



**Title:** Customer Satisfaction and SERVQUAL: The Case of Invercargill’s 4 Star-plus Motels

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**Customer satisfaction and SERVQUAL: the case of  
Invercargill's 4 star-plus motels**

by  
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## **Abstract**

This research studies the service quality and customer satisfaction with four 4-star plus motels in Invercargill. The three research questions are: first, find the source of high customer satisfaction, then find the source of low customer satisfaction, and finally give suggestions on the aspects of low customer satisfaction.

The research adopts a positivist research philosophy. The explanatory research uses questionnaires based on SERVQUAL(Service Quality) to collect quantitative data with 91 valid questionnaires received.

The research results distinguish respondents between those with low and high customer satisfaction with the service. Four aspects of low satisfaction and eight aspects of high customer satisfaction are identified. This study found that high-star motels did an excellent job of intangible services, which is in line with the 4-star plus rating given by Qualmark. The difference from previous research findings is that 4-star plus motels have more significant problems in physical facilities.

The study recommends that the managers of motels can make improvements based on low customer satisfaction, pay attention to the investment and improvement of tangible facilities, and maintain good aspects of intangible services. Future researchers can study the differences in customer satisfaction in different accommodation industries.

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# **Chapter 1. Introduction**

## **1.1 Introduction**

This chapter introduces and summarises the research field of this study. The introduction's content includes the study's research problem, research question, research aim and objectives, an introduction to the research's significance, and an overview of this study's structure. The specific steps are as follows. First, it introduces the study's background and context and a brief introduction to the research design and methodology. Secondly, this chapter presents the significance of this research. Researching and improving customer satisfaction can improve a motel's performance and encourage return patronage. This study is the first to examine customer satisfaction with Invercargill's 4-star plus motels. The potential benefits may help local unemployment problems. Finally, this chapter introduces the study's structure, including the purpose and content of each chapter.

## 1.2 Statement of the problem

### 1.2.1 Background and context

The motel industry and tourism have become an essential part of the New Zealand economy (New Zealand Immigration, n.d.). The motel industry also plays a vital role in Southland's economy. In 2016, because Queenstown did not have enough beds, many tourists flowed into Southland. In 2016, Southland's accommodation bookings of the rooms increased by 26%, vital to the local economy and community development (Infometrics, 2016). Motels have a long history in New Zealand and Southland. The car boom in the 1950s made New Zealand's first motel appear. The first motel in New Zealand was the Picton Motel, which opened in the South Island at the end of 1952; more motels spread across New Zealand (Christoffel, 2010). After 1967, competition from motels led to a sharp drop in hotels' number, and motels with restaurants and bars also opened (Christoffel, 2010). By 2008, motels were the most popular accommodation method for guests in New Zealand, accounting for one-third of the guests' total stay (Christoffel, 2010). There were 1,838 motels in New Zealand in 2008, which is three times the number of hotels; however, unlike hotels, motels are usually smaller in scale and cheaper (Christoffel, 2010). There are currently four 4-star plus motels in Invercargill, these being the motels in the highest quality category (Qualmark, 2019).

### 1.2.2 Statement of the problem

There are problems in managing motels. Some motels and hotels have poor service quality management and lack of service quality awareness, making the motel's customer satisfaction low (Luan et al., 2020,p.325). Besides, motel employees are not willing to help customers and promptly deal with customer complaints. Too long waiting time for customers will lead to reduced customer satisfaction (Alcantara, 2019. The above problems lead to low service quality and poor customer satisfaction of motels and affect the motels' reputation and customer loyalty (Khan et al., 2015). Service quality and customer satisfaction are the most critical aspects of the service industry. If there is no good service quality and reasonable customer satisfaction, it will affect the motels' future development and performance. Low customer satisfaction will prevent dissatisfied customers from patronising motel again (Das et al., 2017, p. 4). The motels' service quality in different places may have various problems. This research wants to find the issues in the customer satisfaction of the four 4-star plus motels of Invercargill. Satisfaction is essential to motels' long-term development and performance. SERVQUAL will be tried to measure satisfaction in this study.

### **1.2.3 Introduction to research design and methodology**

This research adopted the positivism research philosophy and used SERVQUAL (Service Quality) questionnaires and quantitative methods to collect data. Through SERVQUAL questionnaire can collect a large amount of accurate data to find the problems of Invercargill motels' customer satisfaction. This study applied the SERVQUAL method because the SERVQUAL model has been widely used and recognised. SERVEQUAL is based on the expectation confirmation theory of perception minus expectations. Through perception minus expectations, data greater than 0 indicates that the customer is satisfied with the service, and less than 0 means that the customer is not happy with the service. In positivism research design, the researcher can use questionnaires to collect quantitative data (Saunders et al., 2016, p.166). Because the researcher himself has work experience in the motel and studied tourism management, he is interested in this research. This research hopes to fill the gap in the Invercargill area where there is no star-rated motel satisfaction research. And make recommendations for Invercargill motels to improve customer satisfaction.

### **1.3 Significance of the study**

It is meaningful to research customer satisfaction of motels in Invercargill because the motel industry and the tourism industry are essential industries in Invercargill and the Southland region. The excellent development of motels can promote local economic development. For the entire year of 2016, the total guest nights in accommodation growth rate in Southland was 14%, which is much higher than the national guest nights growth rate of 6.2%, indicating that motels and hotels play an essential role in the development of Southland and Invercargill (Infometrics, 2016 ). The research on customer satisfaction management of motels in this study is related to applied management. The scope of

applied management includes motel, accommodation, business, and other aspects; customer satisfaction management is part of applied management (Learn.org, n.d.).

Investigating customer satisfaction is very important because customer satisfaction is the life of service industries, and only reasonable customer satisfaction can retain guests (Pizam et al., 2016). However, there are some potential problems in customer satisfaction in motels. The benefits of this research are to find out the problems of the four 4-star motels in Invercargill and give suggestions, so as to provide useful help to motels operators. After surveying customer satisfaction through questionnaires, this report can find problems and give suggestions for improvement, which has specific reference significance for Invercargill's motel to improve service quality and satisfaction.

Few researchers have done research on 4-star plus motels in Invercargill, and this research can fill the gap in customer satisfaction research on Invercargill high star motels. The competition between motels and hotels and Airbnb is fierce. If motels have reasonable customer satisfaction, it will enhance their competitiveness. Reasonable customer satisfaction at motels not only improves performance but also has potential benefits. The potential benefit is that a motel with good performance needs to hire more employees, and this can help to address a local unemployment problem (Williams, 2020).

## 1.4 Research question/aim and objectives

According to the background, the motel industry is a crucial industry of Invercargill. However, there are problems with customer satisfaction. For example, motel employees do not deal with customer complaints in time, making customers wait too long (Alcantara, 2019). Therefore, according to the common problems of customer satisfaction, this research puts forward a research question: What are the sources of customer satisfaction and dissatisfaction with Invercargill's four 4-star plus motel, and any suggestions for improving customer satisfaction?

In this research, research aims to answer the research question. This study aims to determine the source of high and low customer satisfaction with the Invercargill four 4-star plus motels and suggestions for improving customer satisfaction. Research problem, question and aim are related to each other; the research question produces research aim. Then study objectives to decompose the research aim to achieve the aim of the research. This study's three research objectives are to determine the source of customer satisfaction of Invercargill 4-star plus motels, the source of dissatisfaction, and the method to improve customer satisfaction. For details of research questions, aim and objectives, please see the following table 1.1:

Table 1.1

*Research question, research aim and research objectives*

<b>Research question</b>	What are the sources of customer satisfaction and dissatisfaction with Invercargill's 4-star plus motel, and any suggestions for improving customer satisfaction?
<b>Research aim</b>	This study aims to determine the sources of customer satisfaction and dissatisfaction with Invercargill's 4-star plus motel and suggestions for improving customer satisfaction.
<b>Objective1</b>	Identify the sources of customer satisfaction with Invercargill's 4-star plus motels.
<b>Objective2</b>	Identify the sources of customer dissatisfaction with Invercargill's 4-star plus motels.
<b>Objective3</b>	Identify ways to increase customer satisfaction with Invercargill's 4-star plus motels.

## 1.5 Structure of the research

Chapter 1: Introduction. The purpose of this chapter is to introduce the research problems and questions, the aim, and objectives of this study, then introduce the significance of this research, and finally, present the structure of this article.

Chapter 2: Theory and Industry. This chapter aims to explain the theoretical basis of this research and analyse New Zealand motel's industry situation. The first is to introduce the Expectation Confirmation Theory based on expectations and perceptions. Then use the PESTEL model to analyse the New Zealand motel industry and use the SWOT model to study the industry situation of Invercargill's four 4-star plus motels.



Chapter 3: The literature review. The purpose of this chapter is to introduce other researchers to this type of research, summarise the results of the previous study to provide a research basis for this research, and further explain the theory of this research. This literature review describes the factors that affect customer satisfaction. And good customer satisfaction can benefit the performance and future development of motels.

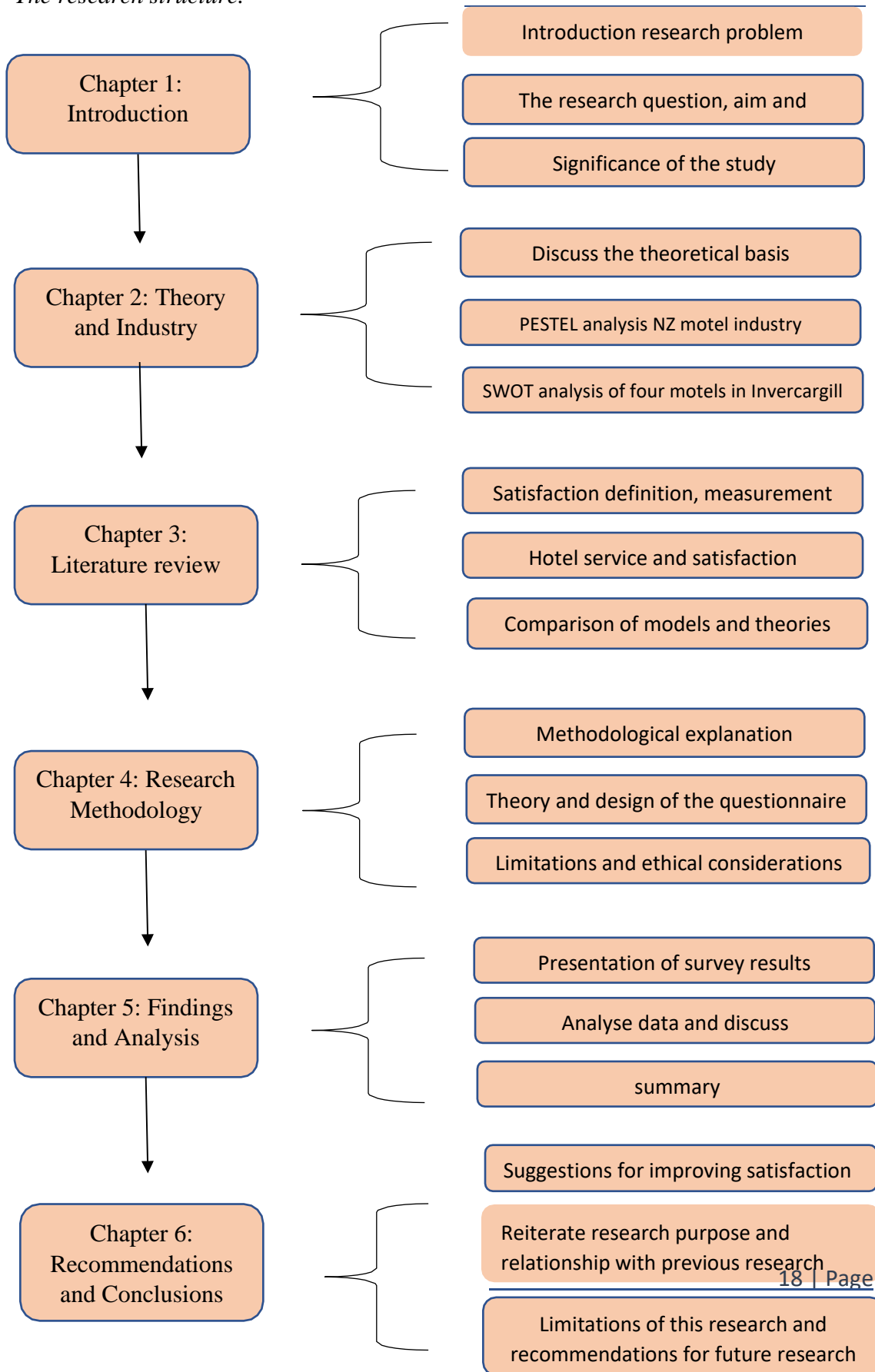
Chapter 4: Research Methodology. The purpose of this chapter is to discuss the choice of methodology, the design principles and design process of the SERVQUAL questionnaire, ethical considerations, and the limitations and biases of methods. First, introducing the philosophical approach of this research is positivism and then present the SERVQUAL questionnaire to collect quantitative data. Then discuss the design process of the questionnaire. Finally, discuss the ethical considerations and the limitations of this research.

Chapter 5: Findings and Analysis. This chapter aims to analyse the collected data to find the source of satisfaction and dissatisfaction for the four 4-star motel customers of Invercargill to give suggestions for improving customer satisfaction. The researcher first collects the printed SERVQUAL questionnaire and then manually enters the questionnaire data into Google Forms. According to the results of Google Forms' analysis, the researcher can find the source of satisfaction and dissatisfaction of the four 4-star motels in Invercargill, and then gave suggestions in Chapter 6 based on the analysis.

Chapter 6: Recommendations and Conclusions. The purpose of this chapter is to give suggestions on the future development of the motels and to reiterate the research purpose and the relationship with previous research. Put forward some suggestions for the problems existing in customer satisfaction of motels. Then summarise the content and conclusions of this research, discuss the limitations of this research, and give future research suggestions. The specific framework of each chapter shows in Figure 1.1 below:

Figure 1.1

*The research structure.*



## **Chapter 2. Theory and Industry Analysis**

### **2.1 introduction**

This chapter's structure includes introducing the theory and analysis the motel industry in New Zealand. This chapter first introduces the theoretical basis used in this study. Then, it presents customer satisfaction based on the Expectation Confirmation Theory and the SERVQUAL questionnaire model. Another part aims to discuss and analyse the New Zealand motel industry, including using the PESTEL model to analyse the whole motel industry in New Zealand and using the SWOT model to analyse the situation of four 4-star motels in Invercargill. It is necessary to carry out the above theoretical introduction and industry analysis. The New Zealand motel industry occupies an essential position in the New Zealand economy; the researcher needs to analyse the industry situation and the overall environment that affects its development. The SERVQUAL questionnaire investigates the four motels' service level, finds the existing problems, and provides appropriate suggestions.

