>26.6</td>
<td>31.2</td>
</tr>
<tr>
<td>of which:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hawaii</td>
<td>944,000</td>
<td>10.4</td>
<td>1,161,000</td>
<td>23.0</td>
<td>17.0</td>
</tr>
<tr>
<td>Guam</td>
<td>332,317</td>
<td>10.4</td>
<td>412,67</td>
<td>24.2</td>
<td>6.0</td>
</tr>
<tr>
<td>Canada</td>
<td>235,185</td>
<td>34.8</td>
<td>311,687</td>
<td>32.5</td>
<td>4.6</td>
</tr>
<tr>
<td>Taiwan</td>
<td>696,686</td>
<td>13.2</td>
<td>807,736</td>
<td>15.9</td>
<td>11.8</td>
</tr>
<tr>
<td>South Korea</td>
<td>791,011</td>
<td>23.8</td>
<td>893,596</td>
<td>13.0</td>
<td>13.1</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>727,129</td>
<td>14.4</td>
<td>1,033,525</td>
<td>42.1</td>
<td>15.1</td>
</tr>
<tr>
<td>China</td>
<td>483,507</td>
<td>2.8</td>
<td>577,699</td>
<td>19.5</td>
<td>8.5</td>
</tr>
<tr>
<td>Australia</td>
<td>145,600</td>
<td>35.3</td>
<td>215,600</td>
<td>48.1</td>
<td>3.1</td>
</tr>
<tr>
<td>New Zealand</td>
<td>62,656</td>
<td>24.7</td>
<td>66,404</td>
<td>6.0</td>
<td>1.0</td>
</tr>
<tr>
<td>Thailand</td>
<td>261,549</td>
<td>18.1</td>
<td>349,588</td>
<td>33.6</td>
<td>5.1</td>
</tr>
<tr>
<td>Malaysia</td>
<td>125,458</td>
<td>7.0</td>
<td>134,240</td>
<td>7.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Singapore</td>
<td>404,278</td>
<td>7.0</td>
<td>541,399</td>
<td>33.9</td>
<td>7.9</td>
</tr>
<tr>
<td>Indonesia</td>
<td>105,016</td>
<td>13.1</td>
<td>...</td>
<td>...</td>
<td>1.8</td>
</tr>
<tr>
<td>Philippines</td>
<td>134,261</td>
<td>(12.5)</td>
<td>124,803</td>
<td>(7.0)</td>
<td>1.8</td>
</tr>
</tbody>
</table>

most popular destination has shifted from Hawaii to Australia and the second most popular destination also changed from Hong Kong to Switzerland from 1987 to 1991 (Japan Travel Bureau Foundation 1991). The change of favorable destinations is due to Japanese preference of nature such as lakes and mountains. Therefore, Australia and Switzerland become the most favorable destinations for the Japanese now.

According to Report on Tourism Statistics, Taiwan (1991), the average Japanese length of stay in Taiwan is 4.81 days. This average length of stay is much shorter compared to 6.9 days for all other tourists. This fact might have several implications in the marketing strategies. First, most Japanese will not risk taking all their vacation time if no one else in the company does. Some people worry that if they take a long vacation, the boss and the rest of their colleagues did not amount to much anyway. After the vacation is over, they give fellow workers presents and is often accompanied by deep apologies for the long absence (Nobuo 1989). Therefore, short-term vacation should be used by the Taiwan Tourism Bureau as a marketing strategy to attract more Japanese to Taiwan. If Japanese choose Taiwan as their tourist destination, they do not need to be absent from their job and can minimize the damage toward their companies. Second, it becomes even more important for the Taiwanese hospitality industry including hotels, restaurants and travel agencies as a whole to work together to enhance the Japanese guests’ satisfaction. If Japanese tourists are satisfied with their experiences in Taiwan, it is possible for them to become repeat business since the duration of trips is shorter and it is easier to have the time available in terms of time constraint.
Table 5

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>56.1</td>
<td>55.4</td>
<td>54.6</td>
<td>54.1</td>
<td>53.3</td>
<td>51.8</td>
<td>52.6</td>
<td>53.4</td>
</tr>
<tr>
<td>6-10</td>
<td>21.8</td>
<td>22.8</td>
<td>23.8</td>
<td>24.6</td>
<td>25.5</td>
<td>26.2</td>
<td>26.6</td>
<td>26.9</td>
</tr>
<tr>
<td>11-15</td>
<td>8.3</td>
<td>8.1</td>
<td>8.0</td>
<td>8.0</td>
<td>8.1</td>
<td>8.2</td>
<td>7.8</td>
<td>7.7</td>
</tr>
<tr>
<td>16-20</td>
<td>2.7</td>
<td>2.7</td>
<td>2.7</td>
<td>2.6</td>
<td>2.7</td>
<td>2.6</td>
<td>2.6</td>
<td>2.4</td>
</tr>
<tr>
<td>21-1 month</td>
<td>2.8</td>
<td>2.9</td>
<td>2.8</td>
<td>2.7</td>
<td>2.7</td>
<td>2.9</td>
<td>3.0</td>
<td>2.8</td>
</tr>
<tr>
<td>Months</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-2</td>
<td>2.2</td>
<td>2.2</td>
<td>2.2</td>
<td>2.2</td>
<td>2.1</td>
<td>2.2</td>
<td>2.3</td>
<td>2.2</td>
</tr>
<tr>
<td>2-3</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
<td>0.8</td>
</tr>
<tr>
<td>3-6</td>
<td>1.3</td>
<td>1.4</td>
<td>1.4</td>
<td>1.4</td>
<td>1.3</td>
<td>1.4</td>
<td>1.4</td>
<td>1.2</td>
</tr>
<tr>
<td>6 and over</td>
<td>4.0</td>
<td>3.7</td>
<td>3.7</td>
<td>3.6</td>
<td>3.6</td>
<td>3.9</td>
<td>2.9</td>
<td>2.6</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Average length of stay (days)</td>
<td>8.1</td>
<td>8.6</td>
<td>8.7</td>
<td>8.7</td>
<td>8.5</td>
<td>8.8</td>
<td>8.8</td>
<td>8.5</td>
</tr>
</tbody>
</table>

F. Utilization of Travel Agency

When Japanese go overseas, 90 percent of them usually go on one of the package tours organized by the travel or airline companies (Nobuo 1989). This kind of high dependence on the travel agency is related to their culture and language speaking abilities. If tourists took a package tour, they would not have to speak English or any other foreign languages. As a result, all transportation, hotel and plane reservations are handled by the tour guides. The guides are also assigned the odious task such as handling tips. Japanese travelers worry most about this strange custom of gratuities, something that is so alien to them. Besides, most of the Japanese think that the travel agency usually have appealing tours so that they use travel agency.

Most Japanese also utilize travel agency when they travel to Taiwan. Since Japanese is the largest market segment for Taiwan’s tourism, the travel agency in Taiwan usually has its branch office located in Japan to work as a communication channel between Japan and Taiwan. Therefore, the travel agency in Taiwan will be able to arrange airlines, hotel reservations based on the requests of its branch office in Japan. After the Japanese guests arrive to Taiwan, the travel agency in Taiwan will take over and guide the Japanese guests until the tour is finished.

However, this kind of travel behavior has slightly changed in recent years. In the 1960s and 1970s, Japanese international tourism was basically geared to sight-seeing. Mainly middle aged people traveled in groups accompanied by a tour guide. Nowadays, almost half of all Japanese travelers are traveling alone, or in small groups of friends or relatives. In fact, the so-called ‘New Generation’ of Japan hungers for Western ways and Western experiences. They not only want to experience sites but have strong passion toward actions such as golf,
skiing, tennis, scuba diving, boating and mountain biking, etc. The Japanese younger generation has altered the goals of Japanese tourism more in line with those of the West (Moeran 1983).

G. Share of the Market for Taiwan as Tourism Destination

Taiwan has been the fifth most visited country in terms of Japanese outbound travel destination. However, according to the Report on Tourism Statistics, Taiwan (1991), the number of Japanese visiting Taiwan has slightly dropped from 1989 to 1991 after it reached the peak of 960,000 in 1989 (See Table 3). Taiwan has become a mature market for Japanese tourists. There are several reasons contributing to the decrease of Japanese traveling to Taiwan. First, the cost of living in Taiwan is the highest in Far East outside of Japan. In addition, the hospitality industry including hotels, restaurants do not improve the quality of service as the cost of living increases. Second, with the release of Taiwan martial law in 1989, the crime has increased and the society is not as stable as before. This situation has discouraged the Japanese coming to Taiwan. Third, the economic recession all over the world also pushes away the Japanese tourists toward other Asian countries with lower cost of living such as Thailand and Malaysia. Based on the reasons above, there is a demand in improving Japanese guest’s satisfaction when they visit Taiwan. By providing better services and improving guest’s satisfaction, there might be an increase of repeat business in hotels.

H. The Future Trend for Japanese Overseas Travel

According to the Japanese Travel Bureau (1991), the likely future trends for Japanese overseas travel are as follows:
1. An increase in longer-term travel for two weeks or longer.
2. Improved offering of Japanese language services for the benefit of Japanese tourists abroad.
3. A change in the 'package formula' from ready-made to custom-made.
   
   There is also a shift of emphasis in future travel from mere expansion in quantity to an upgrading in quality.
1. An increase in travel by the middle-aged and full-moon (mean couple aged 45 and over who travel together) segments. These segments are looking for higher comfort standards in overseas travel to a greater extent than the other market segments.
2. Increased travel by individuals. As the repeater segment grows, and person initiative and ambition to make individual foreign travel plans becomes stronger, there will be more people with the originality of mind to want to venture out on their own.
3. Development of a greater diversity in the travel product offered. The increase in FIT (Foreign Independent Tour) will have to be met, on the wholesale side, by an effort to develop a greater diversity in the travel product offered.
   
   With the increase of overseas travel and strong spending power, the hospitality industry all over the world is very interested in selling and serving this market to increase profits.

HOTEL GUESTS' GENERAL EXPECTATIONS OF HOTEL ATTRIBUTES

Because hotel attributes differentiate the product from competitors and help increase guest satisfaction, hoteliers are concerned with what hotel attributes guests want most when they select a hotel. For example, Days Inns believes that evaluating the hotel from the guests' point of view will increase

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guest satisfaction and, ultimately, increase repeat business. Guests who are pleased when their hotel stay matches their expectations should become repeat customers. For this reason, Days Inns conducted a survey in 41 corporate-owned and 10 franchised Days Inns properties to ask the guests what hotel attributes motivate a guest to select a hotel (Atkinson 1988). During a two-week period of the survey, the research company distributed 72 questionnaires at each property each day to rate 59 hotel attributes on a scale of 1 (not important) to 6 (extremely important) and the goal was to receive 200 completed surveys from each property. The top ten important attributes of this study were found to be: (1) room is clean; (2) feel safe and secure in the hotel; (3) everything in the room works; (4) beds are comfortable; (5) free parking is available; (6) room is a good value for the money; (7) front-desk staff is courteous and helpful; (8) towels are plentiful; (9) employees are friendly; and (10) hotel's location is convenient (Atkinson 1988).

Ananth (1989) conducted research to measure whether there are differences between the hotel attributes that mature travelers seek and those that younger travelers seek. The purpose of Ananth's research were: (1) to identify hotel attributes that mature travelers seek when choosing a hotel; (2) to assess the relative importance of these attributes; and (3) to determine any significant differences among the attributes sought by mature travelers and those sought by younger travelers. Ananth conducted a mail survey with 510 stratified random sample based on the members of the alumni association of the Pennsylvania State University. The questionnaire was designed to ask respondents to rate the importance of 57 hotel attributes and to indicate the degree of importance of various information sources that helped them in their hotel-selection decision. The result showed that American travelers consider attributes such as good value.
for the money, special discount available, and price of accommodation to be very important when they select a hotel. These attributes indicate that American travelers are price/quality conscious. They not only choose in terms of the product's quality but also in terms of attractive price for the accommodation.

Chen (1991) conducted research to measure the importance of hotel attributes that Japanese consider when selecting a hotel in Taiwan. The purposes of Chen's research were: (1) to identify the hotel attributes sought by the Japanese when they select hotel accommodations in Taiwan; (2) to assess the relative importance of these hotel attributes in terms of the social and demographic factors such as gender, age and income level; and (3) to assess the differences among the attributes sought by different groups of Japanese in terms of the social and demographic factors. Chen conducted a self-administrated survey with 300 convenience sample of Japanese visitors to Taiwan. The participants in this survey were selected based on their citizenry in several places located in Taiwan. The sample was selected without regard to sex, age, occupation, or group size as they passed the stationary position of the investigator. After identifying nationality, the respondents were asked to fill out a self-administered questionnaire that had already been translated into Japanese. The questionnaire was designed to ask the Japanese to rate the importance of 58 hotel attributes. The results indicate that the Japanese strongly emphasize 'value and location' and 'security' attributes and do not emphasize 'Japanese-style room decoration' attributes. The results also show a significant difference among the attributes as sought by Japanese guests in terms of demographic and usage patterns such as gender, age, income level and purpose of visit. For example, there are significant differences of expectations in terms of age. Those over 55 report the highest expectations concerning language-related services, while those
between 15-24 have the least expectations in language-related services. A significant difference in terms of business-related services exists between business and vacation travelers. Business visitors have greater expectations of business-related services, and vacation visitors have lower expectations in this category of services. In addition, language-related services appear to be most important to vacationing tourists. The present study explores further the implications of Chen's research. The objective not only is to measure the importance of hotel attributes, but hotel performance and Japanese guests' satisfaction, as well.

