



International Research Conference on Business and Economics 2013

Semarang - Indonesia, 28 - 30 June 2013

website : <http://www.ircbe.undip.ac.id> - Email : ircbe@undip.ac.id or ircbe.2013@gmail.com

As a flagship international event, **IRCBE** is a high quality international forum for researchers, academicians and professionals to share and broaden the cutting-edge ideas and/or research findings on business and economics. With this spirit, **IRCBE** indeed witnesses some prominent steps that will be taken to facilitate this flourishing sharing.

PROCEEDINGS



**Faculty of Economics and Business
Diponegoro University
Semarang - Indonesia**

Telp. +6224 76486851, 76486853

Fax. +6224 76486852

Web. <http://feb.undip.ac.id>

PREFACE

First of all, we would like to extend our warmest welcome to the speakers and delegates of the International Research Conference on Business and Economics (IRCBE), many of whom have come from afar to share with us their expertise and knowledge at this conference.

As what we have aimed for this conference, this proceedings is a reflection of IRCBE and its objectives to provide opportunities and establish networks among scholars, research community and post-graduate students through exchanges of ideas as well as bridging the gaps between economics and business fields. IRCBE covered many topics including, but not limited to: organizational behavior, economics, finance, audit, marketing, financial management, performance management, operational management, business process management and so on. The proceedings is the collection of many scientific papers that were presented and published in the IRCBE. The editors hope that this publication is useful for those participated in the IRCBE and also for the outsiders alike.

On behalf of the committee of IRCBE, We would like to express our sincere thanks to all the authors, scientific committee, organizing committee, and all the parties that make the IRCBE a successful international international academic event.

Indonesia, 28 June 2013

Editors

PATRONS

Prof.Dr. H. Mohammad Nasir., M.Si., Akt

Dr. Anis Chariri, SE, M.Com, Akt

Drs. Kholik Makhfud, M.M.

Edy Yusuf, M.Sc., Ph.D

Dra. Herniwati, M.S.

ORGANIZING COMMITTEE MEMBERS

Dr. Fuad, Alfa Farah M.Sc., Dr. Indira Januarti, Dr. Suharnomo, Dr. Pujiharto, Dr. Faisal, Dr. Dwi Ratmono, Dra. Amie Kusumawardhanie, M.Sc., Dr. Ahmad Syakir, Erman Denny, SE., MM., Dr. Hadi Sasana, Siti Muthmainah, S.E. M.Si., Akt., Aditya Septiana, S.E., M.Si., Akt., Drs. M. Jaiz, M. Yonathan Aditya, S.Kom, Alfian, M.Hum., Sri Hastuti, S.E., Mia Prameswari, SE., M.Si., Farid, SE., Akt.

INTERNATIONAL SCIENTIFIC COMMITTEE

Prof. Dr. Alireza Tourani-Rad	Auckland University of Technology, New Zealand
Prof. Dr. Abdul Aziz	Morgan State University, U.S.
Prof. Grazyna Smigielska	Bucharest University Romania
Prof. Dr. Imam Ghazali	Diponegoro University, Indonesia
Dr. Abdul Rahman Abdul Rahim	UiTM Malaysia
Prof. Dr. Mohammed Yusoff	IIU, Malaysia
Dr. Adam Sliwinski	Warsaw School of Economics, Poland
Prof. Dr. Shahida Wizarat	<i>Institute of Business Management</i>
Dr. Rodrigo Martin-Rojas	Universidad de Granada, Spain
Prof. Dr. Anthony S.F. Chiu	De la Salle University, Philippines
Prof. Dr. Ming Lang Tseng	Lunghwa University of Science and Technology, Taiwan
Assoc. Prof. Dr. Tanuja Agarwala	University of Delhi
Dr. Ilhaamie Bt Abdul Ghani Azmi	University of Malaya, Malaysia