## **2.2 Theoretical analysis**

### **2.2.1 Perspectives of customer satisfaction**

Different researchers have different views on customer satisfaction. Some people believe that satisfaction is a psychological state of customers' perception of service quality (Tong, 2015). Some people think that customer satisfaction is a judgment of customers on products or services' characteristics, making customers happy or dissatisfied (Oliver 1997,p.13). Although there are different views on the definition of customer satisfaction, most people believe that there is a great relationship between customer satisfaction and expectations-perceptions (Tong, 2015; Johnston et al., 2012, p.102; Oliver, 1997). Customers will feel satisfied if the perceived service exceeds expectations, and customers will feel dissatisfied if the perceived service is lower than expected (Tong, 2015; Oliver, 1997).

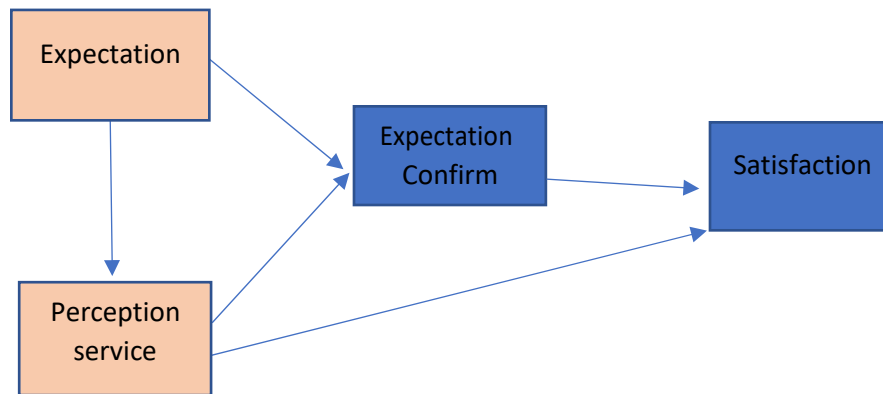
### **2.2.2 Expectation confirmation theory**

Expectation confirmation theory (also called expectation disconfirmation theory) is one of the most widely accepted customer satisfaction models (Van Ryzin, 2004). First proposed in 1977 (Oliver 1977), it is the basic theory for measuring customer satisfaction (Van Ryzin, 2004). Its theoretical framework is based on expectations and perceptions, including Expectation, Perceived Performance, Confirmation, Satisfaction (Oliver, 1980; Oliver, 1977). Expectation confirmation theory refers to consumers confirming whether they are satisfied with the organisation's services based on their actual service perceptions and pre-consumption expectations. Consumer satisfaction will also affect customers' willingness to spend again (Oliver, 1980; Oliver, 1980), 1977). If the consumer's perceived quality of the service exceeds expectations (expectation confirmation), the

customer feels satisfied after consumption. If customers feel the service's perception is not expected, the consumer may feel dissatisfied, and the customer will not be willing to buy again (Oliver, 1980; Spreng et al., 1996). The basic structure of expectation confirmation theory is shown in Figure 2.1:

Figure 2.1

*Expectation confirmation theory basic structure*



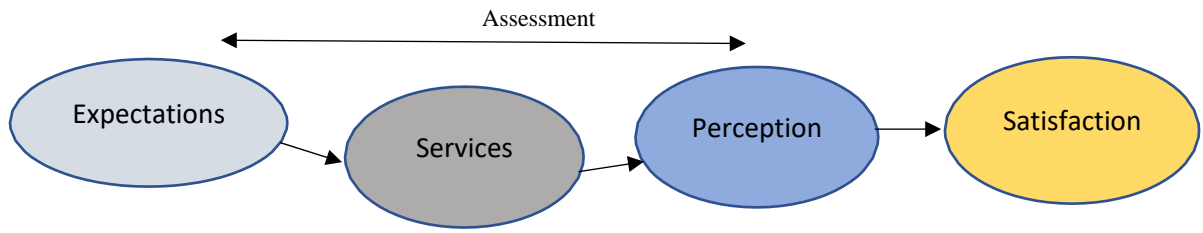
### 2.2.3 Customer satisfaction based on expectation confirmation theory

Johnston et al. (2012, p.102) present a customer satisfaction model drawing on Oliver's theory (Figure 2.2). The psychological result is generated by comparing customers' perception and the previously expected service (Johnston et al., 2012, p.102). Customer satisfaction has three categories: If the customer feels that the perceived service is like the expected service, they will feel average satisfaction. If the customer's perception of service exceeds their desired service, their customer satisfaction will increase and feel very satisfied. If customers think that the received service perception is lower than expected, they will feel dissatisfied or complain (Johnston et al., 2012, p.102). From the above, that satisfaction depends on the comparison between the customer's

perception and expectation of the service. When the perception is exceeds the anticipation, the customer's satisfaction will be higher.

Figure 2.2

*Customer satisfaction*



*Note.* Figure 5.1, Customer satisfaction. From *Service Operations Management, Improving Service Delivery*, by Johnston et al.,2012. p.102

To understand customer satisfaction, researchers need to know what perceptions and expectations are. In this study, perception refers to motel guests' specific feelings about the motel's quality of service. The past experiences, cultures and values of guests will profoundly influence their perception of service (Johnston et al.,2012,p.106). The guest's expectation refers to what the guest thinks will or may happen, usually a range. The guest's expectation for the service is between ideal and unacceptable (Johnston et al.,2012,p.106). When motels provide services beyond or below this range, it will significantly impact guests' actual feelings (Johnston et al.,2012,p.107). There is a gap between perception and expectation. This gap refers to the mismatch between perception and expectation, which will lead to the mismatch between expectation and service perceived by guests, leading to a decrease in satisfaction (Johnston et al.,2012,p.103). Therefore, the organisation should investigate the perception and expectation, find the gap between them, find ways to make the gap smaller, and even try to make the perception exceed the expectation to improve customer satisfaction.

#### **2.2.4 Measure customer satisfaction**

Customer satisfaction is a relatively complex subject. One service may satisfy one customer type, but it may not satisfy another customer; it is necessary to discuss how to measure service and customer satisfaction (Tong, 2015). Methods of measuring customer satisfaction usually include structured questionnaires or structured mystery shoppers (Johnston et al.,2012,p.231). The SERVQUAL questionnaire design asks questions based on the service's various factors, and then the guests are invited to rate each item from 1 to 5 according to their feelings about the service (Johnston et al.,2012,p.231). The questionnaire questions include overall satisfaction and whether they are satisfied with a single item, such as whether they are happy with the organisation's service (Johnston et al., 2012, p. 231).

Satisfaction is usually within a continuous range from extreme satisfaction to extreme displeasure. Satisfaction includes the guest's evaluation of the overall service and the satisfaction evaluation of single service (Johnston et al.,2012,p.102). In the book by Robert Johnston et al., satisfaction describes a continuous interval from -5 to +5. The Likert scale invented by Rensis Likert in the early 1930s is also one of the scales to measure customer satisfaction with services. Customer satisfaction with the service usually has 5 or 7 levels, of which the most used is five satisfaction levels, which divide into very dissatisfied, dissatisfied, neutral, satisfied, and very satisfied (Collomb, 2018).

### **2.2.5 Expectation confirmation theory for motel and limitation**

Expectation confirmation theory is widely used in the accommodation industry to measure the satisfaction of hotel or motel guests (Yuksel & Yuksel, 2001). Researchers use expectation confirmation theory to study the quality of service in the accommodation industry, analyse motel performance, and help motel managers find motel management deficiencies (Boo & Busser, 2018).

Like other theories, expectation confirmation theory has some limitations. Calculating the difference score between perceived quality and expectation may be more complicated, which leads to too high statistical model specifications (Oliver, 1977). However, expectation confirmation theory is still one of the most common theories to measure motels' customer satisfaction. Expectation confirmation theory usually requires actual customer satisfaction measurement through the SERVQUAL model questionnaire of the same theory. The expectation confirmation theory and SERVQUAL model questionnaire are based on the same expectation-perception theory, which aligns with analysing the difference between expectation and perception in this research.



## 2.3 Industry analysis

### 2.3.1 PESTEL analysis of New Zealand's motel industry

The accommodation industry, including motels, and the tourism industry, has become New Zealand's second-largest export revenue generator (New Zealand Immigration, n.d.). The motel Association of New Zealand has more than 800 motels, and the New Zealand motel industry is vital to the New Zealand economy (Hospitality New Zealand, 2015). In this context, it is necessary to analyse the impact of the motel industry's external environment. This study will use PESTEL to analyse the New Zealand motel industry. PESTEL includes political, economic, sociocultural, technical, environmental, and legal; it is one of the most used models for analysing the industry's external environment (Jurevicius, 2013). According to the data of the motel industry and hospitality industry websites, the PESTEL's political, economic, social, technical, environmental, and legal factors all affect the development of the motel industry. Table 2.1 summarises the PESTEL analysis of the motel industry.

Table 2.1

*PESTEL analysis of New Zealand's motel industry*

<b>Factors</b>	<b>Influences</b>	<b>Strategies that motels can adopt</b>
<b>Political Factors</b>	Political factors include political stability and support policies that promote the development of motels. It is well known that New Zealand has relatively stable politics. The Tourism Infrastructure Fund of New Zealand allocated 25 million dollars for the construction of tourism infrastructure every year, which is conducive to the future	The motel industry in New Zealand can actively seize the opportunity to attract more customers to increase its performance by the

	<p>development of the motel industry (Ministry of Business, Innovation &amp; Employment, n.d.-a).</p> <p>The Tourism Infrastructure Fund grants subsidies to different local councils. The third round of grants granted 11 million New Zealand dollars to different cities in New Zealand. These subsidies have promoted the future development of local tourism and motel industries (Ministry of Business, Innovation &amp; Employment, n.d.-b).</p>	<p>government's political support.</p>
<b>Economic factors</b>	<p>Due to the Covid-19 epidemic, the economic recession in 2020 has seriously affected the motel industry in New Zealand. Data show that the Covid-19 lockdown period in April 2020 had a significant impact on the motel industry. Because of the lockdown, consumer spending in the hospitality and motel industries decreased by 97% compared with the previous year (Stats NZ, 2020). Poor economic conditions have also led to a decline in the price of accommodation in New Zealand motels. In June 2020, the cost of accommodation in New Zealand motels dropped by 14% compared to last year. To attract guests, motels reduced room prices, the economic recession caused by covid-19 is expected to affect the motel industry in the next few years (Stats NZ, 2020a).</p>	<p>The economic impact of Covid-19 will severely affect the performance of New Zealand motel in the short term. Motels can target the domestic tourist market.</p>
<b>Sociocultural factors</b>	<p>With the improvement of living standards, many people like to travel. They will choose to live in motels in New Zealand, which is beneficial to the motel industry. However, social, and cultural factors will also adversely affect the traditional motel industry. For example, more and more people have changed their accommodation preferences. They prefer to live in cheaper Airbnb; the continuing change in accommodation preferences has greatly affected the motel industry's future performance (Tohill, 2018).</p> <p>Social culture will also lead to changes in future consumption habits. The data shows that more and more people will view online reviews. 95% of tourists trust online reviews, while 85% of tourists read more than ten reviews; 50% of guests only book rooms after reading other guests' reviews. In the future, motels need to pay attention to online reviews (Social Hospitality, n.d.).</p>	<p>Social and cultural factors will affect the consumption habits of guests. In response to Airbnb competition, the motel industry can strengthen its advantages, such as providing many parking spaces. Besides, paying attention to online reviews can improve customer satisfaction.</p>

<p><b>Technical factors</b></p>	<p>With the development of network technology, more and more marketing methods in the motel industry will change from traditional newspapers and billboards to social network marketing in the future. Internet marketing has intensified competition, and more marketing expenditures will continue to increase room prices (Hoisington, 2017).</p> <p>Digital innovation makes young people increasingly willing to use mobile devices to book and manage orders online. The proportion of booking accommodation through intermediary websites is as high as 69%. Only 30% of guests book through motels and make motels or hotels need to pay the commission, which increases operating expenses(Cadwalader, 2017).</p>	<p>The motel industry in New Zealand can attach importance to technology to facilitate customers to book motels online, and motels can set up Facebook and other social media pages to recommend their motels.</p>
<p><b>Environmental factor</b></p>	<p>Environmental factors have prompted motels to no longer use disposable products to protect the environment (Cropp, 2019). Environmental factors affect the motel industry in New Zealand. Environmental protection has made some motels use recyclable and natural materials and use wind power and solar panels for power generation. Some motels use energy-saving light bulbs, use carpets and curtains made of recyclable fishing nets, and even provide guests with free electric car charging stations (NZME Publishing, 2020). Sustainable development has become the guiding principle for many hospitality providers in New Zealand. In the future, sustainable growth will continue to affect the New Zealand motel industry(NZME Publishing, 2020).</p>	<p>The motel industry in New Zealand needs to pay attention to environmental protection and actively practice green practices, such as not using disposable plastic bottles, using energy-saving light bulbs, etc.</p>
<p><b>Legal factors</b></p>	<p>The government has issued some laws to regulate the development of the motel industry in New Zealand. For example, international tourists visiting New Zealand will charge a tourist tax of NZD 35. This legal policy will reduce the number of motel tourists and affect the motel industry's future performance (CLARKE, 2019).</p> <p>The New Zealand Health and Safety Work Law protects workers' safety in the motel industry, including moving heavy objects, slipping, and preventing bacterial infections. These laws protect the fundamental rights of motel employees; Employers in the motel industry are also required to operate motels by the law (WorkSafe, n.d.).</p>	<p>The motel industry in New Zealand must abide by New Zealand laws and actively implement the protection of employee rights and become a responsible employer.</p>

From the above PESTEL analysis, the six major factors, including politics, economy, and technology, impact the New Zealand motel industry. The economic depression caused by Covid-19 has affected the performance of the New Zealand motel. Social culture has influenced some consumers to choose lower-priced Airbnb, which harms the motel industry in New Zealand. Technological innovation has changed the way consumers booking motels, and motels can provide convenient booking websites as needed. The environment and laws also affect the development of New Zealand motels. New Zealand motels should attach importance to environmental protection and comply with legal regulations conducive to establishing a good reputation and long-term development.

### **2.3.2 Definition of four-star plus motel**

Qualmark is the official rating agency of Tourism New Zealand and provides ratings for motels in New Zealand. The highest rating of motels is 4-star plus. Qualmark is wholly owned by Tourism New Zealand and is the most authoritative government tourism official rating organisation in New Zealand (tourism New Zealand, 2015). Qualmark rating agency defines New Zealand's four-star plus motel as providing adequate facilities and services throughout; Close to the best facilities and services (Qualmark, 2020). The Qualmark rating is supported by the tourism and accommodation industry, and its star rating is trustworthy (tourism New Zealand, 2020). Invercargill has four 4-star plus motels listed on the Qualmark website (Table 2.2) (Qualmark, 2019).