TYPES OF SPECIFIC SERVICES PROVIDED TO ATTRACT THE JAPANESE

Hotels have developed specific services that hotel management believes could attract Japanese by increasing the level of satisfaction. According to a survey conducted by the Japanese Travel Bureau Foundation, more than 25% of Japanese consider language is the main barrier when travelling overseas. Therefore, Japanese-speaking staff, available in the front office or in the guest relations department, are a necessity if the hotel wants to serve large numbers of Japanese clientele. The Washington, D.C. Hilton and Towers, which accommodates about 1,500 Japanese guests per month, has a 24-hour telephone hot-line with Japanese-speaking operators (Baum 1991). Days Inn Columbus provides a library featuring both Japanese and English publications. The Park Lane in London has Japanese speaking staff offering translation and word processing services. There is even a Japanese Network Assistance Hotline providing round-the-clock translation for Japanese travelers in twenty hotels in the Los Angeles area. The Japanese guest uses one headset, while hotel personnel interact with the same translator though a second headset. This kind
of service can provide an immediate solution to the language barrier of Japanese travelers (Seal 1990).

Besides language-related services, some hotels take specialized amenities a step further to attract the influx of Japanese travelers. In addition to the specialized amenities such as kimonos, slippers, green tea and Japanese newspaper, the Four Seasons hotels provide Japanese guests with maps in Japanese, yrkata (a cotton bath robe), a hotel brochure printed in Japanese and accept the Japanese credit card JCB (Baum 1991). The Four Seasons in Houston also adds Japanese breakfast, including a combination of steamed rice, miso soup with tofu, grilled fresh salmon, tamagoyaki (Japanese style of omelet), seaweed, pickled Japanese vegetables, and green tea. The same is true with hotels such as Hyatt, Marriott, and Sheraton (Woodard 1989; Jacquette 1991). The Four Seasons hotels also offer baby-sitting services by Japanese-speaking women (Baum 1991). The St. James Court Hotel provides Yellow Pages in Japanese as an extra gesture and the St. Jacques in Paris also offers Japanese-speaking secretarial services. Taj's Hotel Lexington provides a North American edition of the Nikkei, Japan's equivalent of The Wall Street Journal, which is delivered daily to each Japanese guest's room (Baum 1991).

Not only satisfying Japanese guests with language and personal services, some hotels also provide an environment familiar to the Japanese people. The Mitako hotel in San Francisco offers Japanese baths, as well as hand-painted, lacquered Fusuma screens and rice paper, shoji screens. Some suits even have redwood saunas (Baum 1989). The Days Inn in Columbus provides Japanese lanterns and artwork in the Japanese suite (Maslowski 1989).

In addition to the articles delineating specific services provided, some research also indicate Japanese travelers' preferences. Such studies show that
Japanese business travelers spend more on accommodations than travelers of other nationalities and prefer an executive or junior suite with king or queen size beds. They want to be served quickly; and they want a direct international telephone, good message service and such things as quick laundry service and personal safety deposit boxes (Baum 1989). Japanese pleasure travelers, on the other hand, prefer regular size rooms with twin beds (Price 1987). Security is of vital concern to them because they are overwhelmed by the crime and violence shown in their country in American films and on television. Hotel sales representations and in-room brochures should emphasize all hotel safety features, and signs such as the fire safety notice should be printed in Japanese (Price 1987).

As can be seen from the preceding discussion, different services are provided to satisfy Japanese travelers' needs so that their guest satisfaction might be increased. In order to maintain or expand market share, it is important to understand whether guests are satisfied with the hotel services (Lewis 1981). There is a great possibility that guests will come back if they are very satisfied with the hotel services. Therefore, the measurement of guests' satisfaction is as important as understanding the importance of hotel attributes. In addition, the measurement of guests' satisfaction may be used to assess the performance of the hotel operation.

The literature review indicates no studies that specifically describe the Japanese guests' satisfaction level when they travel and stay at hotels. Therefore, the findings of this study are useful in helping the hospitality industry understand more about Japanese guests in order to improve services and market products more effectively and efficiently.
MEASURING GUEST’S SATISFACTION IN HOTELS

In Chapter I, some inherent problems with guest comment cards were briefly discussed. Therefore, in conducting the guest survey of hotel attributes and guest satisfaction, hotel management has to be concerned with several requirements for an effective guest survey. The traditional surveys share several common faults. First, the management is unable to interpret the responses in terms of crucial consideration due to vague nature of data. Second, the coding of the response is troublesome and time-consuming. It makes it less likely that a busy managerial staff will attend to the survey’s results. Last but not the least is the fact that questionnaire fails to answer the single most important question that is the guest is satisfied or dissatisfied or will the guest return (Lewis and Pizam 1981). Therefore, there is a need for a systematic design and administration of questionnaires. In this study, Importance Performance Analysis is used to measure the importance of hotel attributes, hotel performance and guests’ satisfaction and it is presented in Chapter III.

THEORETICAL FRAMEWORK OF CONSUMER SATISFACTION/DISSATISFACTION (CS/D)

Engel, Kollat and Blackwell (1968) suggest satisfaction as the final outcome in the consumer decision process of problem recognition, search, alternative evaluation, choice, outcomes and satisfaction. Likewise, Howard and Sheth (1967,1969, 1973) define consumer satisfaction as the end state of the consumer purchase decision:

The consumer satisfaction is the buyer’s cognitive state of being adequately or inadequately rewarded in a buying situation for the sacrifice he has undergone. The adequacy is a consequence of matching actual past purchase and consumption experience with the reward that
was expected from the brand in terms of its anticipated potential to satisfy the motives served by the particular product class (1969).

The above view postulates that if the actual outcome of a product is judged to be better than or equal to the expected outcome, the buyer will feel satisfied. If actual outcome is judged to be less than expected, the buyer will feel dissatisfied.

Disconfirmation Paradigm in Consumer Satisfaction / Dissatisfaction

The Cognitive Comparison Approach to CS/D (Suprenant 1977) is based on two general theoretical positions. The first is dissonance theory (Festinger 1957), which states that inconsistent cognitions arouse distress in human beings. In this view, consumers make efforts to see their experience closely correspond to expectations. Dissonance Theory states that dissonant or inconsistent states may exist, but would be a source of psychological tension to the person perceiving them. This tension will lead to efforts to reduce dissonance and restore consistency. Mechanisms to reduce the dissonance include changes in behavior or attitude, or selective distortion of perceptions. For example, people tend to think certain things certain ways. When events occur as expected, no dissonance is created. If events do not occur as expected, dissonance is created. Dissonance Theory, then, implies that a person is most satisfied when events closely correspond to expectations.

The second is discrepancy theory (Locke 1969), which states that job satisfaction is determined, in part, by the discrepancies resulting from a psychological comparison process involving the appraisal of current job experiences against some personal standards of comparison. This psychological comparison process can produce both positive and negative discrepancies. Positive discrepancies are experienced when employees receive an amount of
some job facet that is greater than their standard of comparison. Negative discrepancies are experienced when employees receive an amount of some job facet that is less than their standard of comparison.

Discrepancy theory asserts that satisfaction is a monotonic function of the algebraic discrepancy between an individual's standard of comparison and the amount of some quantity perceived to be present in the environment (Suprenant 1977). If an individual receives less than his/her standard of comparison, he/she will not be satisfied. Similarly, if he/she receives more than his/her standard, he/she will be more satisfied than if his/her return is similar to this standard. The above is the framework of the CS/D paradigm.

**Consumer Satisfaction / Dissatisfaction Theory**

General CS/D theories state that consumer satisfaction/dissatisfaction is viewed as the outcome with the process of comparing outcome with performance expectation (e.g., Suprenant 1977; Oliver 1977, 1980). This means consumer satisfaction is not only an outcome but also a process of comparing performance with expectation. If performance is greater than or equal to expectation, satisfaction is the result. If performance is less than expectation, dissatisfaction is the result. However, CS/D theory does not address degrees of satisfaction. According to the Sirgy's evaluative congruity model to CS/D, if performance is higher than expectation, satisfaction may be higher than if performance equals expectation (Sirgy 1984).

**Evaluative Congruity Approach to Consumer Satisfaction / Dissatisfaction**

Sirgy (1984) explains the theoretical position associated with CS/D in terms of discrepancies between perceived and normative outcome levels.
According to his theory, satisfaction is a function of evaluative congruity, which is a cognitive process in which a perception is compared to an evoked referent cognition for the purpose of evaluating a stimulus object/action. The essence of evaluative congruity is a comparison between a perceptual value and an evoked value.

The perceptual value is the desirability or evaluative weight associated with a perceptual attribute. A perceptual attribute is a mental characterization of a perceiv along a specific dimension, and therefore is seen to be directly linked with a perceiv forming a perception. A perception therefore can be characterized along two key dimensions: (1) strength or certainty and (2) valence or desirability. The strength of a perception refers to the degree of certainty or uncertainty associated with a perception (Sirgy 1984).

The evoked value is the desirability or evaluation weight directly associated with the evoked attribute. The evoked attribute is that attribute category on the evoked attribute dimension that is directly linked to a concept. A concept is a cognitive category that emanates from the memory structure to act as the referent point or standard of comparison for the perceiv. The concept and its evoked attribute are linked, and this connection is viewed as a belief. Belief can be characterized along two key dimensions: strength and valence. The strength of the belief denotes the degree of certainty or confidence the individual feels with regard to the relation involving the concept and the evoked attribute. The valence property of a belief involves the degree of desirability or evaluation weight the individual feels with regard to the evoked value (Sirgy 1984).

"A perceptual value is the desirability weight of an evoked attribute characterizing a content-specific referent condition or concept having a specific expectancy type-- ideal, desired, deserved, predictive, actual, or minimal tolerable (Sirgy 1984)." The resulting congruity is theorized to be determined by:
(1) the degree of congruity or incongruity between the perceptual and evoked value, (2) the strengths of perception and belief involved in the evaluative
congruity process, and (3) the importance of the attribute dimension involved (Sirgy and Tyagi 1986). Therefore, satisfaction by consumers is a function of one or more congruities between perceptual and evoked referent states. The negative incongruity condition is hypothesized to produce the highest dissatisfaction or problem recognition, followed by negative congruity, positive congruity and positive incongruity, respectively (Sirgy 1984, 1987).

**Functional and Symbolic (Self-Image/ Product-Image) Congruity and Consumer Satisfaction / Dissatisfaction**

Sirgy (1982) also proposes the impact of a consumer's self-concept on his/her purchasing behavior in a self-image/product-image congruity model of consumer decision making. The self-image/product-image congruity model in essence describes the effect of the cognitive matching process between value-expressive attributes of a given product and the consumer self-concept on consumer decisions, such as product preference, purchase intentions, purchase behavior and product loyalty (Sirgy 1982b). CS/D is not only an evaluative function of the consumer's expectation and performance evaluation, but also an evaluative function of the consumer's self-image and product-image congruity.

Sirgy (1982) further elaborates that product images should be classified as being "functional" (or "utilitarian") and "symbolic." Symbolic images of a product refer to the stereotypic personality images consumers have of a specific product, whereas the functional product images include the physical benefits associated with the product. Sirgy (1982) argues that most multi-attribute and decision-making models in consumer behavior involve the use of utilitarian attributes and not value-expressive or personality-related attributes. For example, utilitarian or functional attributes of an automobile would include such aspects as gas mileage, size, and reliability, whereas value-expressive attributes
of an automobile would include those aspects of product image associated with it such as being sexy, youthful, socially outgoing, affluent, and economy-minded, etc. The consumer prefers the product which is congenial and reinforces the way the consumer thinks about himself/herself or the product, providing an image consistent with his/her self-image. For example, a consumer buys a car not only on the basis of functional attributes but also in terms of whether the car fits his/her image. If this is the case, then satisfaction can be outlined as the following: When people purchase a product, they buy based on their personality. Therefore, if the product is not consistent with their personality, there will be dissatisfaction.

Sirgy's self-image/product-image congruity model indicates that a consumer's specific value-laden self-image interacts with a corresponding value-laden product-image perceived in the product. Sirgy asserts that the result of such an interaction occurs in the form of: (1) positive self-congruity (positive self-image and positive product-image); positive self-incongruity (negative self-image and positive product-image); (3) negative self-congruity (negative self-image and negative product-image); and (4) negative self-incongruity (positive self-image and negative product-image). The theory suggests that each of these self-image congruity states influences purchase motivation and emotional states differently.

Evaluative Congruity Approach to Consumer Satisfaction / Dissatisfaction in Tourism

Following Sirgy's evaluative congruity model, Chon (1991) investigated the marketing implications of tourist destination and generated two significant findings: (1) A tourist's level of satisfaction or dissatisfaction is related to his/her expectations, and perceptions of a destination. When the tourist's expectations of
a destination are low but perceptions of outcome are positive, the tourist is most satisfied. When expectations are high and perceptions are positive, the level of satisfaction is moderate. When the tourist's expectations are low and perceptions are negative, satisfaction is lower than in the first two conditions. Finally, when the tourist's expectations are high but perceptions are negative, the tourist is least satisfied.

(2) A tourist's satisfaction is related to self-image congruity. The tourist who experiences high actual self congruity has high ideal self-congruity between the destination image and his/her self concept were most satisfied with the destination. On the other hand, the tourist who experiences low actual self congruity and low ideal self-congruity between the destination image and his/her self-concept were least satisfied. The tourists who experienced high actual self congruity but low ideal self congruity between the destination image and his/her self-concept were moderately satisfied.