Prof. Dr. Abdul Rahim A. Rahman	International Islamic University, Malaysia
Prof. Dr. Norman Mohd. Saleh	Universiti Kebangsaan Malaysia
Dr. Phadett Tooksoon	Rajamangala University of Technology, Thailand
Prof. Dr. Augusty Ferdinand	Diponegoro University, Indonesia
Prof. Dr. Zhang Jun	Fudan University, China
Prof. Dr. Taina Savolainen	University of Eastern Finland
Prof. Dr. Moha Asri Abdullah	IIU, Malaysia
Prof. Dr. Indah Susilowati	Diponegoro University, Indonesia
Dr. Stephen Liason Sondoh	Universiti Malaysia Sabah
Dr. Amirul Shah Md Shahbudin	Universiti Sains Malaysia
Assoc. Prof. Dr. Raman Noordin	Universiti Malaysia Sabah
Prof. Dr. Galina Shirokova	St. Petersburg University, Russia

MULTI DIMENSIONAL STUDY OF CUSTOMER PERCEIVED VALUE FOR 4 STAR HOTEL

Preliminary study

Levyda

Abstract

There are three important reasons why the customer perceived value of research is very important. First, the customer perceived value varies depending on the type of product. Secondly, there is still debate whether customer perceived value is more appropriate as a uni-dimension or multi-dimension construct. Third, there is still debate whether, customer perceived value as a formative or reflective construct. The aim of this study was to identify the dimensions and indicators for measuring the customer perceived value and role of each dimension on customer perceived value in 4 star hotels in Jakarta. Dimensions of perceived value on hotel consists of functional value, emotional and social. Functional value consists of the functional value of the hotel building, functional value of guestroom, the functional value of food & beverage service, functional value of employee services, and functional value of price. The study was conducted on 100 hotel guests in Jakarta. The data were processed using the software PLS XL Stat. The dimensions are valid and reliable for measuring customer perceived value. The most dominant indicator of each dimension is the beauty of the interior of the building hotels, bed comfort, delicious food, employees are ready to help, with the price equivalence service, find it practical and prestige are higher due to stay at a 4 star hotel.

Key words: customer perceived value, 4 star hotel, Jakarta

Introduction

The number of hotel and hotel rooms in Jakarta suspected of disproportionate to the development of hotel room occupancy rate. Four star room occupancy rate is still below 60%, Based on the best practice, ideal occupancy rate is 70 percent. To optimize the room occupancy rate, generally the hotel using yield management this tactic in the long term will reduce hotel revenue and affect the brand image as it needs other strategies (Bojanic, 1996:5).

Kandampully and Suhartanto (2000:346) stated that in the number of rooms that over supply, the use of the rooms are not optimal and the average length of stay low, the level of competition in the hotel industry is high. This condition implies the customer has a better bargaining position and guests have many choices and tend to be disloyal. The cost to acquire new customers is more expensive than maintaining it is necessary to establish long-term relationships.

Bowen and Shoemaker (1998:16) suggested that hotels should be more oriented to building long-term relationships. by increasing customer loyalty through customer value. Additionally superior customer value increase competitive advantage (Slater & Narver, 2000:120; Woodruff, 1997:151; Raval & Gronroos, 1996:19). Parasuraman & Grewal (2000:9) argues that to understand the market and deliver customer value, is an effective way to serve our customers and consumers. From the customer perspective, customer value is more important than quality because it directly affects consumer decisions (Huang & Tai, 2003:45).

Perceived value to the customer relationship customer loyalty has been proven by Williams & Soutar (2009); Roig, Gracia, Tena (2009); Simova (2009); Sanchez, Callariza, Rodriguez, Moniler (2006); Pura (2004); Lee & Overby, (2004), Sweeney & Soutar (2001), Cronin, Bardy, Hult (2000), Oh (1999). Hotel managers need information what constitutes customer perceived value in order to decide the specific field of improvements. Customer perceived value as a multidimensional formative construct is appropriate to issue the hotel manager. The purpose of this paper is to develop a model customer perceived value based on guest experience, and found the dimensions and indicators that have a great influence.

Literature Review

Discussion of value in marketing has been done for 30 years but it still needs to be revisited and refined (Gallarza, Gil-Saura, Holbrook, 2011). Further they argued that the research challenges of value is in the concept and methodology. There are many concepts of value in marketing: the value, consumer value, customer value, perceived value and customer perceived value. Their meanings are overlapping concepts. This study uses the term customer perceived value due to the clarity of the meaning of the term. Some authors consider this term is the same as the perceived value and customer value (Chen & Dubinsky, 2003:326).