Table 2.2

*List of Invercargill 4-star plus motels in 2019*

Motel name	City	Accommodation	Star
1. Balmoral Lodge Motel	Invercargill	Motel	4-star plus
2. Homestead Villa Motel	Invercargill	Motel	4-star plus
3. Invercargill TOP 10 Holiday Park Motel	Invercargill	Motel	4-star plus
4. Tower Lodge Motel	Invercargill	Motel	4-star plus

*Note.* Qualmark License Holders. From *Qualmark License Holders*, by Qualmark, 2019. ([www.qualmark.co.nz/media/1111/qualmark-licence-holders.xlsx](http://www.qualmark.co.nz/media/1111/qualmark-licence-holders.xlsx))

### 2.3.3 SWOT analysis of the four 4-star plus motels in Invercargill

From the New Zealand motel industry context, the researcher can know that more than 800 members of the New Zealand motel association. The competition between these motels is very fierce, so it is essential to analyse and understand the competitive advantages and disadvantages of motels (Hospitality New Zealand, 2015). SWOT is an essential model for analysing the internal and external competitive environment of the organisation, including analysing the strengths and weaknesses within the organisation as well as the external opportunities and threats (Parsons, 2018).

Table 2.3

*SWOT analysis 4-star plus motels in Invercargill*

<b>SWOT analysis of Invercargill's four 4-star plus motels</b>	
<b>Advantages</b>	<p>4-star plus is the highest rating of New Zealand motels, which will attract some guests who value star rating.</p> <p>These four motels all have a four-star plus rating awarded by Qualmark, indicating that these four motels provide good services and facilities and consistently high quality, which is their internal advantage to attract customers (Homestead Villa Motel, n.d.).</p> <p>The four 4-star plus motels in Invercargill are slightly larger than other motels and have more rooms and options (Balmoral Lodge Motel, n.d.). The facilities are relatively complete, with WIFI, parking, SKY TV and kitchen equipment (Homestead Villa Motel, n.d.).</p> <p>The government supports the development of tourism and the motel industry in terms of politics, and it is the advantage of the motel industry. The development of tourism is helpful to the performance of the motel industry (Ministry of Business, Innovation &amp; Employment, n.d.-a).</p>
<b>Disadvantages</b>	<p>The positioning of the four 4-star plus motels is in the middle position, the price is not as good as Airbnb, and the quality may not be as good as hotels. Some consumers will choose to stay in Airbnb or hotels.</p> <p>Rising costs have caused the disadvantages of these motels. For example, New Zealand will raise the minimum wage standard, which will increase the motel's labour cost and lead to a decline in the motel's competitiveness (LabourVoices, 2020).</p>
<b>Opportunities</b>	<p>Although there is the impact of Covid-19, it is possible to target domestic tourists and business travellers and launch some preferential promotions for them.</p> <p>The motel industry can actively grasp the opportunities of network technology and technological progress and use the latest technology as soon as possible when the future technology is updated.</p>

<p><b>Threats</b></p>	<p>The four 4-star plus motels have a greater huge threat from Airbnb, and Airbnb has a more price advantage. The price of motels is generally above 100 New Zealand dollars, but the price of Airbnb is tens of New Zealand dollars (Tohill, 2018)</p> <p>Hotels also have some threats to motels. Some guests who pursue quality may choose to stay in hotels, but these guests are not the target customers of motels, so the threat to motels' performance is not significant.</p> <p>Covid-19 causes a bad external economy is one of the current threats facing the motel industry. The decline of international tourists will threaten the performance and occupancy rate of motels, which is not conducive to the long-term development of these four motels (Stats NZ, 2020a).</p> <p>The threat of new entrants is low, new investors need a lot of funds, and it is more difficult to get the 4-star plus rating granted by Qualmark, so the threat of new entrants to these four 4-star plus motels is low.</p>
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The Motel industry can use external opportunities based on its advantages, actively use the government's policy to support the tourism industry, improve online booking, social media promotion and other technological updates. For disadvantages and threats, motels can develop their characteristics. For example, Airbnb has low prices but may face parking difficulties. The motels can improve its own parking spaces. Regarding the economic problems caused by Covid-19 and the lack of international tourists, motels can target domestic tourists and carry out promotions based on their needs.

## 2.4 Summary

This chapter first discusses customer satisfaction's viewpoint and complexity and then introduces the expectation confirmation theory and customer satisfaction based on this theory. Expectation confirmation theory is one of the most used theories to measure customer satisfaction, and it is also the basis of customer satisfaction. Then this chapter briefly discuss the limitations of expectation confirmation theory in the motel industry. Again, this chapter uses the PESTEL and SWOT models to analyse the motels' sector and defines New Zealand's four-star plus motel. The six factors discussed by PESTEL include the influence of political, technological, economic, social, and cultural, environmental, and legal factors on the New Zealand motel industry. The SWOT analysis discussed the advantages and disadvantages, opportunities, and threats of the four motels. The theoretical introduction and industry analysis closely surround the motel's research topic and are related to the research questions, aim, and objectives. The theoretical introduction clarified the definition of motel satisfaction and the method of measuring satisfaction. Industry analysis can understand the overall environment of the industry and help answer research question. Theoretical introduction and industry analysis also help analyse motel's satisfied and dissatisfied sources and provide suggestions, to realise the research aim.



## **Chapter 3. Literature Review**

### **3.1. Introduction**

With the rapid development of the tourism and motel industry, the motel industry has become an essential part of the New Zealand economy. It is crucial to study New Zealand's motel customer satisfaction because customer satisfaction will affect the motel's performance and the economic development of New Zealand. This literature review summarises the research evidence, focusing on research published in the last five years. It emphasised earlier research that has been instrumental in framing the theories and research models of this research. The structure of this literature review includes three parts. The first part discusses the expectation-perception method to measure service quality, including the models based on expectation-perception to measure service quality and satisfaction, including SERVQUAL and other models. Second, the literature on several factors that affect customer satisfaction is discussed and other essential elements that affect customer satisfaction. Finally, this chapter discussed the importance of customer satisfaction to the motel's business performance and development.

## **3.2. Expectation-perception approach measure service quality**

### **3.2.1 SERVQUAL model and GAP model**

Researchers are commonly used several expectation-perception models to measure service quality, including the SERVQUAL model. Parasuramann et al. (1985) proposed a GAP(gap) model, and it is a service quality model based on expectation perception. Parasuramann et al. (1985) found that the GAP model base on the gap of customers' expectation and perception of service quality. GAP model is the most basic model for measuring service quality; the GAP model's core is that service quality is a function of the difference between expectation and perception (Braendle et al.,2014; Parasuramann et al., 1988). Based on the GAP model, Parasuramann et al. developed a more advanced SERVQUAL model, based on expectation confirmation theory and GAP theory (Parasuramann et al., 1988; William et al., 2016; Braendle et al.,2014). Although different researchers have used various tools and models to measure customer satisfaction, the most widely used model is the SERVQUAL model (Parasuramann et al., 1988; William et al., 2016; Cronin & Taylor, 1994). Parasuramann et al. (1988) then tested the validity and reliability of the five dimensions of the SERVQUAL model, making it a valuable model to measure service quality.

### **3.2.2 SERVQUAL model and SERVPERF model, Kano model**

SERVPERF(service performance) is very similar to the SERVQUL and base on expectation-perception. SERVPERF compares the customer's perception of service quality over different periods, but SERVPERF is not as widely used as SERVQUAL (Cronin & Taylor, 1994; Braendle et al.,2014). However, Braendle et al. (2014) argued that the SERVQUAL model could not effectively evaluate potential variables and could not measure various aspects of services. Other scholars believe that the Likert scale in the SERVQUAL model is not necessarily accurate to evaluate service quality through

people's subjective intuition. Ladhari (2009) found that although the assessed criticisms, SERVQUAL is often used to measure hotels or motels' service quality. Hoteliers can improve service quality by enhancing the service after finding problems. Braendle et al. (2014) found that the Kano model can also measure service quality, mainly measuring the satisfaction of two given dimensions of service quality. However, compared with the five dimensions of the SERVQUAL model, SERVQUAL is still the most used model for measuring service quality. SERVQUAL is a valuable tool for quality assessment in the service industry (Braendle et al., 2014). After comparing several models, although SERVQUAL has certain limitations, it is still the model used by most researchers to measure service quality.

### **3.2.3 The application of SERVQUAL**

SERVQUAL is the most widely used framework to measure a motel's service quality (William et al., 2016). The SERVQUAL model is the right choice for measuring service quality, and service quality measurement based on different dimensions is more comprehensive (Parasuramann et al., 1988; Ladhari, 2009; ebremichael & Singh, 2019). Behdioğlu and Burhan (2017) found that SERVQUAL has effectively applied in different service industries in various documents and proved to be an effective method p.14. However, Behdioğlu and Burhan (2017)'s research has a limitation, it only studies one company, so the data obtained may not represent other companies. Ladhari (2009) pointed out that SERVQUAL can be used to diagnose service quality and can be used to analyse service quality problems that may occur in the service industry. Finding service quality problems through SERVQUAL is consistent with the objectives studied in this research. The SERVQUAL model is still considered one of the most influential models and is well used in the service industry to measure services (Ladhari, 2009; Martinović, & Šuman Tolić, 2017; Gebremichael, & Singh, 2019). SERVQUAL has been used in different service industries to measure service quality and customer satisfaction and improve service and customer satisfaction.

### **3.3. Factors affecting customer satisfaction**

#### **3.3.1 Service quality is the most important factor affecting customer satisfaction.**

Service quality is the most critical factor affecting the motel's customer satisfaction. Sertel (2017, p.711) posited that good service quality will positively influence customer loyalty and satisfaction. According to Alauddin et al. (2019), service quality ranks first in influencing customer satisfaction, and these influences are the most direct and massive. The hotel's tangible facilities cannot replace intangible services' important role (Alauddin et al., 2019). The motel's service quality is more important than the room size, shower facilities and the motel's staff service (An, 2018; Alauddin et al., 2019). An(2018) believed that motel employees' enthusiastic attitude is more important than whether they have professional knowledge and have a more significant impact on customer satisfaction. The researchers concluded that employees' enthusiasm caused guests more satisfactory service, which often exceeded their expectations; if the staff's attitude is indifferent, the service experience will be lower than expected, which will lead to the dissatisfaction of the guests (Ali et al., 2015; Ren et al., 2015; An, 2018). Setiawan and Sayuti (2017) pointed out that good service quality and corporate image will positively influence customer satisfaction. Good service quality and corporate image can help motels improve customer satisfaction and form good customer loyalty p.37. Therefore, service quality is the most important factor affecting customer satisfaction.

### **3.3.2 Improve customer satisfaction by improving service**

Improving service quality can effectively improve customer satisfaction in motels and other service industries. Lee et al. (2016) found that the best way to improve customer satisfaction is to enhance service quality. As for improving customer satisfaction by improving service quality, Ali (2015) believed that it is useful for motels and hotels to use the latest online booking methods. For example, a motel can develop its application software and build a website to facilitate customers' booking, making customers feel convenient. Tong (2015) also pointed out that responding to customers for the first time and helping customers solve problems promptly can improve service quality and customer satisfaction. Assaf et al. (2015) proposed that how motels allocate resources to deal with customer complaints to improve customer satisfaction is the direction of future research; the focus of motels with higher stars should be to enhance customer satisfaction by improving service p.82. It is difficult for motel managers to manage service quality because providing good service quality requires long training. After the training, employees can provide better services to customers, so motels' satisfaction will also be improved (Alrawadieh & Law, 2019; Alauddin et al., 2019). Improving service quality can effectively enhance the pleasure of motel customers.

### **3.3.3 Other factors are affecting customer satisfaction.**

Other factors that contribute to customer satisfaction include physical amenities, such as motels rooms and facilities. The amenities offered in a motel' rooms can have an impact on customer satisfaction. The motel's tangible facilities, such as free Internet and well-run air conditioning equipment, will make the guests happy and lead to higher customer satisfaction (Radojevic et al., 2015; Kucukusta, 2017). Once the motels do not have the necessary equipment, it will lead to customers' dissatisfaction. The motels' facilities are not complete, which is one of the main reasons for the customers' displeasure (Alrawadieh & law, 2019; An, 2018; Kucukusta, 2017). The difference is that other researchers believed room design and cleanliness have a more significant impact on

customer satisfaction. An (2018) found that motel or hotel guests pay great attention to the interior design and decoration of a more significant colour matching and design of rooms. However, other researchers have asserted that guests seem to attach more importance to motel rooms and corridors' cleanliness (Ren et al., 2015). The difference is that Bagnera (2017) found that the quality of the room was the most important factor affecting customer satisfaction, and the influence of cleanliness was lower than the quality of the room.

### **3.4. Importance to the motel's business performance and development**

#### **3.4.1 Customer satisfaction promotes the motel's performance**

Customer satisfaction is essential to motels, which is related to the motel's business performance. Customer satisfaction of a motel is conducive to improving its future financial performance (Lee & How, 2019; Bo avdeev č I & Cvelbar, 2018; Khan et al., 2017). Khan et al. (2017) found that improving customer satisfaction improves financial performance and reduces operating costs. However, Nazari et al. (2020) emphasised that higher customer satisfaction would improve accommodation performance below 3-star motels, and improved service quality and customer satisfaction would effectively improve their performance p.87. The gap of the study by Nazari et al. (2020) was that his study only focused on accommodations below 3-star and did not study customer satisfaction of accommodations with higher stars. There was no research on 4-star plus motels, so this research project will fill the gap by investigating the Invercargill motels with higher stars. Reasonable customer satisfaction positively impacts enterprises and positively correlates with enterprises' performance (Assaf et al., 2015, p.81; Javed & Cheema, 2017, p. 4). Customers with high satisfaction will buy more products or services, while unsatisfied customers are challenging to consume again (Javed &

Cheema, 2017, p.17). Sertel (2017) posited that the motel's customer satisfaction is the intermediary between the motel's financial performance and different factors. The motel's customer satisfaction will directly or indirectly influence its economic performance p. 711. Therefore, customer satisfaction can directly or indirectly promote motel performance.

### **3.4.2 Good customer satisfaction is conducive to the service industry future development**

Reasonable customer satisfaction is of great significance to the service industry's future development. Reasonable customer satisfaction can help enterprises retain old customers and form a stable and loyal relationship with customers (Hamzah & Shamsudin, 2020; Leninkumar, 2019; Eklof et al., 2018). Eklof et al. (2018) asserted that operators are attaching importance to the management of customer satisfaction. Besides, reasonable customer satisfaction can also improve enterprises' competitiveness (Hoe & Mansori, 2017; Tweneboah, 2016). Tweneboah (2016) also found that the service industry's competition is very fierce, excellent service quality and customer satisfaction are required to stand out. Leninkumar (2019) found that almost any commercial enterprise in the market needs to care about its customer satisfaction management. Without customers satisfaction, it will be difficult for the enterprise to operate. Reasonable customer satisfaction is conducive to developing the service industry and the formation of loyalty and can improve enterprises' competitiveness. Reasonable customer satisfaction is of great significance to the development of the service industry.