SUMMARY

This chapter reviewed the literature available on (1) Japanese tourism history and current travel trends; (2) hotel guests' expectations of hotel attributes; (3) types of specific services provided to attract Japanese guests; (4) measuring guest's satisfaction in hotels; and (5) theoretical framework of customer satisfaction/dissatisfaction. While the review reveals studies which discuss a variety of aspects of guest satisfaction, there are no studies specifically describing the satisfaction levels of Japanese guests when they travel and stay at hotels. This study is useful, then, in suggesting a model of guest satisfaction with hotel services. Because it is specific to Taiwan hotels, this study is also helpful to the Taiwan hospitality industry by providing more information about Japanese
guests, thereby enabling Taiwan's hoteliers to improve their services and market their products more effectively and efficiently.
CHAPTER III

METHODOLOGY

INTRODUCTION

The objective of this study is to introduce a model for the measurement of guest's satisfaction and understand hotel attributes that Japanese guests expect and their subsequent satisfaction levels when they stay at hotels in Taiwan. Therefore, the first step in the investigation is to identify the hotel attributes Japanese consider most important and then to measure the expectations and perceptions regarding these attributes to determine their satisfaction. There are several steps used in this research: (1) survey and questionnaire design, (2) selection of the sample, and (3) analysis of the data.

SURVEY AND QUESTIONNAIRE DESIGN

Because the objective of the study is to understand the hotel attributes Japanese guests expect when they stay in Taiwan's hotels, a questionnaire based on the literature review was incorporated into the questionnaire design to accomplish the four goals and test the hypotheses as follows:

1. Identify the hotel attributes that Japanese guests consider important when they stay at hotels in Taiwan,

2. Evaluate the hotel performance in terms of hotel attributes from Japanese guests' perceptions.

3. Evaluate the Japanese guests' expectations of hotel attributes before they stay at hotels in Taiwan.
4. Measure the Japanese guests' satisfaction level with the relationship among the hotel attributes, hotel performance, and guests' expectation and then incorporate them into a model for measuring hotel guest's satisfaction.

Specific research hypotheses related to the above objectives are advanced and presented in the following section.

Hypothesis 1: Guest's satisfaction with hotel services is a positive function of the functional evaluative congruity between a guest's expectation of hotel attributes and perceived performance outcome. More specifically, it can be categorized into the four sub-hypotheses as follows:

Hypothesis 1-1: Under a positive incongruity condition in which the guest's expectation of a hotel performance is negative but his/her perceived outcome is positive, he/she would be most satisfied.

Hypothesis 1-2: Under a positive congruity condition in which the guest's expectation of a hotel performance is positive and his/her perceived outcome is positive, he/she would be moderately satisfied. His/her satisfaction level would be lower than condition of positive incongruity but higher than condition of negative congruity.

Hypothesis 1-3: Under a negative congruity condition in which the guest's expectation of a hotel performance is negative and his/her perceived outcome is negative, his/her satisfaction level would be lower than that of a positive congruity condition but higher than that of negative incongruity condition.
Hypothesis 1-4: Under a negative incongruity condition in which the guest's expectation of a hotel performance is positive but his/her perceived outcome is negative, he/she would be least satisfied.

The survey instrument consists of a cover page and five major parts. PART I is designed to identify Japanese travel patterns. Respondents are asked seven questions: (1) Is this your first trip to Taiwan?; (2) How many times have you visited Taiwan during the past 12 months?; (3) What is the average length of your stay in Taiwan?; (4) What is the primary purpose of your current visit to Taiwan?; (5) Who arranged your current visit to Taiwan?; (6) How did you choose the hotel where you stayed?; and (7) write in the name of the hotel where you stayed at during your current visit to Taiwan.

PART II of the questionnaire is designed to measure importance of hotel attributes from the Japanese guest's point of view. The seventeen hotel attribute items used for this purpose are based on lists of hotel attributes identified in previous research, including Ananth (1989), Chen (1991), Days Inn's in-house guest survey (Atkinson 1988), and Sheraton Hotel's in-house customer rating index survey (Lewis 1989). The attributes are modified to account for cultural and geographic differences unique to the Asian/Pacific region. The seventeen hotel attribute items are:

(1) Room is clean.
(2) Japanese speaking employees are available.
(3) Japanese restaurants are available on premises.
(4) Fast/efficient check-in and check-out system is available.
(5) Green tea is served in the room.
(6) Feel safe and secure in hotel.
(7) Wake-up call service is provided.
(8) Hotel is good value for the money.
(9) Hotel provides quality service.
(10) Frequent guest program is available.
(11) Complimentary Japanese newspapers are provided.
(12) Airport transportation is provided.
(13) Exercise room/fitness center is available.
(14) Courteous/efficient concierge services are provided.
(15) In-room minibar is available.
(16) Japanese language signs/menus are available.
(17) Hotel's employees are courteous and friendly.

A 5-point Likert scale anchored by not important (1) and very important (5) is used to identify the degree of importance for each attribute.

PART III of the questionnaire is designed to measure guest perception of hotel performance, based on the same hotel attributes listed in Part II. A 5-point Likert scale anchored by very poor (1) and very good (5) was used to identify the relative performance of each attribute.

Part IV of the questionnaire is designed to measure the guest's expectation of hotel performance. One section is designed to test whether guest's satisfaction is determined by the functional evaluative congruity between a guest's expectation of hotel attributes and his/her perceived outcomes. Another section is concerned with the guest's overall satisfaction with hotel. Two global measures of guest's satisfaction/dissatisfaction are included: Andrews and Withey's (1976) five-point Delighted-Terrible (DT) scale and a five-point Face scale. The two repeated global measures are recommended by Maddox (1975) to increase reliability. In the final section of Part IV, there are questions about the guest's willingness to stay in the same hotel again and the willingness to recommend the hotel to friends and relatives.

PART V of the questionnaire inquires about demographic information of the sample in order to establish profiles for the respondents. Five questions are asked: (1) What is your gender?; (2) What is your age?; (3) What is your marital status?; (4) What is your occupation?; and (5) What is your annual income.
The entire questionnaire is translated into Japanese for conducting the survey. The translation were reviewed by native Japanese speaker to ensure that the questions are presented correctly. Appendix A provides a sample questionnaire of the English version and Appendix B offers a sample of the Japanese version. Each sample of the questionnaire is followed by a cover letter.

PRE-TEST OF THE INSTRUMENT

The pre-test was conducted in the following two steps between June and July, 1992. First, the original draft of the questionnaire was circulated to the members of the thesis advisory committee for feedback regarding wording, layout and comprehension of the questionnaire items. Second, the revised questionnaire was administrated to 18 undergraduate students of a Travel and Tourism class and six graduate students of a Special Topics in Hospitality Administration class, both classes in the College of Hotel Administration at the University of Nevada, Las Vegas. Based on their feedback, the questionnaire modified to its final format and then translated into Japanese.

SELECTION OF THE SAMPLE

Japanese guests who stay in Taiwan hotels from July to September 1992, are the population of the study. From this population, a sample of 250 respondents was selected through several channels to get a representative cross-section of the market. First, several travel agencies which mainly do business with Japanese tourists were chosen to help in conducting the survey. After getting permission and explaining the contents of the survey to travel agencies, the questionnaires were distributed to agency tour guides. The Japanese tourists were asked by the tour guides to respond to the survey either on the tour bus
toward the end of their trip or while they were waiting for departure from Chiang Kai-shek International Airport. After questionnaires were completed, tour guides collected them and gave the respondents a souvenir, which served as an incentive to respond.

Second, after contacting several hotels which mainly serve Japanese tourists, one Five Plum Blossom hotel and one Four Plum Blossom hotel were chosen as sites for the survey. A housekeeping room attendant left a questionnaire in the guest's room before the Japanese guest checked in and collected the response once the guest checked out. Respondents were selected randomly without regard to sex, age, occupation, or group size.

Third, two students who speak Japanese conducted the survey at designated locations in the Chiang Kai-shek International Airport on different days of the week and at different times of the day to get a representative cross-section of the market. These two students were trained to conduct the survey in order to ensure accuracy and consistency. Before they conducted the survey, they screened the potential respondents to ensure that they were completing their visits and departing Taiwan. The purpose of this screening process was to make sure that the tourists had stayed at a hotel during their visit to Taiwan. If the Japanese tourists had stayed with relatives or friends, they were excluded from the survey. If they stayed at more than one hotel during their trip to Taiwan, they were requested to answer the questionnaire based on only one of the hotels instead of their overall experience in all hotels in which they stayed. Again, respondents were selected randomly based on every second person as they passed the stationary position of the students. Once the respondent was contacted and passed the screening process, a brief introduction of the study was presented. With the respondent's consent, the respondent was asked to fill
out a self-administered questionnaire. After completing the questionnaire, the students gave each respondent a souvenir to express appreciation.

ANALYSIS OF THE DATA

After data entry, various statistical were used to generate the following information:

1. Japanese guest's profile: From frequency count on Part V of the questionnaire the Japanese guest's profile was drawn. This profile consists of information about the gender, age, marital status and household income of Japanese visitors to Taiwan. This Japanese guest profile was used to compare with the Taiwan's Report on Tourism Statistics. A Chi-square analysis was used to test if there was a sampling bias.

2. Frequency analysis: The frequency analysis indicates the number and percentage of persons who responded to each question. This analysis also yielded the mean score for each attribute. From the frequency counts, hotel management is able to understand what attributes the Japanese consider most important or least important, and also with regard to what attributes the hotel performs very well or very poorly.

3. Linear Regression Analysis: Linear regression analysis is used to test the general hypothesis to see if guest's satisfaction with hotel services is a positive function of the functional evaluative congruity between guest's expectation of hotel attributes and perceived performance outcome. In order to test the hypothesis, the tourist's functional evaluative congruity (FEC) is applied in the model below, following Sirgy (1984):
\[
FEC = \sum_{i=1}^{n} Wi \left[ POij + (POij - PEij) \right]
\]

where, FEC is the functional evaluative congruity,
POij is perceived outcome of attribute i by individual j,
PEij is perceived expectation about attribute i by individual j, and
Wi = importance weight of attribute i,

Using the above mathematical model, the individual subject’s composite scores are computed for each of the functional evaluative congruity relationship. Then, the composite scores are correlated to the guest’s overall satisfaction score using the linear regression equation as follows:

\[
CS/D = a + B1 (FEC) + e
\]

where, CS/D is the consumer satisfaction/dissatisfaction (in this study, the CS/D was calculated as the average between the Delighted-Terrible scale and Face scale for each guest);
a is a constant;
B1 is the regression coefficients for FEC;
FEC is functional evaluative congruity; and
e is an error term

4. Analysis of Variance (ANOVA): One way analysis of variance (ANOVA) is used to test hypotheses 1-1 through 1-4 to see if there is a significant difference in guest’s satisfaction across the four functional evaluative congruity conditions. The ANOVA process for the testing of hypotheses 1-1 through 1-4 involves the following steps. The median scores of performance and expectation are used as cut-off points for positive/negative PO and PE, respectively, and then categorized into the four evaluative congruity conditions. Then, the
Functional Evaluative Congruity scores, by each of the four congruity groups, are entered into the equation below using Consumer Satisfaction/Dissatisfaction as the dependent variable.

\[ \text{FEC} = \sum_{i=1}^{n} \text{Wi} \left[ \text{POij} + (\text{POij} - \text{PEij}) \right] \]

where, FEC is the functional evaluative congruity,
POij is perceived outcome of attribute i by individual j,
PEij is perceived expectation about attribute i by individual j, and
Wi = importance weight of attribute i,

5. Duncan Test: The Duncan test is a statistical method used to accomplish multiple comparisons. If a set of variables is found to be significantly different after an ANOVA test, then the Duncan test isolates the significant samples from the comparison. This test enables researchers to determine significant difference among categories in the sample. In this study, the Duncan test is used to accomplish multiple comparison to determine if there are significant differences in terms of guest satisfaction among the four congruity conditions.

6. Importance-Performance Analysis (IPA) was used to evaluate the guest's perceptions of importance and performance with hotel attributes. From IPA the hotel manager is able to stress their strengths, improve their weaknesses and thereby improve their service quality to increase guests' satisfaction.

**IMPORTANCE-PERFORMANCE ANALYSIS**

Importance-Performance Analysis (IPA) is an easily applied technique for measuring attribute importance and performance and can be used further in the
development of effective marketing programs. Martilla and James (1977) indicate that IPA is a powerful way to analyze data because the respondents' feedback and satisfaction with the variable under consideration stems in part from their expectations and their judgment on the destination performance. Chon, Weaver and Kim (1992) also contend that IPA is an excellent way to analyze quantitative data that involves expectation and evaluation of a product's perceived performance. Lewis and Chambers (1989) review the effective use of the IPA technique by the Sheraton hotel company in the monitoring of customer satisfaction.

In this study, IPA was used to examine both the importance and performance of hotel attributes as perceived by Japanese guests. Following Chon and Evan (1989), the resulting data for each attribute or variable was plotted on coordinate axes based on two scores: one for importance and one for performance. By plotting the numerical results in this way, the attributes were sorted into a four-cell typology. The typology categorized importance and performance on a scale of high or low. Consequently, it generated the following four combinations:

Quadrant I: Hotel attributes falling into this cell were perceived to be very important to the guests, but performance levels were very low. This indicated that improvement efforts should concentrate on these attributes.

Quadrant II: Hotel attributes falling into this cell were perceived to be very important to the guests. At the same time, the performance levels were very high from the guests' perception. This means that the hotel should keep up the good work and stress these attributes in its marketing strategy.