Sanchez-Fernandez & Iñiesta Bonillo (2007: 430) classifies the study perceived value into two streams, the first stream operates perceived value as a uni-dimension construct and operates a second stream of perceived value as a multi-dimension construct. Focus stream of the first study is antecedent of customer perceived value, while the second discusses the attributes or dimensions that are used to predict the perceived value as a single entity representing a complex phenomenon. Fundamental difference between both of them is that the roots of uni-dimensional approach is the economic theory and cognitive psychology roots while multi-dimensional approach is consumer-behavior psychology. The focus of the discussion multi-dimensional approach is looking direction of value improvement. Challenges of multi-dimensional approach is the lack of uniformity of component value.

Podsakoff (2006) in Ruiz (2008) suggested that social science researchers using a higher order model because the model each dimension is an important component to observed construct. Customer perceived value relatively complex construction in this study used the higher order model.

Currently debate in perceived value is whether customer perceived value as reflective or formative construct. Lin, Shen and Shih (2005) used four conditions put forward by Jarvito to assess a construct is formative or reflective, namely (1) the direction arrows from construct to the measuring in accordance with conceptual definition, (2) exchange indicator, (3) covarian between indicators and (4) nomological network. Therefore, researchers must determine the measurement model and the structural model did not allow to specify. Respond to the debate, Ulaga (2011) suggested that it depends on purpose of research researchers wanted to know whether the overall perception of value or want to know the driver of each value.

Woodruff & Grady (1996:7) mention that "value is not inherent in product and service themselves rather it is experienced by customer as a consequence of using the supplier products and services for their own purposes". Guest experience in hotel starting from reservation to check out. Since variations of reservation in this research, customer perceived value to be traced from arrival to check out.

Yuan (2009: 127) concluded that the activity of one of the hotel as the hotel hospitality business, consisting of the functions and services. There are 5 functions in the hotel room, food & beverages, facilities, personnel and decoration. Service consists of room service, housekeeping service, atmosphere, cleanliness, hospitality.

The hotel is a hospitality services which covers 3 domain characteristics are the social domain, private domain, and the domain commercial (Slattery, 2002). The social means in the hospitality domain emphasizes "hospitable" or hospitality between guest (guest) and host (host), thus the emotional and social values are very important in hospitality services. Private domain, explaining that the provision, food & beverage and accommodation, "host" pay attention "guest" as an individual. In the commercial domain, guest and hotelier relationships occur in the context of a business to generate "return". Based on the meaning of hospitality, it is concluded that the hotel offers accommodation and food & beverage with emphasis on hospitality and personal service to make a profit.

Silvitro classified hotel into service shop which people and facilities use in a balanced (Ng, Russell-Bennett, Dagger, 2007:475). Consequently devices or physical facilities and employees are critical elements.

The theory of consumption value, developed by Sheth, Newman, Gross (1991) explained that consumer choice is a function of multiple consumption value, consumption value of each contributing different, each is independent of the value of consumption. There are 5 types of values that is functional value, emotional value, social value, value and condition, and intrinsic value.

Based on characteristic of service, hospitality in hotel, hypothesis of this study is customer perceived value for a four star hotel consisting of functional value in hotel consists of functional value of room, building, functional value of hotel building, functional value of meal, the functional value of service employees.

Based on the opinion Sheth et al functional value is the primary value in consuming. Functional value reflects the consumer as a rational human being that consumers emphasize on product utility. Ability to fulfill the task will generate functional value (Pura, 2005). Functional value is defined by rational economic valuation of individual (Roig, J.C.F., Gracia, J.S., Tena, M.A.M., Monzonis, J.L., 2006). Functional value may be derived from its characteristics or attributes such as reliability, durability, and price (Sheth, Newman, Gross, 1991:160). Functional value is measured with the desired characteristics of the product, product usability, and performance of the desired function (Smith & Colgate, 2007). Functional value in this research is defined as performance of the desired function.