### 3.5. Summary

This chapter reviews the literature on measuring the motel's service quality and customer satisfaction, including discussing the expectation-perception approach to measuring service quality and the service factors that influence customer satisfaction. It examines the significance of customer satisfaction for the motel's performance and future development. Some literature combines expectation confirmation theory and the SERVQUAL model to measure service quality, consistent with this study. This chapter discussed the expectation-perception based SERVQUAL model, GAP model, SERVPERF model and Kano model. SERVQUAL is the most practical and widely used model for measuring service quality; SERVQUAL can diagnose service quality. SERVQUAL can determine the sources of satisfaction and dissatisfaction by measuring service quality and giving suggestions for service improvement, which is in line with this study's objectives.

This chapter also discussed several factors affecting customer satisfaction. Some literature believed that service quality is the most important factor affecting customer satisfaction. The tangible service quality provided by the motel staff has a more significant impact on the motel's satisfaction. High quality and personalised service quality can effectively improve customer satisfaction, and employees can provide better service to customers after training. Motels' physical amenities and services such as WIFI, air conditioning, room design, cleanliness and room quality can affect customer satisfaction. The lack of facilities in the motels is one of the fundamental reasons for guests' dissatisfaction. The lack of necessary equipment will lead to the displeasure of the guests. Good customer evaluation will also enhance customer satisfaction.

Literature review finds that improving customer satisfaction is beneficial to the performance and future development of motels. Some literature indicated that customer



satisfaction is of great significance to the motels' performance and future development. Reasonable customer satisfaction can promote customer loyalty, which is beneficial to enterprise performance. Reasonable customer satisfaction can also enhance competitiveness, greatly significant to the service industry's development. Some literature has limitations, such as only focusing on one country. Other researchers emphasised that higher customer satisfaction would improve the performance of accommodations below 3-stars. In the literature, there are few studies on 4-star plus motels. This study aims to research high star motels to fill the research gap of Invercargill motels.

## **Chapter 4. Methodology**

### **4.1. Introduction**

This chapter first discusses the research philosophy and design of this research, and this study chooses the positivism philosophy. The research design includes using explanatory research and survey research strategies, using the questionnaire method, quantitative data, and the use of the deductive approach to analyse the data. The questionnaire in this paper is based on the original SERVQUAL questionnaire. Then this chapter discusses the purpose of the questionnaire and discusses the basic principle of the initial SERVQUAL questionnaire. This chapter then discusses the questionnaire's composition and explains that the questionnaire in this study was a combination of the original SERVQUAL questionnaire and other accommodation literature. Then this chapter discusses the pilot testing questionnaire and the process of questionnaire collection. The article then discusses participants' selection, and analyses the data using Google Forms' built-in analytics tools. Finally, this chapter discusses the solutions to the potential ethical problems at each stage of the study and explains the questionnaire's implied consent.

### **4.2. Research philosophy and design**

Research philosophy is the belief or assumption that knowledge is developed. Research philosophy refers to what researchers do in their research: answer a specific question in their research or develop new knowledge. (Saunders et al.,2016, p.124). Positivism is a concept derived from rigorous scientific investigation and belongs to the definition of natural science (Bougie & Sekaran, p.28). In positivist research design, researchers can use questionnaires to collect quantitative data (Saunders et al.,2016,

p.166). Many researchers have widely applied positivism in quantitative research and proved its effectiveness (Bougie & Sekaran, p.28). So, this study adopts the research philosophy of positivism. Each link of the research design needs to be logical, and each link should conform to the philosophy of positivism and the research aim (Saunders et al.,2016, p.165).

The research design refers to the researcher's overall plan for answering research questions, including research objectives, analysing data, and discussing ethics and limitations (Saunders et al.,2016, p.163-164). Research design needs to be reasonable and clear in steps, and researchers need to explain the reasons for each link (Saunders et al.,2016, p.165). This study's specific research design covers six steps: research philosophy, research type; data collection method; the role of the researcher; type of data collected; analysis (Table 4.1).

Table 4.1

*Research concept and design and reasons for selection*

Steps	Research philosophy and design	The reason for choosing philosophy and the application of philosophy
Step 1: Overall approach	This research chose explanatory research as the overall method of this research. explanatory research can answer how and what consumers feel (Saunders et al.,2016, p.48). This study wants to find out the customers' service feelings and satisfaction with motels. Whether an organisation's staff are satisfied with the organisational change is an explanatory question (Saunders et al.,2016, p.52).	The study aims to determine the sources of motel customers' satisfaction and dissatisfaction through questionnaires and then explain them and present the research results in the form of explanation.

Step 2: Research type (Design)	The research design chose the survey. A survey is suitable for answering questions about satisfaction and explanatory research (Saunders et al.,2016, p.181). Researchers can use surveys to collect quantitative data, including data on customer satisfaction with motel services (Saunders et al.,2016, p.97).	The SERVQUAL model requires data that are efficient and effective to collect through surveys.
Step 3: Method	This study chose the questionnaire as a method. The survey includes the use of questionnaires. The questionnaire can collect a large amount of data in a short period, and its wide use and effectiveness have been recognised by many researchers (Bougie & Sekaran, 2016, p.143).	Questionnaires are a well-established way of collecting customer satisfaction data.
Step 4: Role of the researcher	Positivism usually requires the researcher to remain objective, so the researcher's role is removed in collecting data in this research. The researcher and the researcher's friends cannot answer the questionnaire, and the researcher cannot modify the questionnaire data (Saunders et al., 2016, p.166).	The researcher's role in this study has been removed because the researcher cannot answer the motel guests' questionnaire. The researcher cannot modify the answers to the questionnaire to ensure the collection of objective data.
Step 5: Type of data collected.	This study collected quantitative data. Positivists use quantitative methods to collect data, and they can usually collect a large amount of quantitative data through questionnaires (Saunders et al.,2016, p.166). Researchers can collect a large amount of quantitative data in the questionnaire, which mainly consists of numbers and data (Saunders et al., 2016, p.165).	The data collected is quantitative because this study uses positivism philosophy and questionnaires to collect quantitative data.
Step 6: Analysis	The analysis method of this research adopts the deductive method. Saunders et al. (2016) pointed out that researchers can use deductive methods to analyse quantitative data, and quantitative data can use deductive methods to verify previous views or theories p.166. The deductive method is suitable for analysing quantitative data collected by surveys (Saunders et al., 2016, p.181).	Surveys usually use deductive analysis methods, which are suitable for analysing quantitative data. The research is based on an existing theory of customer satisfaction.

## 4.3. Method: Questionnaire

### 4.3.1. purpose of the questionnaire

The questionnaire is suitable for this research to realise the research aim and objectives. As previously discussed, the SERVQUAL questionnaire is often used to measure customer satisfaction in the service industry to find customer satisfaction problems (Parasuraman et al., 1988, p.30). The researcher finally realises the aim of this research after achieving the three objectives. After obtaining the data, the researcher can analyse the data using deductive methods. SERVQUAL relies on the expectation-perception theory, perception minus the expectation can know which aspects of the service that guests are satisfied and not satisfied.

A questionnaire is a useful tool suitable for this research. The questionnaire's usefulness has been widely recognised by researchers (Saunders et al., 2016, p.439). Picincu (2018) pointed out that the questionnaire uses standard questions to ask questions. The guest's answer to solving the existing problem. In this study, the researcher used the SERVQUAL questionnaire to measure motel guests' satisfaction and solve the motels' applied management problems. The questionnaire can efficiently collect a large amount of data in a short time. Online questionnaire tools such as Google Forms can automatically classify and analyse data and automatically generate useful charts and data (Debois, 2019). Therefore, researchers can quickly diagnose the collected data through questionnaires. The analysis results of Google Forms are helpful for the researcher in the data analysis. People who have not studied statistics can quickly analyse the graphs automatically generated by Google Forms, making it easier to realise this research aim. The questionnaire is the best tool suitable for collecting data to realise the research objectives and aim.

### **4.3.2. Questionnaire design**

This section first explains the general features of the SERVQUAL questionnaire, followed by explaining how the questionnaire is customised for the present study.

#### **4.3.2.1 The design of the questionnaire and SERVQUAL**

This study's questionnaire design base on the standardised original SERVQUAL questionnaire invented by Parasuraman et al. in 1988. According to the motel industry's characteristics, the researcher integrated the accommodation literature questionnaire with the standardised original SERVQUAL questionnaire. The researcher can modify each of the five dimensions of the SERVQUAL questionnaire, which can better fit the research background and research needs (Parasuraman et al., 1988, p.28). In some cases, the researcher can even partially modify the original questionnaire's skeleton to make the questionnaire closer to the research's needs (Parasuraman et al., 1988, p.31).

The original SERVQUAL questionnaire is a five-dimensional scale questionnaire, including measuring customer expectation and perception of service scores and the difference between perception and expectation scores to obtain customer satisfaction scores (Johnston et al., 2012, p.231). The questionnaire usually combines the five dimensions of measuring the quality of an organisation's service: tangibility, assurance, reliability, responsiveness, and empathy (Johnston et al., 2012, p.231).

Table 4.2

*Description of five dimensions of SERVQUAL model*

Five dimensions of quality of service	Description of different dimensions
One , Tangible:	Infrastructure and the design of the facilities
Two , reliability:	Employees can complete the promised work within the agreed time.
Three , responsiveness:	Employees provide timely service to customers.
Four , assurance:	The staff are polite and professional knowledge.
Five , empathy:	Employees take care of guests, have their interests at heart.

*Note.* From *SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality*, by Parasuraman et al., 1988. p.23.

([https://books.google.co.nz/books?hl=en&lr=&id=pGIPEAAAQBAJ&oi=fnd&pg=PA30&ots=whfQGoDXHU&sig=UmKU5HzkUc1bl66Y95\\_mdGvO-gI#v=onepage&q&f=false](https://books.google.co.nz/books?hl=en&lr=&id=pGIPEAAAQBAJ&oi=fnd&pg=PA30&ots=whfQGoDXHU&sig=UmKU5HzkUc1bl66Y95_mdGvO-gI#v=onepage&q&f=false))

The SERVQUAL questionnaire provides a measure of customer satisfaction. The customer's perceived service quality (customer's satisfaction with the service) is equal to perception minus expectations (Johnston et al., 2012, p.232). The formula is  $Q=P-E$ , P represents the guest's score for perception, E means the guest's score for expectation, and Q is the customer's satisfaction score for service quality (Parasuraman et al., 1988, p.19). When Q is a negative number, it indicates that customers are not satisfied with the service, and the organisation needs to find ways to improve the service quality.

The SERVQUAL questionnaire has its reliability and limitations. Many companies use the SERVQUAL questionnaire to understand their customers' perceptions and expectations, thereby understanding customer satisfaction (Parasuraman et al., 1988, p.30). The SERVQUAL questionnaire is already one of the commonly used

questionnaires to measure the organisation's service quality. The service industry has widely used and affirmed the SERVQUAL questionnaire (UKEssays, 2018). Parasuraman et al. (1988) have proved the original SERVQUAL questionnaire's reliability, and the initial SERVQUAL questionnaire proved to have certain reliability and validity. The SERVQUAL questionnaire is not perfect and has its limitations like other questionnaires. The five dimensions of the questionnaire are not independent, and there may be too many interrelationships between the five dimensions (Carman, 1990). Some researchers have questioned that this questionnaire is relatively abstract in the definition of the five dimensions. It cannot reflect customers' expectations and perceptions in a particular industry (Smith, 2010). This study quoted the original SERVQUAL questionnaire and integrated the SERVQUAL questionnaire in other accommodation literature, making it more suitable for research in the motel industry. Despite some controversies, SERVQUAL is still the most commonly used questionnaire for service satisfaction surveys.

#### **4.3.2.2 Composition of the questionnaire**

The questionnaire of this study consists of two parts. Questions 1 to 3 of the first part are the necessary information of motel guests, including the gender, age, and travel purpose. Questions 4 to 17 in the second part include the motel guests' expectations and motel services perceptions. SERVQUAL has a Likert scale that measures customer expectations and perceptions of service through five levels, ranging from the most satisfied to least satisfied. This study's questionnaire combines the original SERVQUAL questionnaire in 1988 and the other literature's accommodation SERVQUAL questionnaire. These questions are closely related to the motel's research theme and are more suitable for this research. For the complete questionnaire, please refer to Appendix B. The composition and sources of questions 4 to 17 in Part 2 show in the following table 4.3:



Table 4.3

*Combine the original SERVQUAL questionnaire and other literature*

Five dimensions, (Parasuraman et al.,1988)	Questions in this questionnaire	Reference source	Verified Cronbach's Alphas, Quoted from (Bastos, 2016, p. 62)
Tangibles:	4, The motel has modern facilities.	(Parasuraman et al.,1988) ; (Bastos, 2016) ; (Nair, 2016)	0,705
	5, The motel facilities are well-designed design.	(Parasuraman et al.,1988) ; (Bastos, 2016)	
	6, Motel staff are neatly dressed.	(Parasuraman et al.,1988) ; (Bastos, 2016); (Nair, 2016)	
Reliability:	7, Motel staff can finish requests within the promised time.	(Parasuraman et al.,1988) ; (Bastos, 2016)	0,784
	8, When you encounter problems, the motel is sincere in addressing your issues.	(Parasuraman et al.,1988) ; (Bastos, 2016); (Nair, 2016)	
	9, Motel records your information correctly.	(Bastos, 2016).	
Responsiveness:	10, Motel responds to service requests promptly.	(Bastos, 2016) ; (Nair, 2016).	0,737
	11, The motel staff keep you informed about the time required to complete service requests.	(Bastos, 2016).	
Assurance:	12, The motel provides a safe environment.	(Bastos, 2016).	0,785
	13, Motel staff are polite to you.	(Parasuraman et al.,1988) ; (Bastos, 2016); (Nair, 2016).	

	14, Motel staff have professional knowledge.	(Bastos, 2016).	
Empathy:	15, The motel staff take care of the guests.	(Bastos, 2016).	0,809
	16, Motel staff take your interests at heart.	(Bastos, 2016); (Nair, 2016).	
	17, Motel employees understand your needs.	(Bastos, 2016); (Nair, 2016).	

Bastos (2016) tested the reliability of the five service dimensions of the SERVQUAL questionnaire and obtained a five-dimensional expectation and perception data reliability test. The test result of Bastos (2016) Cronbach's Alphas is higher than the researchable recommendations suggested by other documents. Cronbach's Alphas between 0,705 and 0,809 indicate that the five dimensions of the SERVQUAL questionnaire indicate that the internals is consistent (Bastos, 2016, p.61). Bastos (2016) verified the questions under the five dimensions of the SERVQUAL questionnaire and showed absolute reliability and effectiveness. This study combined the literature of Bastos et al. (2016) with the original SERVQUAL questionnaire of Parasuraman et al. (1988) was reliable.