Quadrant III: Hotel attributes falling into this cell were perceived to be both low importance and low regarding hotel performance from the guests' point of view. Although performance levels were low in this cell,
managers should not be overly concerned since these attributes were not perceived to be very important. Managers should limit the resources on these low priority attributes.

Quadrant IV: Hotel attributes falling into this cell were perceived to be low in importance to the guests, but performance levels were very high. Although the guests were satisfied with the hotel performance, managers might need to shift some efforts to other attributes to prevent possible overkill.

The process of conducting IPA first identifies key features of the marketing mix and market segment. A typical process of conducting an IPA is to conduct a focus group interview in order to identify those hotel attributes that represent the marketing mix. In the lodging industry, the hotel attributes are very similar from one hotel to another. Therefore, the hotel management can rely on little modification of general hotel attributes instead of conducting a focus group interview himself/herself. After identifying these hotel attributes, the next step is to design a questionnaire to measure both the importance and the hotel performance of these attributes. Finally, by plotting the data into the four quadrants, hotel management is able to understand their strengths and weaknesses of their performances and then improve their services to achieve higher level of guest satisfaction. Positioning the vertical and horizontal axes on the grid is a matter of judgment. The value of this approach lies in identifying relative, rather than absolute, levels of importance and performance. A 5-point scale yields a good spread of ratings, and the middle position constitutes a useful division for the grid.

IPA can be used to assess the satisfaction by a particular market segment. The hotel that always has a large international clientele might want to know how well the hotel is satisfying different regions of the international market. For example, the international hotel in the Pacific Rim would want to assess the
importance of hotel attributes and hotel performance to evaluate the overall
guest's satisfaction from the United States, Europe or other countries in the East
Asia, etc. Guests from different countries probably have different expectations of
and satisfactions with hotel attributes. Therefore, the hotel is able to understand
how to improve their facilities and services to satisfy the needs of the potential
market segments more successfully.

Importance-Performance Analysis offers a number of advantages for
evaluating consumer acceptance of a marketing program. It is a low-cost, easily-
understood technique that can yield important insights into which aspect of the
marketing mix a firm should devote more attention as well as identify areas that
may be consuming too many resources. Presentation of the results on the
importance-performance grid facilitates management interpretation of the data
and increases their usefulness in making strategic marketing decisions. The
result and the application of the IPA was presented in Chapter IV.

SUMMARY

In this chapter, the research framework was defined. Further, the research
design, specific of research instrument and scales, data collection methods,
statistical analyses method and IPA were discussed. The result of the survey was
presented in Chapter IV.
Chapter IV

RESULTS

INTRODUCTION

In the previous chapter, the methodology used to investigate the research questions was elaborated. In this chapter, the results of the research are presented in terms of hypotheses testing and statistical analyses.

RESPONSE RATE AND RESPONDENT PROFILE

A total of 1000 questionnaires were distributed to Japanese travelers through travel agencies, hotels and interviewers at Chiang Kai-shek International Airport, Taiwan. Table 6 provides a summary of the response rate. By the cut-off date of September 10, 1992, the overall response rate was 30.3% (303 responses). Forty-five responses were eliminated before data coding because they were only partially completed. After eliminating the unusable responses, 258 responses were coded for data analysis — 116 from the travel agencies, 94 from the hotels, and 48 from the airport.

Table 7 presents a profile of the respondents with regard to their choice of hotels and demographic characteristics. As the table indicates, a majority of the respondents (55.1%) report their first trip to Taiwan. About 60% of the respondents stayed in Taiwan between 4 to 6 days. This finding is consistent with the Report on Tourism, Taiwan (1991) regarding the average length of Japanese stay of 4.81 days. Out of the 258 respondents, 190 (74%) indicate that vacation is the primary purpose of their visit to Taiwan. This percentage is similar to the Report on Tourism, Taiwan (1991) which shows that 71% of
Japanese arrivals are for pleasure. Nearly 60% of the respondents indicate that they arranged their trips and lodging through a travel agency.

**Table 6**

*Overall Response Rate*

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of surveys distributed</td>
<td>1000</td>
<td>100%</td>
</tr>
<tr>
<td>Total number of surveys returned less unusable responses</td>
<td>303</td>
<td>30.3%</td>
</tr>
<tr>
<td></td>
<td>45</td>
<td>4.5%</td>
</tr>
<tr>
<td>Total usable responses</td>
<td>258</td>
<td>25.8%</td>
</tr>
<tr>
<td>Unusable response characteristics:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incomplete responses</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Breakdown by Sources of Responses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel Agencies</td>
<td>116</td>
<td></td>
</tr>
<tr>
<td>Hotels</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>Airport</td>
<td>48</td>
<td></td>
</tr>
</tbody>
</table>

Most of the respondents are male, married, and 40 to 59 years of age. These characteristics are similar to those published in the Report on Tourism, Taiwan (1991). An annual income is evenly distributed across the various categories, except there are a few more respondents in the category of “Over 10,000,000 Yen.” This implies that Taiwan is an affordable tourism destination for Japanese at all levels of income. Although the cost of living is high in Taiwan,
### Table 7

**Respondent Profile**

<table>
<thead>
<tr>
<th>Response Type</th>
<th>Number (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total usable responses in the survey</strong></td>
<td>258</td>
</tr>
<tr>
<td>Times the guest has visited Taiwan:</td>
<td></td>
</tr>
<tr>
<td>First time to Taiwan</td>
<td>141 (55.1%)</td>
</tr>
<tr>
<td>1-2 times</td>
<td>52 (20.3%)</td>
</tr>
<tr>
<td>3-4 times</td>
<td>33 (12.9%)</td>
</tr>
<tr>
<td>5-6 times</td>
<td>9 (3.5%)</td>
</tr>
<tr>
<td>7-10 times</td>
<td>7 (2.7%)</td>
</tr>
<tr>
<td>More than 10 times</td>
<td>14 (5.5%)</td>
</tr>
<tr>
<td>Total</td>
<td>256 (100.0%)</td>
</tr>
<tr>
<td><strong>Average length of stay:</strong></td>
<td></td>
</tr>
<tr>
<td>1-3 days</td>
<td>66 (25.6%)</td>
</tr>
<tr>
<td>4-6 days</td>
<td>154 (59.7%)</td>
</tr>
<tr>
<td>7-9 days</td>
<td>24 (9.3%)</td>
</tr>
<tr>
<td>10 or more days</td>
<td>14 (5.4%)</td>
</tr>
<tr>
<td>Total</td>
<td>258 (100.0%)</td>
</tr>
<tr>
<td><strong>Primary purpose of visit:</strong></td>
<td></td>
</tr>
<tr>
<td>Business</td>
<td>41 (16.0%)</td>
</tr>
<tr>
<td>Attend trade show or convention</td>
<td>4 (1.6%)</td>
</tr>
<tr>
<td>Vacation</td>
<td>190 (73.9%)</td>
</tr>
<tr>
<td>Other</td>
<td>22 (8.6%)</td>
</tr>
<tr>
<td>Total</td>
<td>257 (100.0%)</td>
</tr>
<tr>
<td><strong>Current trip to Taiwan was arranged by:</strong></td>
<td></td>
</tr>
<tr>
<td>Yourself</td>
<td>48 (18.6%)</td>
</tr>
<tr>
<td>Travel agency</td>
<td>137 (53.1%)</td>
</tr>
<tr>
<td>Employer/ Company</td>
<td>45 (17.4%)</td>
</tr>
<tr>
<td>Other</td>
<td>28 (10.9%)</td>
</tr>
<tr>
<td>Total</td>
<td>258 (100.0%)</td>
</tr>
<tr>
<td><strong>Hotel was recommended by:</strong></td>
<td></td>
</tr>
<tr>
<td>Friends</td>
<td>33 (12.8%)</td>
</tr>
<tr>
<td>Travel agency</td>
<td>179 (69.4%)</td>
</tr>
<tr>
<td>Magazine advertisement</td>
<td>3 (1.2%)</td>
</tr>
<tr>
<td>Employer/ Company</td>
<td>31 (12.0%)</td>
</tr>
<tr>
<td>Other</td>
<td>12 (4.7%)</td>
</tr>
<tr>
<td>Total</td>
<td>258 (100.0%)</td>
</tr>
<tr>
<td><strong>Gender:</strong></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>175 (67.8%)</td>
</tr>
<tr>
<td>Female</td>
<td>83 (32.2%)</td>
</tr>
<tr>
<td>Total</td>
<td>258 (100.0%)</td>
</tr>
<tr>
<td><strong>Marital status:</strong></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>45 (17.4%)</td>
</tr>
<tr>
<td>Married</td>
<td>206 (79.8%)</td>
</tr>
<tr>
<td>Divorced/Separated</td>
<td>6 (2.3%)</td>
</tr>
<tr>
<td>Widowed</td>
<td>1 (0.4%)</td>
</tr>
<tr>
<td>Total</td>
<td>258 (100.0%)</td>
</tr>
</tbody>
</table>
Table 7 (Continued)

<table>
<thead>
<tr>
<th>Age:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>19 and younger</td>
<td>18 ( 7.0%)</td>
</tr>
<tr>
<td>20-29 years</td>
<td>21 ( 8.1%)</td>
</tr>
<tr>
<td>30-39 years</td>
<td>39 (15.1%)</td>
</tr>
<tr>
<td>40-49 years</td>
<td>74 (28.7%)</td>
</tr>
<tr>
<td>50-59 years</td>
<td>80 (31.0%)</td>
</tr>
<tr>
<td>Over 60 years</td>
<td>26 (10.1%)</td>
</tr>
<tr>
<td>Total</td>
<td>258 (100.0%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Household income:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 2,700,000 Yen</td>
<td>34 (13.3%)</td>
</tr>
<tr>
<td>2,700,001-4,000,000 Yen</td>
<td>26 (10.2%)</td>
</tr>
<tr>
<td>4,000,001-5,500,000 Yen</td>
<td>30 (11.8%)</td>
</tr>
<tr>
<td>5,500,001-6,800,000 Yen</td>
<td>33 (12.9%)</td>
</tr>
<tr>
<td>6,800,001-8,000,000 Yen</td>
<td>35 (13.7%)</td>
</tr>
<tr>
<td>8,000,001-10,000,000 Yen</td>
<td>33 (12.9%)</td>
</tr>
<tr>
<td>Over 10,000,000 Yen</td>
<td>64 (25.1%)</td>
</tr>
<tr>
<td>Total</td>
<td>255 (100.0%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delighted-Terrible (DT) scale of guest satisfaction:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Delighted</td>
<td>104 (40.3%)</td>
</tr>
<tr>
<td>Mostly Satisfied</td>
<td>113 (43.8%)</td>
</tr>
<tr>
<td>Mixed (about equally satisfied and dissatisfied)</td>
<td>31 (12.0%)</td>
</tr>
<tr>
<td>Mostly Dissatisfied</td>
<td>8 ( 3.1%)</td>
</tr>
<tr>
<td>Terrible</td>
<td>2 ( 0.8%)</td>
</tr>
<tr>
<td>Total</td>
<td>258 (100.0%)</td>
</tr>
<tr>
<td>Mean score</td>
<td>4.198</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Willingness to recommend the hotel to friends and relatives:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>147 (57.4%)</td>
</tr>
<tr>
<td>Maybe</td>
<td>92 (35.7%)</td>
</tr>
<tr>
<td>No</td>
<td>17 ( 6.6%)</td>
</tr>
<tr>
<td>Total</td>
<td>256 (100.0%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Face scale of guest satisfaction:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Delighted</td>
<td>102 (39.5%)</td>
</tr>
<tr>
<td>Mostly Satisfied</td>
<td>104 (40.3%)</td>
</tr>
<tr>
<td>Mixed (about equally satisfied and dissatisfied)</td>
<td>38 (14.7%)</td>
</tr>
<tr>
<td>Mostly Dissatisfied</td>
<td>12 ( 4.7%)</td>
</tr>
<tr>
<td>Terrible</td>
<td>1 ( 0.4%)</td>
</tr>
<tr>
<td>Total</td>
<td>257 (100.0%)</td>
</tr>
<tr>
<td>Mean score</td>
<td>4.144</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Likely to stay at the same hotel again:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Likely</td>
<td>121 (46.9%)</td>
</tr>
<tr>
<td>Maybe</td>
<td>84 (32.6%)</td>
</tr>
<tr>
<td>Not likely</td>
<td>14 ( 5.7%)</td>
</tr>
<tr>
<td>Not Sure</td>
<td>39 (15.1%)</td>
</tr>
</tbody>
</table>

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Japanese tourists nevertheless obtain extremely favorable room prices if they take a vacation arranged by a travel agency. More than 80% of the respondents are satisfied with hotel performance and report they are likely to stay in the same hotel again or recommend the hotel to their friends or relatives.

With regard to gender and age, a Chi-square analysis was employed to test whether the sample is significantly different from the population as reported in the statistics of the Taiwan Tourist Bureau (Report on Tourism Statistics, Taiwan 1991). Table 8 provides a summary of the Chi-square analysis. In terms of gender, the result of the Chi-square analysis is 0.20590 > 0.05, consequently, there is no sampling bias. However, in terms of age, the Chi-square analysis is 0.00245 < 0.05. Therefore, it indicates that there is significant difference between the distribution of the sample and the population. There are more respondents between the age of 50 and 59 in this study than the government statistical information shows. A visual analysis of the respondent profile also indicates that the sample is not free from this bias. Hence, when interpreting findings of this study, the reader should take into consideration that in terms of age, the results of this study may not be readily generalized to all Japanese visitors to Taiwan.