Levy said that people buy product not only for what they can do but also what they mean (Hierishan & Holbrook, 1982). This means there needs to be emotionally and socially on consumers. Interaction of host and guest based on the principle of hospitality, generate emotional value and social value. Emotions are mental state of readiness that arise from appraisal of events or one's own thoughts; has a phenomenological process; is often expressed physically and may result in specific its nature and meaning for the person having it (Bagozi, 1999). Sheth et al stated that the perceived utility acquired from an alternative's capacity to arouse feelings or affective states. Smith & Colgate et al stated that emotional/experiential/hedonic value is concerned with the extent to which a product creates appropriate experiences, feelings, and emotions for the customer. In this research emotion value is positive feeling or affective aspects generated from product. One focus of discussion is the emotion in marketing Typology of emotion. Typology of emotion used in this study is the result of research Basky & Nash (2002) that investigated the types of emotions are in some category of hotel.

According to Levy (1959) in Maehle & Shneor (2009:50) purpose consumers buy a product because of personal meaning and social and the ability of these products reinforces what consumers think about himself. Customer looks for products that have a fit between self-concept with her/his social. Sirgy (1982: 288) argues that self-concept relates to the concept of the actual self image, ideal self image, social self image, and ideal social self image. One of consumption motives is for social self-image which is defined as the image of one's desire "held by others". Smith & Colgate et al argued that social value/symbolic/expressive value is concerned with the extent to which customers attach or associate psychological meaning to a product, measured with consumer's self-concepts and self-worth. Miladian & Sarvestani (2012: 226) concluded that the motive for buying and using products depending on what one wants to be seen by others. This study defined social value as a certain image of someone else.

Methodology and Finding

To test the customer perceived value model, used 100 guests at a 4 star hotel in Jakarta as convenience sampling method. For data processing use XLStat 2011. The hypothesis of this study is the customer perceived value (CPV) at 4 star hotel in Jakarta is a second order multidimensional construct, comprising seven dimensions mainly functional value: functional value-the building, the functional value-guest rooms, functional value-meals, functional value-service employee, functional value-price, emotional value and social value.

This hypothesis was proven by two stages. First, measure the dimensions of the variable (customer perceived value). Second, measure the indicators of each dimension as a second order scheme measurement. The measurement was intended to analyze the validity of the dimensions. If the value of the loading factor measurement model is greater than 0.50 or the value of the loading factor is bigger than table at the significance of 5% the dimensions can be stated valid in measuring the variables. Construct Reliability is used to see the reliability or the level of reliability in measuring the dimensions of the variable. Construct Reliability must be greater than 0.70.

All indicators of functional value – building which consists of location of the hotel is within easy reach, the location of the hotel close to the business center, the hotel exterior and interior of the hotel are valid and reliable. Highest factor loading of functional value - building is hotel interiors (0.838), it indicates that the hotel interior is determining the functional value-building. Close to the business location (0.661) has the lowest factor loading.

All indicators of functional value – guestroom which consists of cleanliness of rooms, bed comfort, bathroom cleanliness, room amenities, in-room electronic equipment, room security are valid and reliable. Highest factor loading of functional value - guestroom is bed comfort (0.907), this indicates that the hotel interior is determining functional value-guestroom. Room security (0.744) has the lowest factor loading.

All indicators of functional value – meals which consists of varied menu, delicious food, food hygienic, cleanliness of the dining room are valid and reliable. Highest factor loading of functional value – meals is delicious food (0.877), this indicates that the delicious food is determining functional value-meals. The cleanliness of the dining room (0.782) has the lowest factor loading.

All indicators of functional value – service employees which consist of courtesy of employees who serve breakfast (steward), courtesy of employees who clean the rooms (housekeeper), speed of employees who serve the check-in and check-out, speed of employee who clean guestroom, employees in the front office is ready to help, steward respond to requests accurately are valid and reliable. Highest factor loading of functional value – employee mainly employees in the front office is ready to help (0.872) this indicates that they are determining functional value-service employee. Speed of employee who clean guestroom (0.787) has the lowest factor loading.

All indicators of functional value – price which consist of conformity between price and facilities, conformity between price and services, price is reasonable, price is economical are valid and reliable. Highest factor loading of functional value – price is conformity between price and services (0.923) this indicates that price is conformity between price and services are determining functional value-price. Price is economical (0.743) has the lowest factor loading.