Table 4.4  
*Reliability analysis for the SERVQUAL dimensions*

Dimension	Number of Items	Cronbach's Alphas
Tangibles	8	0,705
Reliability	10	0,784
Responsiveness	8	0,737
Assurance	8	0,785
Empathy	10	0,809

*Note.* Reliability analysis for the SERVQUAL dimensions. From *An analysis of the perceived service quality of the hospitality industry in Rio de Janeiro through the SERVQUAL model A multiple case study*, by Bastos, 2016, p.62 (<https://repositorio.ucp.pt/handle/10400.14/20364>)

### **4.3.3. Pilot testing**

This study conducted a pilot testing on the questionnaire before the researchers handed out the questionnaire, which is conducive to discovering possible errors in the questionnaire and revising the existing errors. A pilot survey was completed. The researcher found ten classmates who have recent experience of a motel stay and supervisor to conduct questionnaire inspection and test the questionnaire questions' accuracy. The researcher spent two weeks testing the questionnaire, and classmates and the mentor who had lived in motels gave suggestions for revision. Finally, the researcher deleted and added some questions and corrected some errors in the questionnaire.

### **4.3.4. Procedure**

After ethics approval, the researcher printed out 160 questionnaires and then distributed 160 questionnaires to four 4-star plus motels in Invercargill, and each motel distributed 40 questionnaires. The researcher went to motels to ask about the questionnaire's completion progress once a week and found that some motels had faster progress, and some were slower. These questionnaires are not carried out online, and they are all printed paper questionnaires left at the front desk of motels. Guests of motels fill out the questionnaires when they check out from 8 am to 11 am. After completing the questionnaires, they are stored in a sealed paper box, ensuring data's authenticity and the guests' privacy. The actual data collection was carried out in four 4-star plus motels in Invercargill. The people who answered the questionnaire were all guests living in the four 4-star plus motels in Invercargill during the study. The researcher left the questionnaires

at the four motels for about eight weeks, and the researchers finally collected 96 questionnaires, excluding 5 unfinished questionnaires, 91 questionnaires were valid. The researcher marked the four motels at the top of the questionnaire with numbers so that guests can save the steps of confirming the name of the motel and increase the questionnaire filling rate.

#### **4.3.5. Participants and sampling**

The object of this research is the four 4-star plus motels of Invercargill. The reason for choosing the 4-star plus motels is that there are very few studies on 4-star plus motels in New Zealand, and there is a gap for research. The second reason is that researcher wants to study high-quality and high-star motels and find out the good and bad aspects of high-star motels in terms of service. In Qualmark's scheme, New Zealand motels' highest rating is 4-star plus (Qualmark, 2019). As there are only four 4-star plus motels in Invercargill, the researcher decided to undertake a motel category census.

Participants in this study were all guests who stayed in the four 4-star plus motels in Invercargill during the study period so that the data obtained is up-to-date. Ninety-one guests finally completed the questionnaire for this study. The selection population is the sum of various researchable elements in the research, and the sample of the study comes from the research population (Saunders et al., 2016, p.272). These guests must be over 18 years old and stayed at the four motels during the study period. The researcher chose this group to answer because they checked out from motels to have the motel's service quality's latest feelings.

This study is based on a form of convenient sampling. Convenience sampling means that researchers can easily or in the most convenient way obtain the samples they need

(Saunders et al., 2016, p.304). This research aims to find 100 participants as the research sample for this research, and the sample is selected from guests of four 4-star plus motels in Invercargill. The researcher left the questionnaires at the front desks of four 4-star motels in Invercargill for guests to fill out. Participants in this study are guests of four 4-star plus motels staying in Invercargill. Guests who are interested in the questionnaire and voluntarily fill out the questionnaire. These guests who filled out the questionnaire may be satisfied or dissatisfied with motels' services. Those who voluntarily filled out the questionnaire have a particular motivation for answering the questionnaire, so it cannot be assumed that they are representative of all guests.

#### **4.3.6. Data analysis**

Data analysis is an essential step in the research process, and the researcher can draw conclusions and suggestions through data analysis. The researcher needs to obtain useful insights from quantitative data analysis; The researcher also uses figures and tables to present data relationships and comparisons (Saunders et al., 2016, p.496). Explanatory statistics can analyse data by describing the characteristics of different charts and tables (Collis & Hussey, 2009, p.221). In this research, explanatory statistics can explain and analyse motel guests' satisfaction with service after consumption. Therefore, explanatory statistics is a suitable analytical method for this study. In this study, the researcher collected paper questionnaires and entered the data into online questionnaire tools such as Google Forms. Many tables and figures can be generated through the built-in analysis tools of Google Forms, showing how customers of different ages and genders feel about service quality in the charts. There are no open-ended questions in this questionnaire, so there is no qualitative data to analyse.

#### **4.4. Limitations, reliability, and bias**

Limitations: This study has certain limitations. First of all, this study only collected quantitative data through questionnaires and did not use other interviews to collect qualitative data. However, this makes it easier for the researcher to analyse, and the investigator can focus on quantitative data without worrying about analysing qualitative data. Secondly, the questionnaire itself has its limitations. Although the questionnaire collects data faster, the questionnaire questions are usually not as deep as the interview questions. Besides, the limitation is that this study's scope is only limited to 4-star plus motels in Invercargill. The results of the analysis may not apply to other areas or different accommodation types. In the end, there were some things beyond the control of the researcher; the investigator plan to collect 100 questionnaires within a month, but the actual completion and questionnaires were slow. In the end, the researchers collected 91 effective questionnaires in eight weeks, and the percentage of completed questionnaires was 91%.

Although there are limitations, the tools and research methods of this study are still reliable. Firstly, the validity and widespread use of questionnaires have been recognised by many researchers (Saunders et al., 2016, p.439). Researchers can use the SERVQUAL questionnaire to investigate motel customers' perceptions and expectations to find the source of customer satisfaction (Parasuraman et al., 1988, p.30). The SERVQUAL model has become an essential model for measuring an organisation's service quality, and its usefulness has been widely recognised by the service industry (UKEssays, 2018). Positivism is a rigorous and scientific research philosophy commonly used in quantitative research and is recognised by many researchers (Bougie & Sekaran, 2016, p.28).

Delimitations are the limits and controllable things set for the research, such as sample selection criteria and address selection (Theofanidis & Fountouki, 2018). This

study's sample criteria were 100 adult guests who lived in the four 4-star plus motels in Invercargill during the study period. Delimitations pay more attention to explaining the reasons for excluding specific samples. In this study, the selection excluded guests who had previously stayed at motels and did not stay at the four 4-star plus motels to ensure that the data obtained is up to date. The comments of guests who have stayed at the motels before may not be as novel as those who were staying at the motel during the study period. This research aims to find Invercargill's 4-star plus motels' customer satisfaction, rather than all motels.

Bias: This study has managed to reduce some biases. The researcher's subjective view may lead to the wrong recording of the collected data. The researcher's incorrect recording of the data can lead to deviations in the research (Saunders et al., 2016, p.203). Excessive research bias may lead to inaccurate research results (Saunders et al., 2016, p.202-203). Therefore, it is essential to reduce research bias. This study's sample must be limited to adult guests staying at the four 4-star plus motels in Invercargill during the study period to ensure that the data is reliable. The researcher will not use any money or rewards to induce motel guests to fill out questionnaires to ensure that guests express their real thoughts. The guests who were interested in staying at motels voluntarily filled out the questionnaire randomly. Researchers cannot induce participants to fill out questionnaires, nor can they let friends fill out questionnaires; otherwise, the answer may lose fairness and objectivity (Collis & Hussey, 2009).

### 4.5. Ethical considerations

This study's investigator submitted an ethics application to the ethics committee and was approved before the study. Researchers can only collect data after submitting an ethics application and obtaining ethics approval (Saunders et al., 2016, p.55). Among the many ethical considerations, it is essential not to force participants to participate in the survey (Collis & Hussey, 2009, p.45). This questionnaire clearly states that the participants are voluntarily filled out, and motel guests can refuse to participate in the survey if they do not want to. In addition to not forcing participants to answer the questionnaire, researchers should protect participants' privacy and safety (Saunders et al., 2016, p.249). The questionnaire does not record the guest's name. As well as protecting confidentiality, not asking for names can mean that guest answer the questionnaire honestly and improve the questionnaire's feedback rate (Collis & Hussey, 2009, p.45).

In In research design, the researcher should follow the guidelines of no harm to participants to prevent ethical issues. The researcher can prevent potential ethical problems from occurring at various stages through "the principle of not causing harm to participants" (Saunders et al., 2016, p.249). The five research steps usually include research topic selection, research design, data collection, processing, and data analysis (Saunders et al., 2016, p.250). This study proposes solutions to the ethical issues that may arise in the five stages of the research.

Table 4.5

*Potential ethical issues and solutions in five stages*

Five stages of research	Ethical issues that may arise	This study's solution to potential ethical issues
Stage 1, select research topic	1. The research topic may not be	1. The researcher has communicated with the supervisor on the determination of the



	<p>objective and correct.</p> <p>2. Conflicts of interest may arise in the research.</p>	<p>research theme and finally determined the research theme.</p> <p>2. The researcher discussed the research topic's possible interest issues with the supervisor. The study did not involve money to induce motel guests to answer questionnaires to prevent interest issues.</p>
<p>Stage 2, Research Design</p>	<p>1. May force participants to answering questionnaires.</p> <p>2. Participants did not know.</p> <p>3. Failure to protect the privacy of participants</p>	<p>1. Motel guests volunteered to answer the questionnaire, and they could refuse to answer the questionnaire.</p> <p>2. There is an implied consent at the top of this questionnaire. Motel guests saw the implied consent at the top of this questionnaire.</p> <p>3. The researcher fully protects motel guests' privacy, and motel guests do not need to fill in their real names.</p>
<p>Stage 3, data collection</p>	<p>1. The data collected may not be objective.</p> <p>2. Participants may be unaware of and without privacy.</p> <p>3. Participants cannot withdraw halfway</p>	<p>1. The researcher and his friends did not answer any questionnaire to ensure data collection objectivity.</p> <p>2. The questionnaire has included implied consent, which fully protects the right to know and motel guests' privacy.</p> <p>3. The implied consent in this questionnaire indicates that guests can withdraw halfway.</p>

<p>Phase 4, data processing and storage</p>	<ol style="list-style-type: none"> <li>1. Researchers may not be objective for data processing.</li> <li>2. Problems with data confidentiality.</li> <li>3. Data may be insecure and abused.</li> </ol>	<ol style="list-style-type: none"> <li>1. The researcher objectively processed the data of motel guests and did not change any data.</li> <li>2. The researcher saves the data on a locked computer in the school and will delete it after five years.</li> <li>3. The researcher only uses data collected in the research for the paper's writing, not for other purposes.</li> </ol>
<p>Phase 5, record data and findings</p>	<ol style="list-style-type: none"> <li>1. Not objective when recording data.</li> <li>2. The data is not confidential</li> </ol>	<ol style="list-style-type: none"> <li>1. The researcher truthfully record the collected data.</li> <li>2. The researcher continues to keep all the collected data confidential.</li> </ol>

*Note.* Figure 6.1 Ethical issues at different stages of research. From Research methods for business students, by Saunders et al., 2016, p.250.

Besides, this study has been approved by the ethics committee. Please refer to Appendix A for the copy of the SIT ethics committee's approval letter in this study.

### **4.5.1. Implied consent**

The top of the questionnaire in this study included implied consent, which replaced informed consent. The anonymous questionnaire does not collect the personal name of the guests. Once the guests complete the questionnaire, it is considered voluntary and consent (Saunders et al., 2016, p.252). Informed consent is more advantageous than independent consent, and implied consent does not require the guests to fill out an additional informed consent form, making guests more willing to participate (Fryrear, 2016).

The process of implied consent in the questionnaire of this study includes the following steps. First, the researcher introduced the researcher's name in the implied consent and introduced to the motel guests that the researcher was researching customer satisfaction. Then the implied consent stated that the participant's data is confidential and anonymous. The researcher will safely store the data on the school's computer and destroy it after five years. Then, the implied consent informs that participation in the research is voluntary, and the researcher can use the data to write this study. In the end, the researcher left the contact information of the researcher and the supervisor. Please see the attached questionnaire for details of the implied consent in Appendix B.

## 4.6. Summary

This chapter discussed the methodology and design of the research. Positivism is a scientific research theory adopted by many researchers. Each step of the research design should be logical and reasonable. The design of this research selected explanatory research, survey, questionnaire, quantitative research and deductive methods, and there are a certain logic and connection between them. The purpose of the questionnaire in this article is in line with this research's aim, and the wide application and recognition of the questionnaire make it the best tool choice for this research. The questionnaire part also discussed the design principles of the questionnaire and the composition of the questionnaire. This questionnaire combines the original SERVQUAL questionnaire questions and the questionnaire questions in other accommodation literature, making the questionnaire more suitable for motel industry surveys. In the questionnaire test, the researcher listened to the suggestions of 10 students with accommodation experience and then revised the questionnaire. The researcher distributed 160 printed questionnaires to 4 motels front desks on average and finally received 91 effective questionnaires. Finally, this chapter analyses the potential ethical problems in the five stages of the research and proposes solutions, which effectively prevents the generation of ethical issues.

## Chapter 5 Findings and Analysis

### 5.1. Introduction

This chapter's content and structure mainly include the questionnaire results and the discussion of the results. First, this chapter presents the results of the questionnaire in this study. The researcher used several paragraphs to write the results of this questionnaire and used tables and graphs to support the reported results. The results mainly divided into two categories: one is the description of some aspects of the high customer satisfaction of the motels' customers. Another type of finding is the description of the motels' customers' low satisfaction. The researcher then discusses this research's results and compares the literature in the literature review. After comparison, the researcher found differences in the studies' results, and this study found something that other studies had not found. The discussion part explains the results of the research and discusses them with the objectives of this research. The researcher found sources of satisfaction and dissatisfaction regarding customer satisfaction at the four 4-star motels in Invercargill. In the discussion process, the researcher discussed the research results in combination with the expectation confirmation theory. Based on the expectation confirmation theory, the perception  $P$  minus the expectation  $E$  score shows guest satisfaction. The data in this study are quantitative data collected in the form of questionnaires. The researcher distributed a total of 160 questionnaires. The researcher collected 96 questionnaires, excluding five uncompleted questionnaires, and 91 questionnaires were valid.

## 5.2. Results

### 5.2.1 Questionnaire collection

Table 5.1

*Questionnaire collection of four motels*

Name of Motels	1, Balmoral Lodge Motel	2, Homestead Villa Motel	3, Invercargill TOP 10 Holiday Park	4, Tower Lodge Motel
Total questionnaires	25	16	22	33
Invalid questionnaire	0	0	0	5
Valid questionnaire	25	16	22	28

This study's researcher left 160 questionnaires at the front desks of four 4-star motels in Invercargill, with an average of 40 for each motel. The researcher collected 96 questionnaires in about eight weeks. The ethics committee approved the study's ethics application on December 3, 2020. The researcher went to four motels on December 5, 2020 and left 40 questionnaires at each motel's front desk. The researcher went to four motels to check the questionnaire collection every week and retrieved all the questionnaires on January 31, 2021. The period for collecting the questionnaire is approximately eight weeks. After excluding five incomplete questionnaires, 91 questionnaires were valid. The goal of this research is to recover 100 useful questionnaires. The actual return of 91 questionnaires has achieved 91% of returning questionnaires' research target and achieved the goal.