Table 8

<table>
<thead>
<tr>
<th>Response Category</th>
<th>Chi-square Significance</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>0.20590</td>
<td>There is no significant difference</td>
</tr>
<tr>
<td>Age</td>
<td>*0.00245</td>
<td>There is a significant difference between the distribution of the sample and the population in terms of age.</td>
</tr>
</tbody>
</table>

*Significant
RELIABILITY ESTIMATES IN CONSUMER SATISFACTION/DISSATISFACTION MEASURE

A primary test of the reliability of the study deals with the internal reliability issue. In order to demonstrate the internal reliability of the major variables in the study, an internal consistency reliability coefficient was estimated using a coefficient alpha measure. The use of coefficient alpha is to test the internal consistency of items relating to a single trait within a questionnaire (Nunnally 1987). In this study, the test is designed to test the reliability in terms of the dependent variable in CS/D measure. The Andrew and Withey's (1976) five-point Delighted-Terrible (DT) scale and Face scale which were used to measure the guest's satisfaction were correlated to estimate the internal reliability of the responses.

Table 9 shows the result of the test. An acceptable coefficient is regarded as 0.70 (Nunnally 1987). Since alpha value is 0.8878> 0.70, it indicates that there is adequate internal reliability in this measure.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Alpha Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Dis/satisfaction Measures</td>
<td>0.8878</td>
</tr>
<tr>
<td>(Delighted-Terrible scale vs. Face scale)</td>
<td></td>
</tr>
</tbody>
</table>

EVALUATIVE CONGRUITY MODELS

The principal purpose of this study is to test the hypothesis that the guest's satisfaction with the hotel stay is a positive function of the functional
evaluative congruity between a guest's expectation and his/her perceived outcome. In order to test the hypothesis, the tourist's functional evaluative congruity (FEC) is applied following Sirgy (1984):

\[ \text{FEC} = \frac{\sum_{i=1}^{n} [PO_{ij} + (PO_{ij} - PE_{ij})]}{n} \]

where, FEC is the functional evaluative congruity,
PO_{ij} is perceived outcome of attribute i by individual j, and
PE_{ij} is perceived expectation about attribute i by individual j

Because this study also examines the relative importance for each attribute, a modified consumer satisfaction/dissatisfaction equation with weights for importance weights better represents consumer satisfaction/dissatisfaction. The equation is formulated as follows:

\[ \text{FEC} = \sum_{i=1}^{n} Wi \cdot [PO_{ij} + (PO_{ij} - PE_{ij})] \]

where Wi = importance weight of attribute i

Using the above model, the individual subject's composite scores for each of the functional evaluative congruity are computed. Then the composite scores are correlated to the guest's satisfaction score using the statistical methods described in the following discussion of hypothesis testing.

**HYPOTHESIS TESTING:**

Hypothesis 1: Guest's satisfaction with hotel services is a positive function of the
functional evaluative congruity between a guest’s expectation of hotel attributes and perceived performance outcome.

With respect to the testing of the above research hypothesis, primary statistic of significance testing was linear regression analysis. The linear regression analysis was carried out using the following equation:

\[
CS/D = a + B1 (FEC) + e
\]

where, \(CS/D\) is the consumer satisfaction/dissatisfaction (in this study, the \(CS/D\) was calculated as the average between the Delighted-Terrible scale and Face scale for each guest);
\(a\) is a constant;
\(B1\) is the regression coefficients for FEC;
FEC is functional evaluative congruity; and
\(e\) is an error term.

Table 10 summarizes the results of the linear regression analysis. The equation based on the linear regression analysis is: \(CS/D = 3.2307 + 0.0655 (FEC)\). The results are significant overall (\(p<0.0000\)) in predicting guest’s satisfaction as a positive function of guests’ expectations of hotel attributes and perceived performance outcome. Therefore, Hypothesis 1 is supported. Nevertheless, the correlation coefficient of 0.3281 and R-square of 0.10706 indicate that the hotel attributes listed in this study explains only about 11% of the guest’s satisfaction. The dependent variable \(CS/D\) is moderately correlated with functional evaluative congruity between guest’s expectation of hotel attributes and perceived performance outcome. While the results are significant and the hypothesis supported, From the results above, there is a need for further research to understand what other variables might influence guest satisfaction in order that hotel management is able to predict guest satisfaction more accurately and plan accordingly.
Table 10

Regression Analysis Results: Consumer Satisfaction/Dissatisfaction and Functional Evaluative Congruity

Dependent Variable: CS/D

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>Sum of Squares</th>
<th>Mean Square</th>
<th>F value</th>
<th>Prob&gt;F</th>
<th>R²</th>
<th>Adj. R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>1</td>
<td>18.3301</td>
<td>18.3301</td>
<td>0.8881</td>
<td>0.0001*</td>
<td>0.10767</td>
<td>0.10418</td>
</tr>
<tr>
<td>Error</td>
<td>256</td>
<td>151.9190</td>
<td>0.5934</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>257</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Parameter Estimates:

<table>
<thead>
<tr>
<th>Variable</th>
<th>DF</th>
<th>Parameter Estimate</th>
<th>Standard Error</th>
<th>Beta Weight</th>
<th>T for HO: Parameter=0</th>
<th>Prob&gt;F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercept</td>
<td>1</td>
<td>3.2307</td>
<td>0.1748</td>
<td></td>
<td>18.486</td>
<td>0.0001*</td>
</tr>
<tr>
<td>FEC</td>
<td>1</td>
<td>0.0655</td>
<td>0.1178</td>
<td>0.3281</td>
<td>5.558</td>
<td>0.0001*</td>
</tr>
</tbody>
</table>

*Significant

Hypothesis 1-1: Under a positive incongruity condition in which the guest’s expectation of a hotel performance is negative but his/her perceived outcome is positive, he/she would be most satisfied.

Hypothesis 1-2: Under a positive congruity condition in which the guest’s expectation of a hotel performance is positive and his/her perceived outcome is positive, he/she would be moderately satisfied. His/her satisfaction level would be lower than condition of positive incongruity but higher than condition of negative congruity.

Hypothesis 1-3: Under a negative congruity condition in which the guest’s
expectation of a hotel performance is negative and his/her perceived outcome is negative, his/her satisfaction level would be lower than that of a positive congruity condition but higher than that of negative incongruity condition.

Hypothesis 1-4: Under a negative incongruity condition in which the guest’s expectation of a hotel performance is positive but his/her perceived outcome is negative, he/she would be least satisfied.

With respect to the testing of the above hypotheses, the primary statistical technique is one-way analysis of variance (ANOVA). The ANOVA process was carried out using the following steps:

First, the subjects were grouped according to scores of performance expectation (PE) and perceived outcome (PO). Next, the subjects were categorized according to the four different congruity conditions. In order to accomplish these two steps, PE and PO were calculated using the following equation:

\[ PE_j = \frac{1}{n} \sum_{i=1}^{n} PE_{ij} \]

where, \( PE_j \) is the average perceived expectation score by individual \( j \)

\[ PE_i \] is the perceived expectation of attribute \( i \) by individual \( j \)

\[ PO_j = \frac{1}{n} \sum_{i=1}^{n} PO_{ij} \]

where, \( PO_j \) is the average perceived outcome score by individual \( j \)

\[ PO_i \] is the perceived outcome of attribute \( i \) by individual \( j \)
The average score of PE and PO for each subject could theoretically range from 1 to 5, with 5 associated with more positive feelings. However, when the actual scores were entered into the model “Functional Evaluative Congruity = \[ \frac{\sum (POij + (POij - PEij))}{n}, \]” there was an extremely uneven balance of the sample distribution across the four congruity conditions. For this reason, the respondents were grouped into four cells by examining the relative range of response scores, that is, the relative distribution of PO and PE scores.

The median scores for PO and PE are both 3.71. These scores are used as cutoff points for positive/negative PO and PE, respectively. When the subjects are grouped into four cells based on these cutoff points, 43 subjects are categorized into Group 1 (positive incongruity), 81 in Group 2 (positive congruity), 91 in Group 3 (negative congruity) and 43 in Group 4 (negative incongruity). The Functional Evaluative Congruity scores by each of the congruity groups were entered into the above mentioned general linear model using Consumer Satisfaction/Dissatisfaction as the dependent variable.

Table 11 summarizes the results of the one-way ANOVA test. A significant relationship exists between each of the four functional evaluative congruity conditions and CS/D at p<.0001. The results of the Duncan’s multiple range comparison test indicate nonsignificance in terms of the differences between Group 1 (positive incongruity condition, that is, the group of low expectation and high perception) and Group 2 (positive congruity condition, that is the group of high expectation and high perception). Nonsignificant differences also are obtained between Group 3 (negative congruity condition, that is the group of low expectation and low perception) and Group 4 (negative incongruity condition, that is, the group of low expectation and high perception). Finally, a significant difference exists between Group 2 (positive congruity condition, that
is, the group of high expectation and high perception) and Group 3 (negative congruity condition, that is, the group of low expectation and low perception.)

Table 11

Analysis of Variance Test for Consumer Satisfaction/Dissatisfaction and Functional Evaluative Congruity

<table>
<thead>
<tr>
<th>Source Value</th>
<th>DF</th>
<th>Sum of Squares</th>
<th>Mean Square</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>3</td>
<td>13.5219</td>
<td>4.5073</td>
<td>7.3048</td>
</tr>
<tr>
<td>Error</td>
<td>254</td>
<td>156.7271</td>
<td>.6170</td>
<td>PR &gt; F</td>
</tr>
<tr>
<td>Total</td>
<td>257</td>
<td>170.2490</td>
<td></td>
<td>0.0001*</td>
</tr>
</tbody>
</table>

* Significant

Duncan's Multiple Range Test for Variable

<table>
<thead>
<tr>
<th>Duncan Grouping</th>
<th>Mean</th>
<th>N</th>
<th>FEC Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.5581</td>
<td>43</td>
<td>+ Incongruity</td>
</tr>
<tr>
<td>A</td>
<td>4.2901</td>
<td>81</td>
<td>+ Congruity</td>
</tr>
<tr>
<td>B</td>
<td>3.9835</td>
<td>91</td>
<td>- Congruity</td>
</tr>
<tr>
<td>B</td>
<td>3.9186</td>
<td>43</td>
<td>- Incongruity</td>
</tr>
</tbody>
</table>

Means with Same Letter Are Not Significantly Different

Based on the results, it is noted that: (1) a significant relationship exists between functional evaluative congruity and CS/D in the hotel services; (2) each of the four evaluative congruity conditions is positively correlated with CS/D; and (3) the difference between and among the four evaluative congruity
conditions is generally significant. Therefore, the four sub-hypotheses are generally supported.

Several additional categories of information generated from the data: (1) guest’s satisfaction in different types of hotel; (2) guest’s satisfaction across types of survey administered; and (3) Importance - Performance Analysis and its implication in the marketing strategy. Each of these topics are discussed below.

GUEST’S SATISFACTION IN DIFFERENT TYPES OF HOTEL

There is also a need to see if there is a significant difference of guest’s expectation and perception of hotel performance in terms of different types of hotels. In this study, the Japanese guests stayed at three different types of hotel: Five Plum Blossom hotels, Four Plum Blossom hotels and Three Plum Blossom hotels, based on Taiwan’s government hotel rating system. The number of guests being surveyed for each type of hotel are shown on Table 12.

<table>
<thead>
<tr>
<th>Hotel class</th>
<th>Five Plum Blossom</th>
<th>Four Plum Blossom</th>
<th>Three Plum Blossom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number surveyed</td>
<td>91</td>
<td>159</td>
<td>8</td>
</tr>
</tbody>
</table>

Table 12

The Number of Respondents from Different Types of Hotel

More respondents in this study stayed at the Five and Four Plum Blossom hotels than at the Three Plum Blossom hotels. There are three possible reasons. First, there is a tendency for foreign tourists visiting Taiwan to stay at upscale hotels (Report on Tourism, Taiwan 1991). Second, there are more Five and Four

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Plum Blossom hotels in Taiwan. As a result, when Japanese tourists visit Taiwan, the possibilities of staying at the Five and Four Plum Blossom hotels are much higher than those who stay at Three Plum Blossom hotels. Third, when travel agents make room reservations for tourists, they tend to choose either Five or Four Plum Blossom hotels. In fact, travel agents can get a very good room price because they bring a number of guests to the hotel daily. Therefore, when Japanese guests travel to Taiwan, most of them stay at the Five or Four Plum Blossom hotels. Table 13 indicates statistical differences between different types of hotels depending on guests' gender, age, marital status, annual income and satisfaction level.