All indicators of emotion value which consist of feel comfortable, feel appreciated, feel relaxed, feel free, feel proud, feel practical are valid and reliable. Highest factor loading of emotional value is feel relaxed (0.846) this indicates that it is determining emotion value. Feel practical (0.740) has the lowest factor loading.

All indicators of social value which consist of I get prestige from hotel reputation, I get prestige from hotel class, I get prestige from hotel brand are valid and reliable. Highest factor loading of social value is I get prestige from hotel class (0.958), this indicates that it is I get prestige from hotel class, determining social value. I get prestige from hotel reputation (0.922) has the lowest factor loading.

The results of the analysis of the measurement model Customer Perceived Values on the dimensions shows that all dimensions can be declared valid by the t value is greater than the t-value and the value of loading factor greater than 0.50. 7 dimensions of customer perceived value is also reliable because the composite reliability value is 0.921.

Tabel 1 Result of Customer Perceived Value Measurement Model on Its Dimensions

Dimension	Code	Path Coefisien	R ²	Varians Error	t-value	t-table	Conclusion
Fuctional value – buiding	X1	0.637	0.406	0.594	8.180	1.661	Valid
Fuctional value – guestroom	X2	0.838	0.702	0.298	15.203	1.661	Valid
Fuctional value – meals	X3	0.838	0.702	0.298	15.203	1.661	Valid
Fuctional value – employee	X4	0.874	0.764	0.236	17.806	1.661	Valid
Fuctional value – price	X5	0.721	0.520	0.480	10.300	1.661	Valid
Emotional value	X6	0.914	0.835	0.165	22.302	1.661	Valid
Social value	X7	0.682	0.465	0.535	9.231	1.661	Valid
Construct Reliability		0.921			5.906	1.661	Reliable

The results of the measurement model to prove the hypothesis that the functional value – building, functional value -guestroom, functional value – meals, functional value -employees, functional value - price, emotional value and social value are valid dimension in measuring customer perceived value in four star hotel.

Conclution and Limitation

Customerperceived value in four star hotel is multi-dimensional and higher orderconstructformed ofsevendimensions ofthesecondorderand 33factorsin thefirst order.Inprevious studiethethe operationvariablesincustomerperceived valueareasuni-dimension construct. Thisstudyoperationalizedvariablesascontructhigher orderaccording tothe specific natureof theconstruct. How toidentify thedimensionsaccording to thecharacteristics ofhospitalityservices. Limitations ofthis studyused non randomnessampling. Resultscan not be generalized. Furtherresearch is requiredto useprobability samplingso thatresearch resultscan be generalized.It is better touse theEFAandCFA