## 5.2.2 Profile of the respondents

The three questions in the first part include the age, gender, and travel purpose of the motel guests so that the researcher can know the guests' basic information and the profile of respondents. From Table 5.2, in terms of gender, "male" accounts for the highest 53%. And the proportion of the "female" was 42.8%. More than 30 % of the samples were "46-60 years old in terms of the age range." There is more "holiday travel" in the sample for travel purposes, accounting for 57.1%. The proportion of the business travel sample was 35.2%. The respondents' sample was evenly divided between male and female, people aged over 45 and those aged below 45 and between those travelling for business and other purposes (Table 5.2).

Table 5.2

### *Profile of respondents*

Question	Options	Frequency	percentage	Cumulative percentage
Gender	Male	49	53.8	53.8
	Female	39	42.86	96.7
	Not to say	2	2.2	98.9
	Diverse	1	1.1	100
Age range	18-31	16	17.6	17.6
	32-45	27	28.6	46.2
	46-60	30	33.0	79.2
	Above 61	18	20.9	100
Travel purpose	Holiday travel	32	35.2	35.2
	Business travel	52	57.1	92.3
	Others	7	7.7	100
	Total	91	100	100

### 5.2.3: Descriptive Statistics

The researcher manually entered questionnaire data into excel and then imported the excel data into the SPSS software to obtain descriptive analysis data, as shown in Table 5.3. The expected sample size for each question is 91. Table 5.3 shows that the average range of the data is 4.099-4.769. Normally, the absolute value of skewness  $<2$  and the absolute value of kurtosis  $<7$ , indicating that the data obeys an approximately normal distribution, and the absolute values of skewness and kurtosis of this data meet the requirements. The research results are not affected by some extreme values. The answers to the questions are valid, and the average value is not the result of data containing extreme values, see table 5.3.

Table 5.3

#### *Distribution of expectations scores*

Questions expectation	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis	Mean sorting
Q 4, expectation	91.000	4.000	5.000	4.769	0.424	-1.300	-0.319	1
Q 5, expectation	91.000	4.000	5.000	4.769	0.424	-1.300	-0.319	2
Q 6, expectation	91.000	3.000	5.000	4.769	0.449	-1.670	1.758	3
Q 7, expectation	91.000	3.000	5.000	4.758	0.456	-1.582	1.420	4
Q 8, expectation	91.000	3.000	5.000	4.736	0.468	-1.420	0.846	5
Q 9, expectation	91.000	3.000	5.000	4.725	0.473	-1.345	0.602	6
Q 10, expectation	91.000	3.000	5.000	4.604	0.612	-1.301	0.650	7
Q 11, expectation	91.000	3.000	5.000	4.538	0.704	-1.213	0.088	8
Q 12, expectation	91.000	3.000	5.000	4.527	0.735	-1.211	-0.053	9
Q 13, expectation	91.000	3.000	5.000	4.516	0.639	-0.978	-0.099	10
Q 14, expectation	91.000	3.000	5.000	4.429	0.635	-0.658	-0.520	11
Q 15, expectation	91.000	3.000	5.000	4.330	0.633	-0.401	-0.652	12
Q 16, expectation	91.000	3.000	5.000	4.253	0.643	-0.285	-0.660	13



<u>Q17, expectation</u>	91.000	3.000	5.000	4.099	0.716	-0.148	-1.013	14
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**5.2.4 : Reliability analysis**

The researcher of this study input questionnaire data into excels then imported the excels data into the SPSS software and obtained the results of the credibility analysis of the questionnaire data. The researcher processed and analysed the data collected in this questionnaire and found that the overall Cronbach's Alpha coefficient value of the scale was greater than 0.7. And the Cronbach's Alpha coefficient values of the expected and perceived data are both greater than 0.7. It shows that the questionnaire's internal consistency is good, so the reliability of this survey results is good. To identify the correlation between each item and the overall, if the correlation coefficient between an item score and the overall score is less than 0.3, it should be deleted. After reliability analysis, the correlation between each item and the overall score is higher than 0.3. The results are shown in Table 5.4.

Table 5.4

*Reliability analysis*

Reliability analysis of questionnaire						
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	Cronbach's Alpha
Q4, expectation:	59.725	33.935	0.630	0.948	0.948	0.950
Q5, expectation:	59.571	34.470	0.638	0.947		

Q6, expectation:	59.495	34.586	0.633	0.947
Q7, expectation:	59.396	33.331	0.814	0.942
Q8, expectation:	59.308	33.882	0.728	0.944
Q9, expectation:	59.297	33.189	0.705	0.946
Q10, expectation:	59.220	33.529	0.817	0.942
Q11, expectation:	59.286	32.829	0.790	0.943
Q12, expectation:	59.088	35.103	0.791	0.943
Q13, expectation:	59.066	34.996	0.835	0.942
Q14, expectation:	59.055	35.341	0.830	0.943
Q15, expectation:	59.055	35.341	0.830	0.943
Q16, expectation:	59.099	35.290	0.745	0.944
Q17, expectation:	59.055	35.364	0.774	0.944
Q4, perception:	60.044	25.798	0.387	0.921
Q5, perception:	60.077	25.472	0.414	0.920
Q6, perception:	59.934	23.484	0.679	0.908
Q7, perception:	59.747	23.991	0.614	0.911
Q8, perception:	59.462	25.207	0.708	0.906
Q9, perception:	59.516	24.519	0.729	0.905
Q10, perception:	59.505	25.075	0.749	0.905
Q11, perception:	59.407	25.600	0.628	0.909
Q12, perception:	59.341	25.849	0.765	0.906
Q13, Perception:	59.319	26.086	0.739	0.907
Q14, perception:	59.374	25.881	0.711	0.907
Q15, perception:	59.330	25.957	0.755	0.907
Q16, perception:	59.396	25.442	0.792	0.905
Q17, perception:	59.407	25.511	0.763	0.905

0.915

### 5.2.5 : Perception and expectation of service quality

A Likert scale is built into the SERVQUAL questionnaire, with perceptions and expectations ranging from 1 to 5, indicating least satisfied to most satisfied. According to the previous introduction in Chapters 2 and 4, the customer satisfaction is perception  $P$  minus expectation  $E$  equals  $Q$ .  $PS_i$  refers to the mean value of the experience of the  $i$ -th service, and  $ES_i$  refers to the mean value of the expectation of the  $i$ -th service (Parasuraman et al., 1988, p.19). The researcher manually inputs the data of 91 valid questionnaires into excel, then imported the excel data into the SPSS software, and obtained statistical results on the four 4-star plus motels' service quality in Invercargill.

From table 5.5, guests have low expectations and perceptions of questions from 4th to 6th, indicating that guests do not have high expectations for the physical facilities of motels. Guests expect that motels do not have modern equipment, the design of the facilities is not good, and the clothing will not be too neat. However, the customer's perception of several of the above services is lower, making the perception lower than the expectation, leading to guests' dissatisfaction.

The green numbers show that the customers of motels are more satisfied with the intangible service. Only employees understand customer needs, the perception of this service is lower than expectation, and the other intangible service is perceptions higher than expectations. The green figures show that guests have high expectations for questions 12th to 17th. People may feel happy if the perception exceeds expectations, but it may also mean that they are satisfied and that motels have invested too much in this area. Overall, all questions' perceptions and expectations are above 4, indicating that the overall service performance of the four 4-star motels is not too bad. The perception-expectation gap are shown in Table 5.5:

Table 5.5

*The perception- expectation gap*

Questions	Description	PSi	ESi	SQi
Question 4	the motel has modern facilities	4.099	4.099	0
Question 5	the motel facilities are well-designed in design	4.066	4.253	-0.187
Question 6	motel staff are neatly dressed	4.209	4.33	-0.121
Question 7	motel staff can finish requests within the promised time	4.396	4.429	-0.033
Question 8	when you encounter problems, the motel is sincere in addressing your problems	4.681	4.516	0.165
Question 9	motel records your information correctly	4.626	4.527	0.099
Question 10	motel responds to service requests promptly	4.637	4.604	0.033
Question 11	the motel staff keep you informed about the time required to complete service requests	4.736	4.538	0.198
Question 12	the motel provides a safe environment	4.802	4.736	0.066
Question 13	motel staff are polite to you	4.824	4.758	0.066
Question 14	motel staff have professional knowledge	4.769	4.769	0
Question 15	the motel staff take care of their guests	4.813	4.769	0.044
Question 16	motel staff have your interests at heart	4.747	4.725	0.022
Question 17	motel employees understand your needs	4.736	4.769	-0.033

According to the calculation formula of the SERVQUAL model:  $SQi = PSi - ESi$ . In the table:  $SQi$  is the difference of the mean.  $PSi$  is the  $i$ -th service's perceived mean value, and  $ESi$  is the  $i$ -th service's expected mean value.

Eight areas where customers are delighted with the service:

Table 5.5 shows the blue numbers indicate the SQi satisfaction scores for each question,  $SQ_i = PS_i - ES_i$ . The blue SQi scores show that perception scores exceed expectation scores, indicating that they are satisfied with these issues.

- The motel is sincere in addressing guest's problems; the score SQi is 0.165.
- Motel records guest's information correctly; the score SQi is 0.099.
- Motel responds to service requests promptly; the score SQi is 0.033.
- Informed about the time required to complete service requests, the score SQi is 0.198.
- The motel provides a safe environment; the score SQi is 0.066.
- Motel staff are polite to guests; the score SQi is 0.066.
- Motel staff take care of their guests; the score SQi is 0.044.
- The staff have your interests at heart; the score SQi is 0.022.

All SQi scores of the eight services show positive numbers, indicating that guests are satisfied with the above eight aspects. However, these differences do not seem to be particularly large, which means that the gap between customer expectations and perceptions of service is minor, and guests' expectations and perceptions of service scores are relatively high.

Four aspects of customer dissatisfaction with service:

Table 5.5 shows the red numbers indicate the SQi scores for each question,  $SQ_i = PS_i - ES_i$ . The red SQi scores all show perceptions are less than expectations, but the difference is minor negative numbers, indicating that they are not satisfied with these issues.

- Motel facilities are well designed; the score SQi is -0.187.

- Motel staff are neatly dressed; the score SQi is -0.121.
- The staff can finish requests within the promised time; the score SQi is -0.033.
- Motel employees understand your needs; the score SQi is -0.033.

The above four areas' scores are all negative, indicating that guests are not satisfied with these four areas. The gap between the customer's expectations and perception of the service is modest, indicating that the guests are not extremely dissatisfied. The customer's expectations and perception of the service score close.

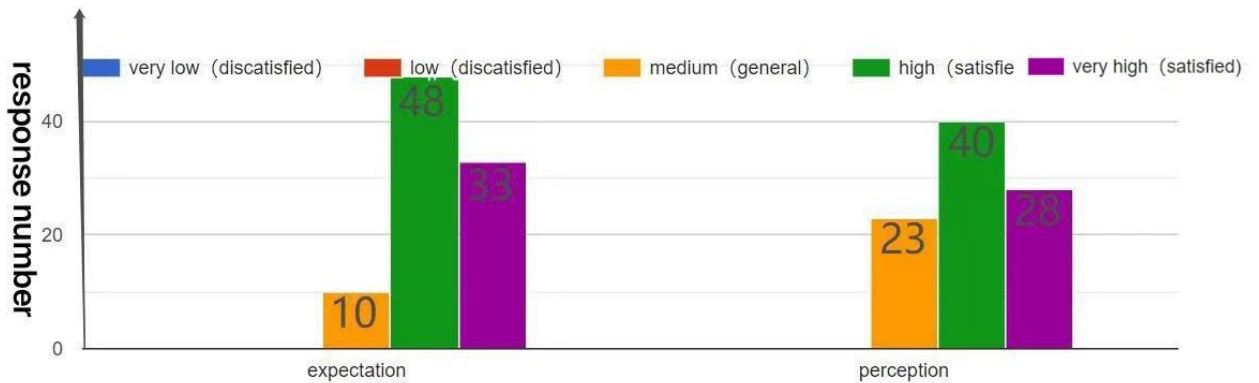
### 5.2.6 low customers satisfaction responses

The low level of customer satisfaction is the focus of this research. The researchers entered the data into Google forms and got four figures with low satisfaction. The specific graphs on the four aspects of customer dissatisfaction are as follows:

Figure 5.1

*Responses for the design of motel facilities*

5.The motel facilities are well designed design.



As is shown in the figure, the yellow bar indicates (medium)general satisfaction, the green bar indicates (high) satisfaction, and the purple bar indicates (very high)satisfaction.

Figure 5.1 obtained from the google forms analysis, the questionnaire's fifth question is about the well-designed motel facilities, and the motel guests are not satisfied. The 40 on the green histogram's perception score is lower than the expectation score of 48, indicating that the guest is not happy. The perception score of 28 on the purple histogram is lower than the expectation score of 30, meaning that the guest is not satisfied.

Figure 5.2

*Responses for motel employees are neatly dressed*

6.Motel staff are neatly dressed.

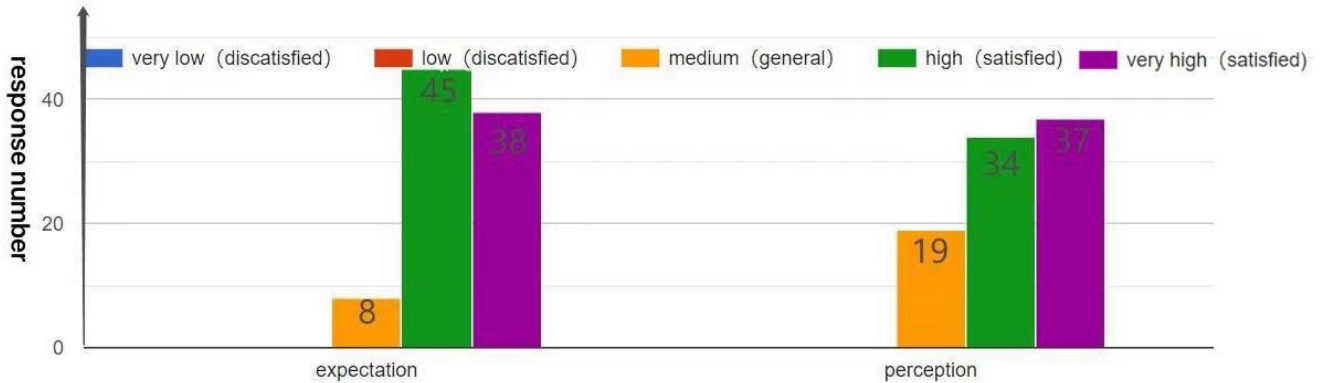


Figure 5.2 obtained from the google forms analysis; the questionnaire's sixth question is whether the motel employees are neatly dressed, and the motel customers are not satisfied. The perception score of 34 on the green histogram is lower than the expectation score of 45, indicating that the guest is not satisfied. The perception score of 37 on the purple histogram is lower than the expectation score of 38, meaning that the guest is not satisfied.