In summary, in terms of gender, there is no significant difference for male or female Japanese tourists to choose a certain type of hotel. However, a significant difference does exist in choosing certain types of hotel based on age, marital status, occupation and income. The results also indicate a significant difference in guest's satisfaction with the different types of hotels. Those guests who stayed at the Four Plum Blossom hotels report higher satisfaction than those at the Five Plum Blossom hotels. Both groups report significantly higher satisfaction levels than guests staying at Three Plum Blossom hotels. It might indicate that if guests chose to stay at a Three Plum Blossom hotel, they should have adjusted their expectation in order to achieve higher satisfaction.
**Table 13**

Differences in Guest Gender, Age, Marital Status, Annual Income, and Satisfaction Across Types of Hotels — Five Plum Blossom, Four Plum Blossom and Three Plum Blossom hotels

<table>
<thead>
<tr>
<th>Response Category</th>
<th>Chi-square Significance</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>0.94715</td>
<td>No significant difference</td>
</tr>
<tr>
<td>Age</td>
<td>*0.00237</td>
<td>There is a significant difference in terms of types of hotels stayed based on age. For those guests staying at the Three Plum Blossom hotels, the age between 20 to 29 is predominant. However, for those guests who stayed at the Four and Five Plum Blossom hotels, ages 40-59 are predominant. This situation might be due to the compound effect of age, annual income, and marital status.</td>
</tr>
<tr>
<td>Marital Status</td>
<td>*0.00350</td>
<td>There is a significant difference in terms of marital status. For guests staying at the Three Plum Blossom hotels, single status is predominant. However, 80% of respondents who stayed at the Four or Five Plum Blossom hotels are married.</td>
</tr>
<tr>
<td>Annual Income</td>
<td>*0.0001</td>
<td>There is a significant difference in terms of annual income. For those guests staying at the Three Plum Blossom hotels, none has income higher than 5,500,000 Yen. However, more than 60% of the guests who stayed at the Four or Five Plum Blossom hotels have annual incomes of more than 5,500,000 Yen.</td>
</tr>
<tr>
<td>Guest’s Satisfaction</td>
<td>*0.0001</td>
<td>There are significant differences in terms of guest’s satisfaction. The mean score of global measuring of guest’s satisfaction is 4.24, 4.28 and 2.13 for the Five, Four and Three Plum Blossom hotels, respectively.</td>
</tr>
</tbody>
</table>

*Significant
GUEST'S SATISFACTION ACROSS TYPES OF SURVEY ADMINISTERED

In order to obtain a representative cross-section of the market population, three different types of surveys were used in the study: in travel agencies, at hotel and at the airport. As a matter of there is significant difference from different types of survey. A reliable and consistent result should be obtained from one type to another. If not, then there is a need to analyze why the results are different across types of survey.

A Chi-square analysis shows the P-value is 0.27383 and it is larger than 0.05 from the global measuring of guest's satisfaction scale. Consequently, no significant difference appears to exist in terms of guest's satisfaction from different types of survey. Guest's satisfaction does not change according to the different survey methods used. Lack of bias in terms of survey method enhances the reliability of the findings with regard to guest satisfaction.

IMPORTANCE-PERFORMANCE ANALYSIS AND ITS IMPLICATION ON THE MARKETING STRATEGY

Table 14 shows the mean score for importance, performance and expectation of the 17 hotel attributes. The three most important hotel attributes for the survey respondents as a whole are cleanliness of guest rooms, security in the hotel, and courteous and friendly hotel employees. The three least important hotel attributes are an on-premise Japanese restaurant, an in-room minibar, and an exercise room/fitness center. The attributes which received the highest perceived performance ratings are cleanliness of guest rooms, security in the hotel, and courteous and friendly hotel's employees. The three attributes with the lowest performance rating are complimentary Japanese newspaper, exercise room/fitness center, and on-premises Japanese restaurant. Across all seventeen hotel attributes measured, there are six of them that guests' perceptions of hotel
performance are higher than the guests' perceived importance. However, there are eleven hotel attributes for which guests' perceived importance is higher than the guest's perception of hotel performance (See Exhibit 1).

It is more illuminating, however, to view the result on the IPA grid, as shown in Exhibit 2. Because the median score represents the middle point of all responses, it is reasonable to use the median as the cut-off point for the four quadrants on the IPA grid. Therefore, the median score for the overall importance scale (3.83) and the overall performance scale (3.71) are used as the cut-off points for the IPA grid.

Of the 17 hotel attributes, six — (a) cleanliness of guest rooms; (b) security in the hotel; (c) courteous and friendly staff; (d) fast/efficient check-in/check-out; (e) good value for the money; and (f) quality service — are located firmly in quadrant II, indicating high priority and high performance. Two high-importance attributes — efficient concierge services, and Japanese speaking staff on premises — also fall on quadrant II and in the location of indifferent performance, on the border of quadrant I and II. Hotel attributes falling into quadrant II are perceived to be very important to the guests. At the same time, the performance levels are very high from the guests' perception. This indicates that the hotel should keep up the good work, stress and emphasize these attributes in their marketing strategy such as advertising. These eight hotel attributes were the strength of the Taiwan's hotel operation.
Table 14
Mean of the Importance, Performance, and Expectation for Different Hotel Attributes

<table>
<thead>
<tr>
<th>Hotel Attributes</th>
<th>Importance</th>
<th>Performance</th>
<th>Expectation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Room is clean.</td>
<td>4.74</td>
<td>4.45</td>
<td>4.43</td>
</tr>
<tr>
<td>2. Japanese speaking employees are available.</td>
<td>3.97</td>
<td>3.84</td>
<td>3.78</td>
</tr>
<tr>
<td>3. Japanese restaurants are available on premises.</td>
<td>2.58</td>
<td>3.25</td>
<td>3.05</td>
</tr>
<tr>
<td>4. Fast/efficient check-in / check-out system is available.</td>
<td>4.11</td>
<td>3.83</td>
<td>3.71</td>
</tr>
<tr>
<td>5. Green tea is served in the room.</td>
<td>3.74</td>
<td>3.86</td>
<td>3.59</td>
</tr>
<tr>
<td>6. Feel safe and secure in hotel.</td>
<td>4.71</td>
<td>4.20</td>
<td>4.33</td>
</tr>
<tr>
<td>7. Wake-up call service is provided.</td>
<td>3.77</td>
<td>4.03</td>
<td>3.67</td>
</tr>
<tr>
<td>8. Hotel is good value for the money.</td>
<td>4.34</td>
<td>3.85</td>
<td>3.98</td>
</tr>
<tr>
<td>9. Hotel provides quality service.</td>
<td>4.30</td>
<td>3.87</td>
<td>4.05</td>
</tr>
<tr>
<td>10. Frequent guest program is available.</td>
<td>3.49</td>
<td>3.52</td>
<td>3.42</td>
</tr>
<tr>
<td>11. Complimentary Japanese newspapers are provided.</td>
<td>3.48</td>
<td>2.96</td>
<td>3.34</td>
</tr>
<tr>
<td>12. Airport transportation is provided.</td>
<td>3.45</td>
<td>3.29</td>
<td>3.39</td>
</tr>
<tr>
<td>13. Exercise room/ fitness center is available.</td>
<td>2.92</td>
<td>3.15</td>
<td>3.05</td>
</tr>
<tr>
<td>14. Courteous/efficient concierge services are provided.</td>
<td>4.06</td>
<td>3.75</td>
<td>3.80</td>
</tr>
<tr>
<td>15. In-room minibar is available.</td>
<td>2.89</td>
<td>3.31</td>
<td>3.22</td>
</tr>
<tr>
<td>16. Japanese language signs/ menus are available.</td>
<td>3.95</td>
<td>3.56</td>
<td>3.62</td>
</tr>
<tr>
<td>17. Hotel's employees are courteous and friendly.</td>
<td>4.49</td>
<td>4.04</td>
<td>4.26</td>
</tr>
</tbody>
</table>

Note: The values for the importance scale range from 1 (not important) to 5 (very important).

The values for the performance scale range from 1 (very poor) to 5 (very good).

The values for the expectation scale range from 0 (did not expect) to 5 (expected very much).
Exhibit 1: Taiwan's Hotel Attributes as Perceived by Japanese Tourists

<table>
<thead>
<tr>
<th>Hotel Attributes</th>
<th>Performance</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courteous employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Japanese signs/menus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In-room minibar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Concierge service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fitness center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspapers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequent Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good value/money</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wake-up call service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safe in the hotel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serve green tea</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Check in/out</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restaurant on-premises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Language skill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean room</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Japanese Guests' Perceptions
Exhibit 2: Importance-Performance Analysis Grid

The importance and performance scores given each attribute by Japanese guests are plotted in the four-cell typology above. Each number refers to a specific attribute, according to the following key:

1. Room is clean.
2. Japanese speaking employees are available.
3. Japanese restaurants are available on premises.
4. Fast/efficient check-in/check-out system is available.
5. Green tea is served in the room.
6. Feel safe and secure in hotel.
7. Wake-up call service is provided.
8. Hotel is good value for the money.
9. Hotel provides quality service.
10. Frequent guest program is available.
11. Complimentary Japanese newspapers are provided.
12. Airport transportation is provided.
13. Exercise room/fitness center is available.
14. Courteous/efficient concierge services are provided.
15. In-room minibar is available.
17. Hotel's employees are courteous and friendly.
From the literature review, it was very clear that Japanese were very concerned about safety and cleanliness. Therefore, it was expected that they considered security and cleanliness of guest rooms as highly important attributes. Courteous and friendly staff and quality service are listed as the third and the fifth attributes highest in importance, respectively. This ranking indicates the Japanese are paying special attention to the personal service elements of the hotel operation and to the quality of the service. They are also concerned about 'good value for the money,' which is also consistent with previous research. In fact, the most important attributes found in this study are the same as those found in the literature review and implies that Japanese tourists have similar expectations as tourists from other countries.

As stated before, language service is a necessity in serving Japanese guests. The attribute 'Japanese speaking employees on premises' fall into quadrant II and a ranking of eight confirms the importance of this attribute. Since Japanese tourists are the largest market segment for Taiwan hotels, most of the hotels have Japanese speaking employees available. Usually, the hotels also provide a Japanese telephone line with operators that can speak fluent Japanese and provide information and service in the language.

One attribute is located in quadrant I -- 'Japanese language signs/menus are available.' Hotel attributes falling into quadrant I are perceived to be very important to the guests, but performance levels are perceived to be very low. This quadrant, then, identifies weaknesses of the hotel operation. It indicates a need for allocating more budget for and concentrating more effort toward any attributes which fall within it. Therefore, it is recommended that the hotels should work to supply appropriate Japanese signs/menus in order to provide better service and make Japanese guests feel more comfortable.
Six attributes are located in quadrant III: (a) on premises Japanese restaurant; (b) frequent program; (c) complimentary Japanese newspapers; (d) airport transportation; (e) exercise room/fitness center, and (f) in-room minibar. Hotel attributes falling into quadrant III are perceived by guests to be both low in importance and low in performance. Because the attribute ‘on-premises Japanese restaurant’ receives the lowest score in importance, Japanese guests apparently do not care whether there is a Japanese restaurant on the premises. Perhaps Japanese tourists want to try something new when they travel overseas. Other hotel facilities such as in-room minibar and exercise room/fitness center are not important in Japanese guests’ perceptions, either. Although performance levels are low in this quadrant, managers should not be overly concerned because these attributes also are not perceived to be very important. Managers should limit the resources expended on these low priority attributes. However, other foreign tourists, such as Americans or Europeans, might have different opinions regarding attributes such as fitness centers. Therefore, in terms of practice, hotel management should be careful about making decisions on the basis of data limited to Japanese tourists alone, depending on their target market.

Two attributes fall into quadrant IV: ‘wake-up call service’ and ‘green tea service in the room.’ Hotel attributes falling into this quadrant are perceived to be low in importance to the guests, but high in performance levels. Although guests are satisfied with the hotel performance, managers might consider shifting some effort in order to prevent possible overkill. Budget maybe reallocated from attributes located in quadrant IV to those located in quadrant I. In this study, since the green tea is not so important to the guests, managers should cut down on the associated cost and perhaps shift the budget to provide more Japanese language sign/menus.
SUMMARY

This chapter has presented a profile of Japanese visitors who participated in the study and the statistical analysis of the relationships among the variables. The hypotheses are generally supported. Functional evaluative conditions are correlated to the guest's satisfaction in the direction which was hypothesized. That is, the level of satisfaction is the highest among those individuals who have lower expectations but positive perceptions of performance, followed by individuals who have higher expectations and higher perceptions of performance. Those who have lower expectations and lower perceptions of performance, and those with higher expectations and lower perceptions of performance report less and less satisfaction. In addition, the results also show some differences in terms of type of hotel and survey method administered. IPA may be used to provide some insight into marketing strategies as a whole. The next chapter presents a discussion of the implications of the findings.
Chapter V

SUMMARY AND CONCLUSION

SUMMARY OF FINDINGS

In the previous chapter, the statistical results of the study are presented. In this chapter, these findings are discussed, and then theoretical and marketing implications are discussed.

This research tested the hypothesis that guests' satisfaction with hotel services is a positive function of the functional evaluative congruity between a guest's expectation of hotel attributes and perceived performance outcome. Results indicate a positive relationship among guest's satisfaction, guest's expectation and perceived performance outcome. Therefore, hypothesis 1 is supported.

With respect to hypotheses 1-1 through 1-4, which refer to the four congruity conditions as related to CS/D, the results indicate moderately support. This support is congruent with previous findings by Chon (1991), who introduced the evaluative congruity theory into the tourism industry. The results of this study state that a guest's satisfaction/dissatisfaction is not only merely a function of expectations and performance but also a function of the relative strength of the expectations and performance.

In summary, the paragraph below reiterates the major findings of this study:

A hotel guest's satisfaction is correlated to his/her expectations and perceptions of hotel performance. When the guest's expectations of a hotel performance are low and performance perceptions are positive, the
guest is most satisfied. When the expectations are high and performance perceptions are positive, the level of satisfaction is moderate. When the guest's expectations are low and performance perceptions are negative, the guest's satisfaction is lower than the first two congruity conditions. Finally, when the guest's expectations are high but perceptions are negative, the guest is least satisfied.

The results of the findings can be elaborated into the following topics: (1) overall level of guest's satisfaction; (2) importance of hotel attributes; and (3) guest's satisfaction by types of hotels.