References

- Bagozzi R.P.; Gopinath, M.; Nyer, P.U, 1999, The role of emotions in marketing, *Academy of Marketing Science. Journal*; Spring 1999; 27, 2; ABI/INFORM Global, pg. 184
- Barsky, J.D.; Nash, L., 2002, Evoking Emotion: Affective Keys to Hotel Loyalty, *Cornell Hotel and Restaurant Administration Quarterly*, Vol. 43, No. 2 (February 2002), pp. 39–46.
- Bojanic, D.C., 1996, Consumer Perceptions of Price, Value and satisfaction in Hotel Industry: An Explorative Study, *Journal of Hospitality & Leisure Marketing*, Vol. 4 (1) , pp 5- 22.
- Bowen, J.T.; Shoemaker, S., 1998, *Loyalty: A Strategic Commitment*, Cornell Hotel and Restaurant Administration Quarterly, p 12-24.
- Bowen, J.T.; Sparks, B.A., 1998, *Hospitality marketing research: A content analysis and implementations for future research*, *Hospitality Management* 17, p 125 – 144.
- Chen, Z.; Dubinsky, A.J., 2003, A conceptual model of perceived customer value in e-commerce: A preliminary investigation, *Psychology & Marketing*; Apr 2003; 20, 4; pg. 323-347.
- Cronin, J.J. Jr.; Brady, M.K; Hult, G.T., 2000, Assessing the Effect of Quality, Value, and Customer Satisfaction on Consumer behavioral Intentions in Service Environments, *Journal of Retailing*, Vol. 76 (2), p 193-218.
- Gallarza, M.G., Gil-Saura, I., Holbrook, M.B., 2011, *The value of value: further excursions on the meaning and role of customer value*, *Journal of Consumer Behaviour*, 10, p 179-191.
- Ha, J.; Jang, S., 2009, Perceived values, satisfaction, and behavioral intentions: The role of familiarity in Korean restaurants, *International Journal of Hospitality Management*, Vol. 29 Issue 1. March 2010, Pages 2–13.
- Huang, C.W.; Tai, A.P., 2003, *A Cross-Cultural Comparison of Customer Value Perceptions for Products: Customers Aspects in East Asia*, *Cross Culture Management*, 10,4, pp 43-60
- Hirschman, E.C; Morris B. Holbrook, M.B, 1982, Hedonic Consumption: Emerging Concepts, Methods and Propositions, *Journal of Marketing* Vol. 46, No. 3 (Summer, 1982), pp. 92-101
- Kandampully, J., Dwi Suhartanto, 2000, *Customer loyalty in hotel industry: the role of customer satisfaction and image*, *International Journal of Contemporary Hospitality Management*, 12/6, pp 346-351.
- Lee, E.J.; Ang, C.; Oversby, J.W., 2004, *Creating Value For Online Shoppers: Implications For Satisfaction and Loyalty*, *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour*, Vol 17, pp 54-65.
- Lin, C.H., Sher, P.J., Shih, H.H., 2005, *Past progress and future directions in conceptualizing customer perceived value*, *International Journal of Service Industri Management*, Vol. 16, No. 4, pp 318-339
- Miladian, H.; Sarvestani, A.K., 2012, A Customer Value Perspective Motivates People to Purchase Digital Items in Virtual Communities, 2012 International Conference on Economics, Business and Marketing Management IPEDR vol.29 (2012).
- Mæhle, N. and Shneur, R. (2009), "On Congruence between Brand and Human Personalities", *Journal of Product and Brand Management*, Vol. 19, Number 1, pp. 44-53
- Ng, S., Russell-Bennett, R., Dagger, T., 2005, A typology of mass services: the role of service delivery and consumption, *Journal of Services Marketing* 21(7):pp. 471-480.
- Parasuraman, A., Grewal D., 2000, *Serving customers effectively in the twenty-first century: A conceptual framework and overview*, *Journal of Academy of Marketing Science*, Vol. 28, No1, pp 9-1
- PISNIK KORDA, MILFELNER, B., 2008, PERCEIVED VALUE AS MEDIATING VARIABLE IN HOTEL SERVICES PERCEPTION: THE CASE OF SLOVENIA1,