Figure 5.3

*Responses to complete the customer's request within the promised time*

7.Motel staff can finish requests within the promised time.

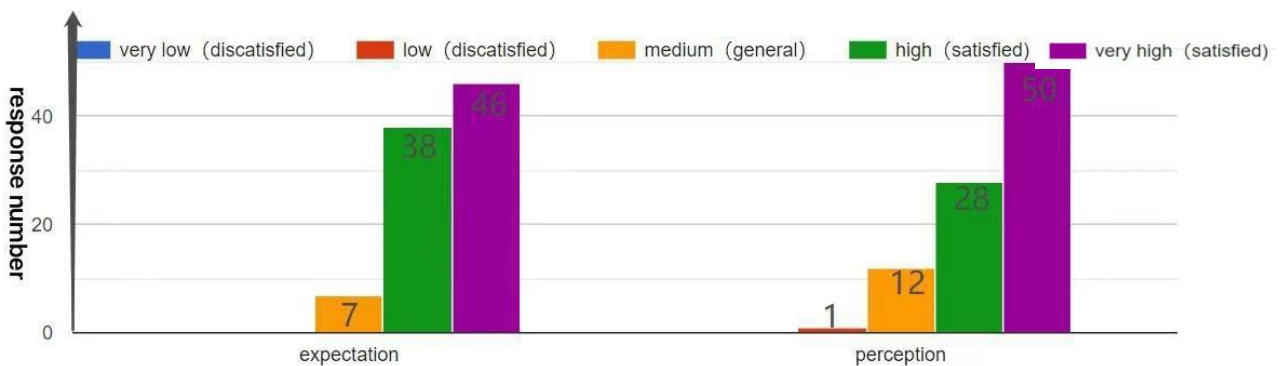




Figure 5.3 obtained from the google forms analysis that the questionnaire's seventh question is about if the motel employees can complete the requirements within the promised time. One person rated the perception of the red bar, indicating that the customer was very dissatisfied. The perception score of 12 on the yellow histogram is higher than the expectation score of 7, meaning that the guest is not satisfied. The perception score of 28 on the green histogram is lower than the expectation score of 38, indicating that the guest is not happy.

Figure 5.4

*Responses for motel staff understand the needs of customers*

17.Motel employees understand your needs.

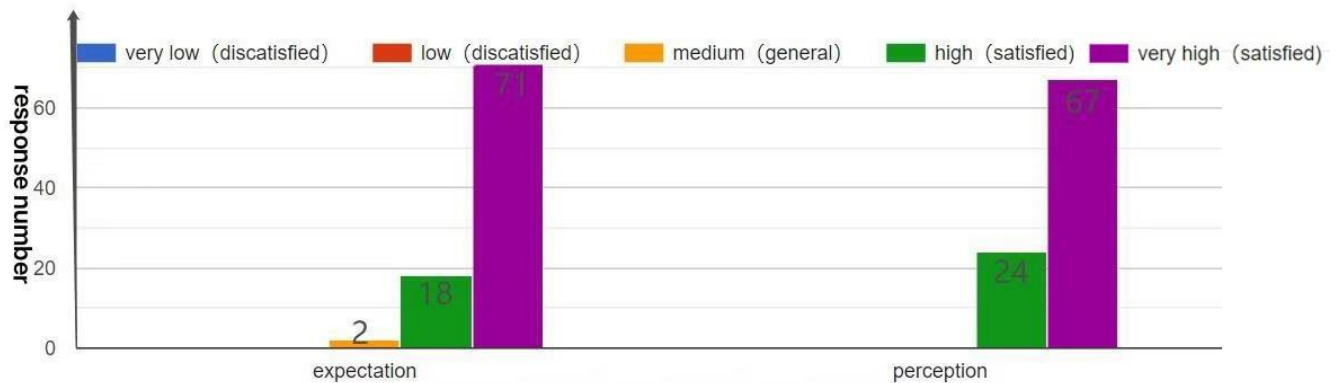


Figure 5.4 obtained from the google forms analysis that the 17th question of the questionnaire is about whether the motel employees understand the guests' needs and the motel guests are not satisfied. The perception score of 67 on the purple histogram is lower than the expectation score of 71, indicating that the guest is not satisfied.

## **5.3 Discussion of the findings**

### **5.3.1 Discussion on good service quality**

Some of the eight services are in line with previous research. The previous researcher Tong (2015) pointed out that it is essential to respond to guests as soon as possible. Tong's (2015) study shows that the motel's guests are satisfied with prompt response to guests, but his research includes all motels and hotels, not just 4-star plus motels. A comparative study shows that both ordinary motels and high-star motels are satisfied with prompt response to guests. But Ali (2015)'s research is different. He found that it is essential to help guests solve problems the first time, and the attitude of employees when serving guests is even more critical. A good service attitude can make guests satisfied. Therefore, the motel staff needs to be polite to guests. The results of this research show that Invercargill's 4-star motel staff is very polite to guests, which makes the guests very satisfied. Also, this research found that guests are happy with the following aspects: the staff of 4star plus motels sincerely solve the guest's problem, correctly record the guest's information, let the guest know the time required to complete the service request, provide a safe environment, the staff taking care of the guests, the team takes the interests of the guests at heart. There are few previous studies on high-star motels in New Zealand. These are some aspects that may not be found in other studies. In the past, few people in New Zealand studied high-star motels. This research may be able to fill this research gap.

In this study, eight aspects of good service quality were found to be in line with this study's objective 1. The researcher found the sources of high guest satisfaction with the service at Invercargill's four 4-star plus motels. This study successfully found eight sources of motel customers' high service quality and realised the objective1 of this research. Invercargill's four 4-star plus motels do well on most intangible services, in line with the fact that Qualmark gives the four motels the highest 4-star plus rating.

### 5.3.2 Discussion of problems existing in service quality

The results of the study revealed problems with tangible service at four 4-star plus motels in Invercargill. Motels invest less in tangible facilities than Hotels, leading to poor room design, untidy staff clothing, and lack of modern facilities. This study found that motel customers' low satisfaction with the motel's tangible facilities was consistent with the motel's investment positioning, which was not found in previous studies. The tangible facilities of Invercargill's four 4-star plus motels are highlighted as areas in need of improvement, and motel managers can focus their management on enhancing tangible services.

Invercargill's four 4-star plus motels were found to have several service problems, including motel facilities are not well-designed, motel staff are not neatly dressed, failure to meet promised deadlines and a lack of understanding customer needs. The researchers found four problems in service quality. This study found four sources of low customers satisfaction, realising the objective<sup>2</sup> of the research.

Four aspects of customer dissatisfaction with service

1. It is clear from the results that Invercargill's 4-star plus motels' guests were not happy with the motel's design. The score of perceived P minus expected E is -0.187. According to the Expectation Confirmation Theory, the perception of being below expectations indicates that the guest is dissatisfied with the service and needs improvement. Motel

managers should pay attention to the motel's design; this study's conclusion is like the findings of An (2018). An (2018) also found that motel or hotel guests were not satisfied with some accommodations design, and the guests paid much attention to the design and decoration of the room's interior. Motel customers may not be satisfied with motels' design, whether it is ordinary motels or 4-star plus motels. Invercargill's 4-star plus motels needed to upgrade the design of the motel facilities.

2. The guests are not satisfied with the dressing of the staff. The results revealed that guests at Invercargill's 4-star plus motels were unhappy with the staff's work clothes' cleanliness. Perceived P minus expected E score is -0.121. According to the Expectation Confirmation Theory, the perception of being below expectations indicates that the guest is dissatisfied with the service and needs improvement. The staff's dress is essential because it is the first impression of the motel guests. When the guest finds that the team is dressed inappropriately or not neatly, it will make the guests think that the motel's staff is perfunctory; this is inconsistent with previous research. Previous researchers noted that guests seem to value motel rooms and corridors' cleanliness (Ren et al., 2015). But the previous study is not researching high-star motels; the research site is not in New Zealand. The guests of 4-star plus motels in Invercargill, New Zealand value the dressing of the staff. Untidy dressing of the team will lead to low customer satisfaction.

3. Customers are not satisfied with whether motel employees can complete the tasks within the promised time. From the results, customers were not satisfied with completing the tasks within the promised time. Perceived P minus expected E score is -0.033. According to the Expectation Confirmation Theory, perceptions lower than expectations indicate that guests are dissatisfied with this service, and motel managers need to improve employees' service speed. Failure to complete the job will make guests lose trust in the motels. The customer's trust in the motels will affect the customer's next choice, and a motel that is no longer trusted can hardly attract customers to visit again. Long waiting will make the guests lose patience, cause the originally good mood worse, and produce dissatisfaction with the motels. Long waits may make guests feel disrespectful, which can

lead to dissatisfaction. This research is consistent with previous research. Tong (2015) also pointed out that guests will be dissatisfied with failing to complete tasks within the promised time. Helping guests to solve problems on time can improve service quality and increase customer satisfaction. Therefore, the motel employees should complete the tasks promised to the guests within the promised time and not let the guests wait too long.

4. Customers are not satisfied with the staff's understanding of customer needs. The results show that guests of Invercargill's 4-star plus motels are dissatisfied with whether the staff understands customer needs. Perceived P minus expected E score is -0.033. According to the Expectation Confirmation Theory, perceptions lower than expectations indicate that guests are dissatisfied with this service, and the manager of motels needs to improve this service. This study is like the research of Tong (2015). Tong (2015) also pointed out that if motels do not understand customers' needs and ignore the service details, it will decrease customer satisfaction. Companies should pay attention to customers' needs because customer satisfaction will affect the company's operations; companies should focus more on improving customer satisfaction to improve company performance (Javed & Cheema, 2017; Ibrahim & Yusheng, 2020). The above research focuses on general motels, not high-star motels. The research results show that customers of general motels and high-star motels care about employees' understanding of customer needs and are dissatisfied. Therefore, motels need to understand the needs of the guests. Understanding the needs of the guests is essential for customer satisfaction.

Two aspects that guests are general satisfaction with the service

1. Customers are generally satisfied with the professional knowledge of the motel staff. The results show that the guests of 4-star plus motels in Invercargill are generally happy with the motel staff's professional experience. Perceived P minus expected E score is 0.

According to the Expectation Confirmation Theory, perception is equal to expectation, indicating that guests are generally satisfied with this service, motels still can improve this service. Invercargill's 4-star plus motels' guests felt that the motels' staff did not have enough professional knowledge, which was not found in previous studies, because there were very few studies on satisfaction with New Zealand's high-star motels.

2. Customers are generally satisfied with the modern facilities of motels. The results show that guests of Invercargill's 4-star plus motels usually are happy with the motels' modern equipment. Perceived P minus expected E score is 0. Perception equals expectations, indicating that guests are generally satisfied with this service, motels still can improve this service. Previous studies have also shown that guests will be dissatisfied once the motel does not have essential modern equipment. Incomplete motel facilities are among the main reasons for guest dissatisfaction (Alrawadieh & Law, 2019; An, 2018; Kucukusta, 2017). The above research is like this research. When motels cannot provide modern equipment, customers will feel dissatisfied. The modern equipment supplied by Invercargill 4-star plus motels makes the guests generally satisfied, the motel managers still can improve the modern equipment.

The difference between high and low customer satisfaction

Regarding services with high and low customer satisfaction, the main difference is that customers are not satisfied with tangible facilities but are generally satisfied with most intangible services. Dissatisfaction with tangible facilities mainly includes customers' dissatisfaction with the motels' design and the staff's work clothes' neatness. This may be because motels have a lower investment in tangible facilities compared to hotels.

The employees are satisfied with most intangible services, including the motel's sincere solutions to the guest's problems, the correct recording of the guest's information, etc. This phenomenon is consistent with the 4-star plus rating of all four motels. High-star motels generally do well in most intangible services to get the title of 4-star plus. However, this study emphasises that the four 4-star plus motels' guests are also not satisfied with the two intangible services whether the staff can complete the task within the promised time and whether the staff understands the customer's needs. These two intangible services also need to be improved.

## **5.4 Conclusion**

This chapter presents the research results of this research and discusses the research findings. The research results show that 91 valid questionnaires have been collected in this study, which completed the questionnaire collection goal. The study results show that most of the questionnaires collected are male guests, with the highest proportion of 46-60 years old and guests for travel purposes. The results are mainly divided into low and high customer satisfaction with the service. The four areas of low satisfaction include the guest's motel design, whether the staff is well dressed and whether they complete the task within the promised time, and whether they understand the customer's needs. Besides, guests are generally satisfied with motels' modern equipment and motel staff with professional knowledge. The guests expressed their satisfaction with the remaining eight services.

The researchers manually entered the questionnaire data into Excel and then imported the Excel data into SPSS software. The data in this study are reliable. The researchers processed the questionnaire data and found that the overall Cronbach's Alpha coefficient was greater than 0.7. The results show that the questionnaire's internal consistency is good, and the survey results' reliability is good. Through descriptive analysis, the average range of data is 4.099-4.769. In general, the absolute value of skewness  $<2$  and the absolute value of kurtosis  $<7$  indicate that the data obeys approximately normal distribution. The absolute value of skewness and kurtosis of the data meets the requirements. The study results are not affected by certain extreme values, and the answer to the question is valid.

The discussion part combines the previous literature review and the results of this study for comparison and analysis. The researcher found that high-star motels did an excellent job of intangible services, which is in line with the 4-star plus rating given by Qualmark. The difference from previous research findings is that 4-star plus motels have more significant problems with tangible facilities. For services with high and low customer satisfaction, the main difference is that customers are not satisfied with the physical facilities but are usually satisfied with most intangible services. This study found eight sources of high customer satisfaction, realised objective1 of the research, found four low customer satisfaction sources, and realised objective2 of the study. In chapter 6, the researcher will give suggestions on low customer satisfaction sources to achieve the objective3 of the study. The realisation of the three objectives finally realised the research aim of this research.



## **Chapter 6. Recommendations and Conclusion**

### **6.1 Introduction**

This chapter summarises the entire research process, discusses the findings and limitations of this research, and gives future research suggestions. The Findings' content illustrates the different results of this study and previous studies and realises the research objectives and may fill the gap of the study. The research recommendations' content includes specific practical advice for the motels' managers in the future and suggestions for future researchers. Future researchers can compare the difference in customer satisfaction of different accommodation forms based on this research. The structure includes these parts: first, review the content and research purpose of each chapter. Each chapter revolves around realising the purpose of this research and finally realises its aim. Then explain the importance of this research and the relationship between this research and previous research. Then discuss the limitations and delimitations of this study. Finally, suggestions are made for future research and practice.