GUEST'S OVERALL SATISFACTION
The dependent variable in this study is the Japanese guest's satisfaction/dissatisfaction with the hotel performance as they stayed at hotels in Taiwan. The average score of CS/D for each subject could range from 1 to 5, with 1 indicating lowest satisfaction (or highest dissatisfaction), 5 indicating highest satisfaction (or least dissatisfaction), and 2.5 indicating neither satisfaction or dissatisfaction. The mean score of 4.17 and median score of 4.00 indicate that the Japanese guests in this study are generally highly satisfied. This high level of satisfaction has the following two implications. One, Taiwanese hotels have been successfully delivering their services, thereby satisfying Japanese guests' needs. Another implication could be that Japanese guests lower their expectations so that it is easier for them to achieve higher levels of satisfaction.

IMPORTANCE OF HOTEL ATTRIBUTES
The top five most important attributes for Japanese tourists identified in this study are: (1) cleanliness of guest rooms (4.74); (2) security in the hotel (4.71); (3) courteous and friendly staff (4.49); (4) good value for the money (4.34),

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and (5) quality service (4.30). The findings are similar to previous studies based on non-Japanese guests. For example, the cleanliness of guest rooms and security are rated as the two highest important attributes in this study which are consistent with the previous research (Atkinson 1988). ‘Good value for the money,’ which is related to price/quality, is rated the fourth highest important attribute by the Japanese and is consistent with the previous study based on American guests (Ananth 1989). That is, the guests, whether Japanese or American, desire quality product and yet want attractive prices. As people have more experience with tourism, they become more conscious and more concerned about the price/quality value. “Courteous and friendly staff” and “quality service” are listed as the third and the fifth most important attributes, respectively. These rankings also are consistent with previous research (Atkinson 1988). These rankings indicate the Japanese are paying special attention to the personal service elements of the hotel operation and to the quality of the service. Given the above findings, the Japanese are similar to tourists from other countries in terms of expectations on hotel attributes.

Previous studies by Baum (1989), Nobuo (1988), Penn and Mooney (1986) all report that the Japanese consider language services highly important while traveling. The results of this study indicate that language-related services are important but not as important as previous studies suggested. The following attributes fall into the category of being only moderately important: (1) availability of Japanese speaking employees (3.97), (2) availability of Japanese language signs/menu (3.95) and (3) courteous concierge service (4.06). The reasons that these language services are not viewed as top priorities for Japanese when they travel to Taiwan might include the cultural similarity between the two countries. Because the Japanese language originates from Chinese and both
languages share the same characters at least in part of the written language, the Japanese guests in Taiwan would be able to understand written Chinese, more or less, even though they do not have formal training in Chinese. In addition, as a consequence of former Japanese colonization of Taiwan, Japanese is a commonly understood language among Taiwanese aged 50 and over. These similarities in language are part of what makes Taiwan a popular tourism destination for the Japanese. However, language-related services would be very important for Japanese tourists if they travel to the United States instead of to Taiwan. Because of the lack of cultural bonds and language similarities between the United States and Japan, language services are expected as one of the most important hotel attributes for hotel operators in the United States. Therefore, when interpreting the findings of this study, the reader should take into consideration that this study is limited to Japanese tourists who visit Taiwan. These findings imply that tourists have different expectations in different tourism destinations, and these expectations influence their satisfaction with hotel attributes.

Availability of Japanese restaurants on premises (2.58) is the least important hotel attribute in the survey. Previous research (Woodard 1989; Jacquette 1991; Baum 1991) has shown that several hotel chains serve Japanese breakfast and green tea to accommodate Japanese clientele. However, according to the results of the current study, Japanese guests apparently do not care whether there is a Japanese restaurant on the premises. Perhaps Japanese tourists want to try something new when they travel overseas. Therefore, it is doubtful if these services really enhance guest's satisfaction. Hotel operators might consider saving the associated costs and shifting resources to other areas.
GUEST'S SATISFACTION BY TYPES OF HOTEL

The results indicate that there is a significant difference in guest's satisfaction between those guests who stayed at the Three Plum Blossom hotels and those who stayed at the Four or Five Plum Blossom hotels. Comparing the Four Plum Blossom hotels to the Five Plum Blossom hotels, it is found that there is slightly higher levels of satisfaction for those guests who stayed at Four Plum Blossom hotels than Five Plum Blossom hotels. The mean score of guest's satisfaction level is 4.24, 4.28, 2.13 for Five, Four and Three Plum Blossom hotels, respectively. This is contradictory to the expectation that guests should be more satisfied when staying at higher class hotels. The results indicate that Four Plum Blossom hotels have been able to achieve a higher level of guest's satisfaction although their facilities and architectural designs might not be as glamorous as the Five Plum Blossom hotels. Comparing the mean score of performance and expectation for these two types of hotels, it is found that the performance score is 3.71 and the expectation score is 3.76 for Five Plum Blossom hotels, and 3.78 and 3.71, respectively, for Four Plum Blossom hotels. The higher expectation score in Five Plum Blossom hotels suggests that these hotels' guests are more critical and demand higher quality services. However, when the services they experience are not as high as they expected, they feel frustrated, and their satisfaction level drops. Since guests who stayed at Four Plum Blossom hotels have lower expectations, it is easier for them to have a more comfortable experience and higher satisfaction levels when the hotel performs to their standard. This result reconfirms the hypothesis that guest's satisfaction/dissatisfaction is not only merely a function of expectations and performance, but also a function of the relative strength of the expectations and performance. The level of satisfaction is the highest among guests who have a lower expectation but perceive
performance positively as in the Four Plum Blossom hotels. Guests who have a higher expectation coupled with high perception of performance, as in the Five Plum Blossom hotels, are next in satisfaction ranking, followed by guest who have a lower expectation and low perception of performance, as in the Three Plum Blossom hotels.

The marketing implications of the above results include: (1) Five Plum Blossom hotels should definitely improve their services in order to increase guest’s satisfaction; (2) The Japanese are more concerned about human elements than hotel facilities; and (3) There may be a product problem at Three Plum Blossom hotels so that guests have the lowest level of satisfaction when they stay at the Three Plum Blossom hotels. One other implication is that different types of hotels should position themselves to target their own market segment, emphasizing their ability to meet their particular customers’ needs and wants, thereby increasing overall guest’s satisfaction.

The most significant contributions of this study are summarized below:

First, this study contributes to the existing consumer behavior literature in marketing by providing empirical research results for the already advanced evaluative congruity theory.

Second, from the analysis of respondents’ profile and Importance - Performance Analysis, hotel managers are able to understand more about Japanese travel behaviors and understand what areas of services need to be enhanced and what areas of service need to be maintained at current level.

Lastly, the findings of this study can aid the planning of strategic marketing programs for hotels. The results can aid the design of directed promotional messages and the improvement of hotel facilities for the maximization of guest’s satisfaction. For example, by identifying the expectation of target market segment, hotel managers are able to improve their services, increase guest’s satisfaction and market their product more effectively.
LIMITATIONS

Two major sampling limitations restrict any generalization which may be drawn from this research. The first limitation is the sample used. An ideal survey for this study would involve a much larger stratified random sample; however, because of time and economic restraints, the ideal sampling method could not be employed. Nor could the ideal sample size be achieved. While as an alternative, this study utilized three survey methods to try to get a representative cross-section of the market, in hopes of achieving a more reliable and valid set of results. Limitations still exist. For example, two assistants at the Chiang Kai-shek International Airport based their respondent contacts on visual assessment. Although a screening process was used to ensure the qualification of the respondents, sampling bias might have occurred if the visual clues provided the selection of only a certain type of Japanese guest. The geographic distribution of the sample could be biased as well. If most of the respondents are from certain regions of Japan, then the results of this study would reflect only respondents from those regions. The results would not be reflective of the entire Japanese population.

The second major limitation is the hotels where the Japanese tourists stayed. Although this study is intended to understand the Japanese perceptions of hotel performance when they visit Taiwan, the hotels where the Japanese tourists stayed are mostly limited to the Taipei metropolitan area. With the total of 258 usable responses, it was found that more than eighty-five percent of the usable responses belonged to hotels guests staying in this area. Therefore, the results might be different if guest surveys were accumulated across an even distribution of hotels in the various regions of Taiwan.
RECOMMENDATIONS FOR FUTURE RESEARCH

This study provides a conceptual foundation for a model of CS/D in hotel services as related to guest’s expectations and perceived performance outcomes. However, the results indicate that the hotel attributes listed in this study explained only about 10% of guest satisfaction. This implies there are other variables that may contribute to the explanation. Pranter and Martin (1989; 1991), for example, suggest that in many service environments, customers’ satisfaction often relies on their direct or indirect interactions with other customers as they share the service facility’s physical environment. Future researchers could add the customer compatible behaviors and characteristics to the list of hotel attributes tested in this study.

Future researchers may further investigate the following issues, as well. First, it would be desirable to undertake the same research among all tourists, instead of limiting the study to Japanese tourists only. Since different nations have their own cultures and life styles, there should be some differences among the expectation of hotel attributes by guests of different nationalities. It would help managers in Taiwan, and in other parts of the world, better understand overall customers’ needs and wants. Then, the managers could make more accurate decisions in improving services.

Second, then, future researchers should test the model in different regions and nations. As stated previously, Japanese guests might have slightly different expectations with hotel services when they visit Taiwan as opposed to the United States of America. Therefore, it would be useful to test and compare the differences and apply them to appropriate tourism destinations.

Third, the hotel attributes used in this study are all categorized as being functional (or utilitarian). However, when guests choose hotels, other variables...
might impact their purchase behaviors. An example of such a variable would be self-image/product-image. A study of the symbolic evaluative congruity of the hotel attributes would help complement the findings of this study.

Finally, in order to overcome the sampling limitations of this study, future research should involve larger samples stratified according to the characteristics perceived to be important to the relationship being studied. For example, findings from this research suggest that different age categories of Japanese guests might respond differently in terms functional evaluative congruity concerns. The larger the sample and the more precisely it is stratified, the more accurate and reliable would be predictions from the results.


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APPENDIX A

ENGLISH COVER LETTER AND QUESTIONNAIRE
Dear Respondent:

Thank you for coming to Taiwan and I hope you enjoy your visit. My name is Lee Chih-lin and I am currently a graduate student in the College of Hotel Administration at the University of Nevada, Las Vegas in the United States. The objective of this survey is to identify Japanese tourists’ expectations of hotel attributes in Taiwan. The finding of this study will be used as a reference by Taiwanese hotels in improving the services so that they can better serve you in the future. You have been selected for this study from a group of Japanese visitors to Taiwan. Your views will represent the views of many people like yourselves. It is important that you respond to our questionnaire. Your answers will be kept confidential. I am sure that your opinions will be sincerely considered by the hotels in Taiwan and they will provide better services at your next stay in hotels in Taiwan.

In appreciation for participation in the study, all who complete the questionnaire will receive a souvenir. Once you have completed the survey, please return it to the interviewer and collect your souvenir.

Thank you for your thoughtfulness and participation.

Sincerely yours,

Lee Chih-lin
Graduate student
College of Hotel Administration
University of Nevada, Las Vegas
PART I

Listed below are questions about your trip to Taiwan. Please indicate your answer by circling the appropriate choices.

1. Is this your first trip to Taiwan? (If your answer is "yes," please go to question 3)
   1. YES
   2. NO

2. How many TIMES have you visited Taiwan during the past 12 months?
   1. 1-2 TIMES
   2. 3-4 TIMES
   3. 5-6 TIMES
   4. 7-10 TIMES
   5. MORE THAN 10 TIMES

3. On this visit, what was the AVERAGE LENGTH of your stay in Taiwan?
   1. 1-3 DAYS
   2. 4-6 DAYS
   3. 7-9 DAYS
   4. 10 OR MORE DAYS

4. What is the primary PURPOSE of your current visit to Taiwan?
   1. BUSINESS
   2. TO ATTEND TRADE SHOW or CONVENTION
   3. VACATION
   4. OTHER (Please specify):

5. On this visit to Taiwan, was your trip ARRANGED BY:
   1. YOURSELF
   2. TRAVEL AGENCY
   3. YOUR EMPLOYER/COMPANY
   4. OTHER (Please specify):

6. How did you CHOOSE THE HOTEL where you stayed? Recommended by:
   1. FRIENDS
   2. TRAVEL AGENCY
   3. MAGAZINE ADVERTISEMENT
   4. YOUR EMPLOYER/COMPANY
   5. OTHER (Please specify):

7. Please write in the NAME OF THE HOTEL where you stayed at during your current visit to Taiwan.

Please Continue on the Next Page
PART II. IMPORTANCE RATING OF HOTEL ATTRIBUTES

In this part, we would like to obtain your opinions about the relative importance of various hotel attributes which you would typically consider when you select a hotel in Taiwan. After reading the following attribute items, please indicate (by circling) the degree of importance to you as a traveler when you select a hotel in Taiwan.

<table>
<thead>
<tr>
<th>Very Important (VI)</th>
<th>Moderately Important (MI)</th>
<th>Average Important (AI)</th>
<th>Slightly Important (SI)</th>
<th>Not Important (NI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>VI</td>
<td>MI</td>
<td>AI</td>
<td>SI</td>
<td>NI</td>
</tr>
</tbody>
</table>

1. Room is clean.  
2. Japanese speaking employees are available.  
3. Japanese restaurants are available on premises.  
4. Fast/efficient check-in / check-out system is available.  
5. Green tea is served in the room.  
6. Feel safe and secure in hotel.  
7. Wake-up call service is provided.  
8. Hotel is good value for the money.  
9. Hotel provides quality service.  
10. Frequent guest program is available.  
11. Complimentary Japanese newspapers are provided.  
12. Airport transportation is provided.  
13. Exercise room/fitness center is available.  
14. Courteous/efficient concierge services are provided.  
15. In-room minibar is available.  
16. Japanese language signs/menus are available.  
17. Hotel's employees are courteous and friendly.