- Pura, M., 2005, Linking perceived value and loyalty in locatio-based mobile services, *Managing Service Quality*, Vol. 15, No.6, pp 509-538.
- Qin, H.; Prybutok, V.R., 2008, Determinants of Customer Perceived Service Quality in Fast-Food Restaurants and Their Relationship to customer Satisfaction and Behavioral Intention, *The Quality Management Journal*, 15,2, pp 35-50.
- Revald, A., Gronroos, C., 1996, The value concept and relationship marketing, *European Journal of Marketing*, Vol.30, No.2, pp 19-30
- Ruiz, D.M.; Gremler, D.D.; Judith H. Washburn, J.H.; Carrión, G.C.; 2008, Service value revisited: Specifying a higher-order, formative measure, *Journal of Business Research* 61 (2008) 1278–1291.
- Roig,J.C.F., Garcia, J.S., Tena, M.A.M., Monzonis, J.L., 2007, Customer perceived value in banking service, *International Journal of Bank Marketing*, Vol.24, No.5, pp 266-283.
- Sanchez, J., Callarisa, L., Rodriguez, R.,M., Moliner, M.A., 2006, *Perceived value of the purchase of a tourism product*, *Tourism Management* 27, p 394-409.
- Sanchez-Fernandez, R., Iniesta Bonillo, M.A., 2007, *The concept of perceived value: a systematic review of research*, *Marketing Theory* 7 (4), pp 427-451.
- Sanchez-Fernandez, R., Iniesta Bonillo, M.A, 2006, *Consumer Perception of Value: Literature Review And A New Conceptual Framework*, *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour*, 19, pp 40-58.
- Sheth, J.N., Newman, B.I., Gross, B.L., 1991, We buy what we buy: A theory of consumption values, *Journal of Business Research* 22, pp 159-170.
- Sirgy, M.J., 1982, Self-Concept in Consumer Behavior: A Critical Review,*Journal of Consumer Research* (pre-1986); Dec 1982; 9, 3; ABI/INFORM Global, pg. 287
- Slater, S.F.; Narver, J.C., 1999, *Market Orientation, Customer Value, and Superior Performance*, *Business Horizontal* March-April.
- Smith, J.B.; Colgate, M., 2007, CUSTOMER VALUE CREATION: A PRACTICAL FRAMEWORK, *Journal of Marketing Theory and Practice*, vol. 15, no. 1 (winter 2007), pp. 7–23.
- Sweeney, J.C., Soutar, G.N., 2001, Consumer perceived value: The development of a multiple item scale, *Journal of Retailing* 77, pp 203-220.
- Tanford, S., Raab, C, Kim Y,S., 2011, *Determinants of customer loyalty and purchasing behavior for full-service and limited-service hotels*, *International Journal of Hospitality Managemen* , pp 1-10.
- Uлага, W., 2010, Investigating customer value in global business markets: Commentary essay, <http://dx.doi.org/10.1016/j.jbusres.2011.04.005>.
- Williams, P., and Soutar, G.N., 2009, *Value, Satisfaction and Behavioral Intentions in an Adventure Tourism Context*, *Annal of Tourism Research*, Vol., 36, No. 3, pp 413 – 438.
- Woodruff, R.B., Gardial, F.S., 1996, *Know Your Customer: New Approaches to Understanding Customer Value and Satisfaction*, Malden Blackwell Business.
- Woodruff, R.B., 1997, Customer Value: The Next Source for Competitive Advantage, *Journal of the Academy of Marketing Science*, Vol. 25, No. 2, pp 139-153.
- Yuan, Y.H., 2009, *The Nature of Experience in Hospitality Setting*, Dissertation Texas Tech University.

Appendix 1. Dimension, Instruments and Source of Instruments

Dimension	Code	Instruments	Sources
-----------	------	-------------	---------

Fuctional building	value	–	X1	Location of the hotelis within easy reach,	Sanches (2006); Roig (2006); Tanford, Raab, Kim, (2011)
			X2	The location of the hotelclose to thebusiness center	
			X3	The beauty of interior of the hotel	
			X4	The beauty of the exteriorhotel	
Fuctional guestroom	value	–	X5	Cleanliness of rooms	Pisnik & Milfelner (2008); Tanford, Raab, Kim (2011)
			X6	Bed comfort	
			X7	Bathroom cleanliness	
			X8	In roomamenities	
			X9	In-room electronequipment	
			X10	Security ofroom	
Fuctional value -meals			X11	Varied menu,	Ha & Jang (2009); Qin, Hong;Prybutok, Victor R (2008)
			X12	Deliciousfood,	
			X13	Hygienicfood	
			X14	Cleanliness ofthe dining room	
Fuctional employees	value	–	X15	Courtesyof employees who servebreakfast(steward),	Qin, Hong;Prybutok, Victor R (2008)
			X16	Courtesyof employeeswho clean the rooms(housekeeper),	
			X17	Speedof employeeswho servethe checkin and checkout,	
			X18	Speed of employee whoclean guestroom,	
			X19	Employeesin the front officeis ready to help,	
			X20	Steward respond to requests accurately	

Functional value -price	X21	Conformity between price and facilities	
	X22	Conformity between price and services	
	X23	Price is reasonable	Petrick (2004); Saanchez (2006); Williams & Soutar (2009)
	X24	Price is economical	Petrick (2004);
Emotional value	X25	feel comfortable	Basky & Nash (2002);
	X26	Feel appreciated	Basky & Nash (2002);
	X27	Feel relaxed	Basky & Nash (2002);
	X28	Feel free	Basky & Nash (2002);
	X29	Feel proud	Basky & Nash (2002);
	X30	Feel practical	Basky & Nash (2002);
Social value	X31	I get prestige from hotel reputation	
	X32	I get prestige from hotel class	
	X33	I get prestige from hotel brand	

Appendix 2. Multi-Dimensional of Customer Perceived Value