## 6.2 Review and research purpose

Review the chapters:

Chapter 2 clarifies this study's research theory through the theoretical introduction and understands the New Zealand motel industry background through industry analysis. The first is to introduce the Expectation Confirmation Theory based on expectations and perceptions. Then use the PESTEL model to analyse the New Zealand motel industry and use the SWOT model to study the industry situation of Invercargill's four 4-star plus motels.

Chapter 3 discusses applying the SERVQUAL model in other studies, including discussing different models and theories based on expectation perception. Then the researcher discussed some literature on the factors that affect customer satisfaction. finally, this chapter discussed the literature on the importance of customer satisfaction to the motel's business performance and development. Through the literature review to understand the previous research situation, discover the advantages and disadvantages, and find the earlier researchers' gaps.

Chapter 4 explains the philosophy underpinning the research (positivism) and the research design. The research design is divided into six steps. The first step is to choose explanatory research as the overall method of this research. The second step is to choose the survey as the design. The survey is suitable for answering satisfaction questions and explanatory research (Saunders et al., 2016, p.181). In the third step, the researcher chose the questionnaire as the method, which can collect a large amount of data in a short time (Bougie & Sekaran, 2016, p.143). The fourth step is that the researcher remains objective, so the researcher's role is removed in collecting data. In the fifth step, this study collected quantitative data. Saunders et al. (2016) pointed out that positivists use quantitative

methods to collect data p.166. In the sixth step, this study's analysis method adopts a deductive approach suitable for analysing quantitative data (Saunders et al., 2016, p.181).

Chapter 5 provides answers to the research questions set at the outset of the research. The research results are presented in two categories: low customer satisfaction with services and high customer satisfaction with services. The researcher first presented the four elements of low satisfaction. The perceptions were below expectations, which interpret as indicating dissatisfaction. Then the researcher found the eight elements of customer satisfaction with the services. Then discussed the result part according to the expectation confirmation theory and the SERVQUAL model:  $P-E=Q$ . The discussion part combines the previous literature review and the results of this study for comparison and analysis. In the fifth chapter, the researcher found the eight sources of high customer satisfaction and the four sources of low customer satisfaction and realised the objective 1 and 2 of the research. Finally, the researcher suggested realising the objective3 of this research. The above chapters are all around the realisation of the research objectives and research purpose. The results and discussion part found the source of high and low customer satisfaction, gave suggestions, and finally realised this research's three objectives.

### 6.3 Significance and relationship to previous research

It makes sense to choose the research topic of high-star motels. Few people have researched motels in Invercargill before. Incredibly few people have researched high-star motels. The significance of studying motels is that motels have their unique advantages. First, New Zealand's car ownership is very high, with more than 4 million people owning their cars (Minister of transport, 2017). Motels are located next to roads and attractions, especially suitable for New Zealanders on road trips. Secondly, compared with hotels, motels have lower prices and have more competitive advantages. Finally, the advantage of motels over Airbnb is that motels can usually provide many parking spaces, while the disadvantage of Airbnb is that most of them cannot provide enough parking spaces. Therefore, this study chooses to study the topic of high-star motels, which is meaningful.

The previous literature review found few satisfaction studies on Invercargill's high-star motels, and there is a research gap. This study found that guests are satisfied with these aspects: the staff of 4-star plus motels sincerely solve the guest's problems, correctly record the guest's information, let the guest know the time required to complete the service request, provide a safe environment, the staff taking care of the guests, the staff take the interests of the guests at heart. The above are aspects that may not have been found in other studies. This study may fill the previous research gap where few people in New Zealand studied high-star motels. This study found that 4-star motels have more prominent tangible facilities problems, which is also a different finding from earlier studies. In actual practice in the future, the managers of 4-star plus motels may refer to the research results and suggestions of this research to solve motels' service problems. This study can improve motels managers' understanding of customer satisfaction management, and the efficiency of management can be improved by referring to the results of this study.

## 6.4 Limitations of the present study

Limitation: Firstly, the researcher does not know how many people stayed in the motels during the research period. Secondly, the use of questionnaires to collect data in this study has its limitations. The questionnaire questions are fixed, and the respondents cannot change the question, and there may be no questions that are of interest to the participants. Third, the questionnaire collection time is not controlled by the researcher. The researcher initially wanted to collect the questionnaire in one month, but some motels' questionnaire collection was slow. Besides, this study's research method is relatively simple, and only the questionnaire is used to collect data, which belongs to a single quantitative analysis. A single quantitative study collected quantitative data but did not collect qualitative data using interviews. Also, the researcher does not know the reaction of motel managers to the data collected and whether they think it is reliable. Finally, this research only focuses on the customer satisfaction research of 4-star plus motels in Invercargill. The research results may be different from other countries and may not apply to other countries and regions.

Although the limitations are difficult to control, the choice of tools and research methods in this study are reliable. Positivism is a scientific and rigorous research philosophy used by many researchers for quantitative research (Bougie & Sekaran, 2016, p.28). Questionnaires are one of the most widely effective methods for collecting quantitative data; many researchers approve the use of questionnaires (Saunders et al., 2016, p.439). Finally, this study's SERVQUAL model is also a useful model for measuring the service quality of motels and has been widely recognised by the service industry (UKEssays, 2018). To solve this study's limitations, the researcher first chose the questionnaire as an effective and rapid method of collecting data and effectively collected the required data within the specified time. The researchers did not use online questionnaires with a low recovery rate to increase the questionnaires' response rate but used paper questionnaires for participants to fill out. To speed up the questionnaire filling, the researcher left the questionnaire at the front desk of motels and left the

questionnaire in the motels' rooms, which effectively increased questionnaire filling speed.

**Delimitations:** This study's sample selection standard was 100 adult guests who stayed in the four 4-star plus motels in Invercargill during the study period. The samples in this study excluded guests who stayed in four 4-star plus motels before the survey took place to guarantee the latest data. The research subjects only included guests staying in the four 4-star plus motels, instead of paying attention to all motels, so guests staying in other motels were excluded. This research focuses on finding high and low customer satisfaction sources to see customer satisfaction problems and give suggestions. The researcher could have compared the customer satisfaction of various accommodations, such as comparing the customer satisfaction of Airbnb, hotels, and motels. However, this study's time is less than five months, and the researcher's time is limited, so it is challenging to investigate three different forms of accommodation. The study does not include an analysis of differences between motels and other accommodation types.

## **6.5. Recommendations for future research and practice**

Motels can focus on making changes in services, thereby increasing customer satisfaction. For the previous four poorly done aspects and two general aspects, the researcher will give some suggestions. The ideas to improve customer satisfaction is to achieve the objective<sup>3</sup> of this research. The results of this study are related to the areas of management practice. Managers can refer to the results and suggestions of this study in

applied management practice. In actual management practices, the managers of motels can refer to the following suggestions.

Table: 6.1

*Problems and suggestions for customer satisfaction*

The problematic aspect	Satisfaction situation	Suggestions to improve service
1, Motel facilities are well designed; the score SQi is -0.187.	Not so satisfied	<p>Motels should appropriately increase investment in tangible facilities and pay attention to the design of motels rooms. Motels can paint the room walls in more colours and hang some different paintings on the walls, and these are not much investment. And it is a one-time investment, and most motels can afford it. Adding these designs and colours can make guests feel that the room design is no longer monotonous and improve guest satisfaction.</p> <p>An (2018) also believes that guests of motels or hotels are very concerned about the room's interior design and decoration. He also suggested that the room pay attention to colour matching and design, making people comfortable and satisfying them.</p>
2, Motel staff are neatly dressed; the score SQi is -0.121.	Not so satisfied	<p>Regarding employees' untidy clothing, the managers of motels can order several sets of the same employee uniforms, clean them regularly, and do well in staff training to keep the clothing clean and tidy. The investment in the clothing ordered is not very large, and the clothing can be used for many years, and motels can afford it.</p> <p>Good staff training can keep the clothes clean and tidy so that the motel's satisfaction will also increase (Alrawadieh &amp; Law, 2019; Alauddin et al., 2019).</p>
3, The staff can finish requests within the promised	Not so satisfied	<p>The staff to finish requests within the promised time, the best way is to train staff. Train employees to pay attention to integrity and complete the tasks promised to guests within the</p>

<p>time; the score SQi is -0.033.</p>		<p>promised time. A well-trained staff can serve guests faster so that guests will not wait too long. It can also motivate employees so that good performance may be rewarded.</p> <p>Tong (2015) also pointed out that responding to customers as soon as possible and helping customers solve problems promptly can improve service quality and improve customer satisfaction.</p>
<p>4, Motel employees understand your needs; the score SQi is -0.033.</p>	<p>Not so satisfied</p>	<p>The motels' staff can communicate with the guests more and understand the guests' needs during the communication process. Motels can also leave a simple feedback form at the front desk for guests to leave suggestions and their needs. According to customers' needs, motels can provide customised services, such as preparing birthday gifts for guests.</p>
<p>5, the motel has modern facilities, the score SQi is 0.</p>	<p>Average satisfaction</p>	<p>When Motels do not have modern equipment, guests will be dissatisfied (Alrawadieh &amp; Law, 2019; An, 2018; Kucukusta, 2017). Motels should update their equipment, provide air-conditioning equipment, room card sensor to open the door, etc. Also, it is necessary to provide good intangible modern equipment, with less investment and good results. Motels should provide WIFI equipment with fast internet speed because many customers value the quality of the internet. A convenient online reservation system is also important.</p> <p>Ali (2015) suggested that motels and hotels use the latest online booking method to be effective.</p>
<p>6, motel staff have professional knowledge; the score SQi is 0.</p>	<p>Average satisfaction</p>	<p>Strengthen the professional knowledge training of service in the staff training of motels. Professional knowledge includes understanding the service process, dealing with guests' problems, service etiquette, etc. Professional knowledge training can make guests feel the motels' staff's professionalism and be more satisfied with the service.</p> <p>After training, employees can provide better services to customers so that motels' satisfaction</p>



		will also increase (Alrawadieh & Law, 2019; Alauddin et al., 2019).
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Future researchers can study various accommodation forms within sufficient time to discover and find the differences in other accommodation forms' customer satisfaction. Researchers can compare and discover differences in customer satisfaction management in the accommodation industry and make targeted recommendations for different accommodation forms. Future researchers can also compare the satisfaction differences between high-star and low-star motels based on this research to discover low-star motels the bad side. Low-star motels can know the reasons for their low star rating, which may directly help low-star motels improve customer satisfaction.

In future practice, the advice given to the managers of the four 4-star plus motels in Invercargill is that management should focus on improving tangible facilities. Motels should further maintain the intangible services that do well and ensure high customer satisfaction. In the next step, researchers can continue to study customer satisfaction based on this research to compare various accommodation industries' customer satisfaction. This will further improve the research on customer satisfaction in the accommodation industry in Invercargill, New Zealand, and put forward suggestions for improving customer satisfaction for various stars accommodation forms. This will allow motels and hotels to find out the existing problems so that the managers can adopt some helpful suggestions. Other researchers could interview motel managers to see how they react to the data collected and consider if it is reliable in future studies.

## 6.6. Conclusion

This study successfully measured four 4-star plus motels' customer satisfaction through the SERVQUAL model and realised the research aim of this study. This study's found eight aspects of the motels' offerings where customer perceptions exceed expectations, and this study interprets as showing high customer satisfaction. The eight sources of high customer satisfaction achieve the objective1 of this research. This study found four aspects of the motels' offerings where customer perceptions are below expectations and which this study interprets as showing customer dissatisfaction. This study found the sources of low customer satisfaction realises objective2 of this study.

The study also found that the four 4-star plus motels meet their high-star rating positioning, and motels should maintain an advantage in intangible services. But employees can complete tasks within the promised time, and employees understand customer needs; these two intangible services also need improvement. The recommendations of this research for low customer satisfaction realised the objective3 of this research. Together with the previous objectives1 and 2, this research successfully realised the research aim. The finding in this study can be used for reference by the managers of motels. Findings include the problems of customer satisfaction, and the suggestions are given. In the future practice process, motels managers can refer to this research and the discussion section to improve customer satisfaction.

The entire research project conforms to the research aim. Each chapter is interlocking to realise this research's aim finally. The results of this study show that Invercargill's four 4-star plus motels have more obvious problems in physical facilities. Invercargill 4-star plus motels did an excellent job of intangible services, which was in line with the 4-star plus rating given by Qualmark of New Zealand. This study found that guests are satisfied

with these aspects: the staff of 4-star plus motels sincerely solve the guest's problems, correctly record the guest's information, let the guest know the time required to complete the service request, provide a safe environment, the staff taking care of the guests, the staff takes the interests of the guests at heart. The above are aspects that may not be found in other studies. This study may be able to fill the research gap in Invercargill's research on high-star motels. In the end, this study found eight sources of high customer satisfaction and four sources of low happiness. Finally, the researcher gave suggestions to realise the three objectives of this research. The entire research project is centred on the realisation of three research objectives. After the completion of the objectives, this research finally realised the research aim.

This research has learned some knowledge from the value of the SERVQUAL method. This study integrates the original SERVQUAL questionnaire questions and other accommodation literature questions based on the motel's industry, so the survey results are relatively reliable. Therefore, when designing the SERVQUAL questionnaire, the researcher can appropriately modify the questionnaire according to the research industry's needs, which can be more suitable for the research's needs. The SERVQUAL model based on the Expectation Confirmation Theory is an effective tool for measuring customer satisfaction and can continue to be used in customer satisfaction management research in other industries in the future.

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Section2: Please select your perception: (very dissatisfied 1, dissatisfied 2, general 3, satisfied 4, very satisfied 5). Your expectation: (very low 1, low 2, Medium 3, high 4, very high 5). Please tick each one of perception and expectation.

N	Questions	Your expectation					Your perception				
		Very low	Low	Medium	High	Very high	Very dissatisfied	Dissatisfied	General	Satisfied	Very satisfied
		1	2	3	4	5	1	2	3	4	5
4.	The motel has modern facilities.										
5.	The motel facilities are well designed design.										
6.	Motel staff are neatly dressed.										
7.	Motel staff can finish requests within the promised time.										
8.	When you encounter problems, the motel is sincere in addressing your problems.										
9.	Motel records your information correctly.										
10.	Motel responds to service requests promptly.										
11.	The motel staff keep you informed about the time required to complete service requests.										
12.	The motel provides a safe environment.										
13.	Motel staff are polite to you.										
14.	Motel staff have professional knowledge.										
15.	The motel staff take care of their guests.										
16.	Motel staff have your interests at heart.										
17.	Motel employees understand your needs.										

**This research has been approved by the Human Research Ethics Committee at SIT.**

If you have concerns about the **ethical conduct** of this research or the researchers, the following procedure should occur.

Write to the following:

The Secretary of the Human Research Ethics Committee  
Southern Institute of Technology  
133 Tay St  
INVERCARGILL 9840 NZ  
Tel: 03 211 2699

All information is confidential and will be handled as soon as possible.