Please Continue on the Next Page
PART III. PERFORMANCE RATING OF YOUR CURRENT HOTEL

The purpose of this part is to obtain your opinions as to how your current hotel performs in terms of its various services and facilities. After reading the statements which follow, please indicate (by circling) your feelings about your current hotel.

<table>
<thead>
<tr>
<th></th>
<th>5 Very Good (VG)</th>
<th>4 Good (G)</th>
<th>3 Average (A)</th>
<th>2 Poor (P)</th>
<th>1 Very Poor (VP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Room is clean.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Japanese speaking employees are available.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3. Japanese restaurants are available on premises.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4. Fast/efficient check-in / check-out system is available.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5. Green tea is served in the room.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6. Feel safe and secure in hotel.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7. Wake-up call service is provided.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8. Hotel is good value for the money.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9. Hotel provides quality service.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>10. Frequent guest program is available.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>11. Complimentary Japanese newspapers are provided.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>12. Airport transportation is provided.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>13. Exercise room/fitness center is available.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>14. Courteous/efficient concierge services are provided.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>15. In-room minibar is available.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>16. Japanese language signs/menus are available.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>17. Hotel's employees are courteous and friendly.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Please Continue on the Next Page
PART IV. YOUR PRIOR EXPECTATIONS ABOUT YOUR CURRENT HOTEL

The purpose of this part is to obtain your opinions about the hotel during your current stay. Please express your feelings by circling the number which best indicates the expectations you had BEFORE your stay at the hotel. Please circle N.A. for hotel attributes which you had no expectation.

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>N.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected</td>
<td>Expected</td>
<td>Expected</td>
<td>Expected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very</td>
<td>Much</td>
<td>Somewhat</td>
<td>Much</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>N.A.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected</td>
<td>Expected</td>
<td>Expected</td>
<td>Expected</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td>Somewhat</td>
<td>Little</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

My Expectations of the Hotel were:

1. Room is clean. 5 4 3 2 1 NA
2. Japanese speaking employees are available. 5 4 3 2 1 NA
3. Japanese restaurants are available on premises. 5 4 3 2 1 NA
4. Fast/efficient check-in/check-out system is available. 5 4 3 2 1 NA
5. Green tea is served in the room. 5 4 3 2 1 NA
6. Feel safe and secure in hotel. 5 4 3 2 1 NA
7. Wake-up call service is provided. 5 4 3 2 1 NA
8. Hotel is good value for the money. 5 4 3 2 1 NA
9. Hotel provides quality service. 5 4 3 2 1 NA
10. Frequent guest program is available. 5 4 3 2 1 NA
11. Complimentary Japanese newspapers are provided. 5 4 3 2 1 NA
12. Airport transportation is provided. 5 4 3 2 1 NA
13. Exercise room/fitness center is available. 5 4 3 2 1 NA
14. Courteous/efficient concierge services are provided. 5 4 3 2 1 NA
15. In-room minibar is available. 5 4 3 2 1 NA
16. Japanese language signs/menus are available. 5 4 3 2 1 NA
17. Hotel’s employees are courteous and friendly. 5 4 3 2 1 NA

Please Continue on the Next Page

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18. **OVERALL**, how do you **FEEL ABOUT** your stay in the hotel? (Please circle the number that best describes your **OVERALL FEELING**).

+2 = Delighted  
+1 = Mostly Satisfied  
0 = Mixed (about equally satisfied and dissatisfied)  
-1 = Mostly Dissatisfied  
-2 = Terrible

19. Will you **RECOMMEND** the hotel where you are staying currently to your friends and relatives? (Please indicate your answer by circling the appropriate choice).

1. YES  
2. MAYBE  
3. NO

20. On your next visit to Taiwan, would you like to stay in the same hotel **AGAIN**? (Please indicate your answer by circling the appropriate choice).

1. Most Likely  
2. Maybe  
3. Not likely  
4. Not Sure

21. Which of the following shows how you **FELT ABOUT** the hotel during your current trip to Taiwan. **PLEASE MARK ONE**.

- [ ] Frowning  
- [ ] Sad  
- [ ] Neutral  
- [ ] Happy  
- [ ] Smiling

**PART V**

Listed below are questions about your personal background. Please indicate your answer by circling or checking on the appropriate choices or by writing in. Your answers will remain confidential. This information will be used for statistical purposes only.

1. What is your **GENDER**?
   1. MALE  
   2. FEMALE

2. What is your **AGE**?
   1. 19 AND YOUNGER  
   2. 20-29 YEARS OLD  
   3. 30-39 YEARS OLD  
   4. 40-49 YEARS OLD  
   5. 50-59 YEARS OLD  
   6. OVER 60 YEARS OLD

   Please Continue on the Next Page
3. What is your MARITAL STATUS?
  1. SINGLE
  2. MARRIED
  3. DIVORCED or SEPARATED
  4. WIDOWED

4. What is your OCCUPATION?
   ______ Farmer
   ______ Business Executive
   ______ Government employee
   ______ Self Employed
   ______ Other (Please Specify)

   ______ Professional
   ______ Clerical
   ______ Retired
   ______ Housewife

5. What is your ANNUAL INCOME?
   1. LESS THAN 2,700,000 Yen
   2. 2,700,001-4,000,000 Yen
   3. 4,000,001-5,500,000 Yen
   4. 5,500,001-6,800,000 Yen
   5. 6,800,001-8,000,000 Yen
   6. 8,000,001-10,000,000 Yen
   7. MORE THAN 10,000,000 Yen

Thank you for your participation. Your answers will be compiled with other respondents, summarized and recommended to the hotel management. Please return the completed survey to the interviewer and collect your souvenir.
APPENDIX B

JAPANESE COVER LETTER AND QUESTIONNAIRE
1992年8月

挨拶:

台湾へようこそ。わたしたちは李校霖と申します。アメリカのネバダ大学（ラスベガス）
の大学院生で、専攻はホテル管理学（Hotel Management）です。この
アンケートの目的は、日本人観光客が台湾のホテルの特質に期待することを理解するためです。
このアンケートの結果は台湾のホテルのサービス向上に役立ちます。あなたは台湾へ
いらっしゃる日本人観光客の中から選ばれました。あなたの御意見は多くの他の日本人観光客の
意見を代表します。どうかこのアンケートに御協力ください。このアンケートは論文作成以外
の目的では使用されません。台湾のホテルはあなたの御意見を参考に、これからもより良い
サービスの提供に努めます。
アンケートでお答えいただいた方にお礼をお送りします。お手数ですがアンケートを
御返送下さい。

御協力どうもありがとうございます。

敬具

李校霖
ネバダ大学（ラスベガス）
ホテル管理学部
大学院生
第1部
以下の質問はあなたの台湾旅行に関する質問です。該当する答えに○をしてください。

1. 初めて台湾へいらしゃるのでですか。（「はい」と答えましたら、3へ進んでください）
   1. はい
   2. いいえ

2. この12か月の間、何回台湾へいらしゃいましたか。
   1. 1-2回
   2. 3-4回
   3. 5-6回
   4. 7-10回
   5. 10回以上

3. 今回、どのくらい台湾に滞在しますか。
   1. 1-3日間
   2. 4-6日間
   3. 7-9日間
   4. 9日間以上

4. この旅行の主要な目的は？
   1. ビジネス
   2. 国際会議または見本市に参加
   3. 観光旅行
   4. その他（説明）：________________

5. 今回の旅行を準備したのは誰ですか。
   1. ご自分
   2. 旅行会社
   3. 勤めている会社
   4. その他（説明）：________________

6. どうやってホテルを選びましたか。
   1. お友達
   2. 旅行会社
   3. 雑誌広告
   4. 勤めている会社
   5. その他（説明）：________________

7. 泊まっているホテルの名前を書いてください。______________________________
第2部、ホテルの特質の重要性
あなたが台湾のホテルを選ぶ際の基準に関する質問です。下記の項目における重要度を選んでください

<table>
<thead>
<tr>
<th></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>非常に重要</td>
<td>かなり重要</td>
<td>どちらでもいい</td>
<td>あまり重要でない</td>
<td>重要でない</td>
</tr>
</tbody>
</table>

1. 清潔な部屋
2. 日本語のできるスタッフ
3. ホテルの中に日本料理店があること
4. 能率的なチェックイン・チェックアウトシステム
5. 部屋の中のお茶の準備
6. 部屋の安全性
7. モーニングコールが利用できること
8. 価格とサービスの釣り合い
9. サービスの質
10. 定期利用者のための特別サービス
11. 日本新聞の無料配布
12. 送迎の有無
13. フィットネスクラブの有無
14. 接客の対応
15. 部屋の中にミニ・バーがあること
16. 日本語の標示、メニュー
17. 親切で能率的なスタッフ

<table>
<thead>
<tr>
<th></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
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<td>8</td>
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<td>9</td>
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<td>10</td>
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<td>11</td>
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<td>12</td>
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<td>13</td>
<td>5</td>
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<td>16</td>
<td>5</td>
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<td>3</td>
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<tr>
<td>17</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
第3部 ホテルの性能
あなたが泊まっているホテルのサービスや設備に関する質問です。下記の項目における
印象度を選んで下さい。

<table>
<thead>
<tr>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>ととても良い</td>
<td>良い</td>
<td>普通</td>
<td>粗末</td>
<td>ととても粗末</td>
</tr>
</tbody>
</table>

1. 清潔な部屋 5 4 3 2 1
2. 日本語のできるスタッフ 5 4 3 2 1
3. ホテルの中に日本料理店があること 5 4 3 2 1
4. 能率的なチェックイン・チェックアウトシステム 5 4 3 2 1
5. 部屋の中のお茶の準備 5 4 3 2 1
6. 部屋の安全性 5 4 3 2 1
7. モーニングコールが利用できること 5 4 3 2 1
8. 價格とサービスの釣り合い 5 4 3 2 1
9. サービスの質 5 4 3 2 1
10. 定期利用者のための特別サービス 5 4 3 2 1
11. 日本新聞の無料配布 5 4 3 2 1
12. 送迎の有無 5 4 3 2 1
13. アスレチッククラブの有無 5 4 3 2 1
14. 接客仕の対応 5 4 3 2 1
15. 部屋の中にミニ・バーがあること 5 4 3 2 1
16. 日本語の標示、メニュー 5 4 3 2 1
17. 親切で能率的なスタッフ 5 4 3 2 1
第4部．ホテルに着く前の期待
あなたが事前に抱いていたホテルに対する期待度に関する質問です。

<table>
<thead>
<tr>
<th>期待度</th>
<th>5</th>
<th>4</th>
<th>3</th>
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<tbody>
<tr>
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<td>清潔な部屋</td>
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<td>4</td>
<td>3</td>
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<td>1</td>
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<td>日本語のできるスタッフ</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>ホテルの中に日本料理店があること</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>能率的なチェックイン・チェックアウト系統</td>
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<td>4</td>
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<td>2</td>
<td>1</td>
</tr>
<tr>
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<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>部屋の安全性</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>モーニングコールが利用できること</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>価格とサービスの釣り合い</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>サービスの質</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>定期利用者のための特別サービス</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>日本新聞の無料配布</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>送迎の有無</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>アスレチッククラブの有無</td>
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<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>接客待の対応</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>部屋の中にミニ・バーがあること</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>日本語の標示、メニュー</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>親切で能率的なスタッフ</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
18. 全体的に、泊まっているホテルをどう思いますか。（最も適当な答えを選んで下さい）
＋2 = とても満足しています
＋1 = だいたい満足しています
  0 = 普通
－1 = あまり満足していません
－2 = 満足していません

19. 泊まっているホテルをお友達やご家族に推薦しますか。
  1. はい
  2. たぶん
  3. いいえ

20. また台湾へいらしゃる時、同じホテルに泊まるつもりですか。
  1. はい
  2. たぶん
  3. いいえ
  4. わかりません

21. 次のうちどれがあなたの泊まっているホテルに対する気持ちを表現していますか。
    一つだけ選んで下さい。

第5部
以下の質問はあなたの個人資料に関することです。最も適当な答えに〇をつけて下さい。
答えは一切公表されません。この部分のアンケートは統計資料のためだけ使用します。

1. 性別は？
   1. 男性
   2. 女性

2. 年齢は？
   1. 19歳以下
   2. 20-29歳
   3. 30-39歳
   4. 40-49歳
   5. 50-59歳
   6. 60歳以上
3. 婚姻の状況は？
   1. 未婚
   2. 既婚
   3. 離婚または別居
   4. 死別により現在独身

4. お仕事は？

<p>| | |</p>
<table>
<thead>
<tr>
<th>　　　　　　　　　　　　　　　　　　　</th>
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</thead>
<tbody>
<tr>
<td>　農業　　　　　</td>
<td>　専門業　　　　</td>
</tr>
<tr>
<td>　会社役員　　　</td>
<td>　会社員　　　　</td>
</tr>
<tr>
<td>　公務員　　　　</td>
<td>　退職　　　　</td>
</tr>
<tr>
<td>　自営業　　　　</td>
<td>　家庭主婦　　　</td>
</tr>
</tbody>
</table>

その他（説明）：__________________________________________

5. 一年間の所得は？

   1. 2百70万円未満
   2. 2百70万円 - 4百万円未満
   3. 4百万円 - 5百50万円未満
   4. 5百50万円 - 6百80万円未満
   5. 6百80万円 - 8百万円未満
   6. 8百万円 - 1千万円
   7. 1千万円以上

御協力どうもありがとうございました。アンケートの分析結果はホテルに報告されます。
お手数ですがアンケートを御返送下さい。その際お礼をお送りいたします。